

**MAYOR OF LONDON**

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# **GLA Workforce Report**

Workforce data report for the year ending 31 March 2024



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**LONDONASSEMBLY**

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# 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 in terms of 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 (for example, which directorates people sit in) compared with previous reports.

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

## Redacted data

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'. Redactions have been applied to timeseries since 2023. To reduce the number of redactions, where appropriate, some categories have been grouped.

## Changes to Directorates:

The Chief Finance Office, and the Corporate Resources and Business Improvement directorate have been established. Some teams from the Chief Officer directorate, and Strategy and Communications have moved to the latter. Due to there being a small number of staff now part of the Chief Officer Directorate, for the purposes of this report the Chief Officer Directorate is combined with Corporate Resources and Business Improvement.

# Legend

Code	Directorate
AS	Assembly Secretariat
CFO	Chief Finance Officers Directorate
C&S	Communities and Skills
GG	Good Growth
H&L	Housing and Land
MO	Mayor's Office
CRBI & CO	Corporate Resources and Business Improvement, and Chief Officer
S&C	Strategy and Communications

## Data sources

References to the working-age population of London (aged 16-64) are taken from the ONS Annual Population Survey 2023.

Ethnic group	% of working-age population
White	57.9%
Black, Asian and Minority Ethnic	42.1%
Mixed/multiple ethnic groups	3.7%
Asian/Asian British	20.3%
Black/African/Caribbean/Black British	11.4%
Other ethnic group	6.8%

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

Disability	% of working-age population
Disabled	18.2%

## **Establishment and headcount**

*This section provides an overview of the GLA establishment and headcount for the period of this report. Our establishment is the funded posts against which we assign GLA employees. Our headcount is our employees who occupy these posts in our establishment.*

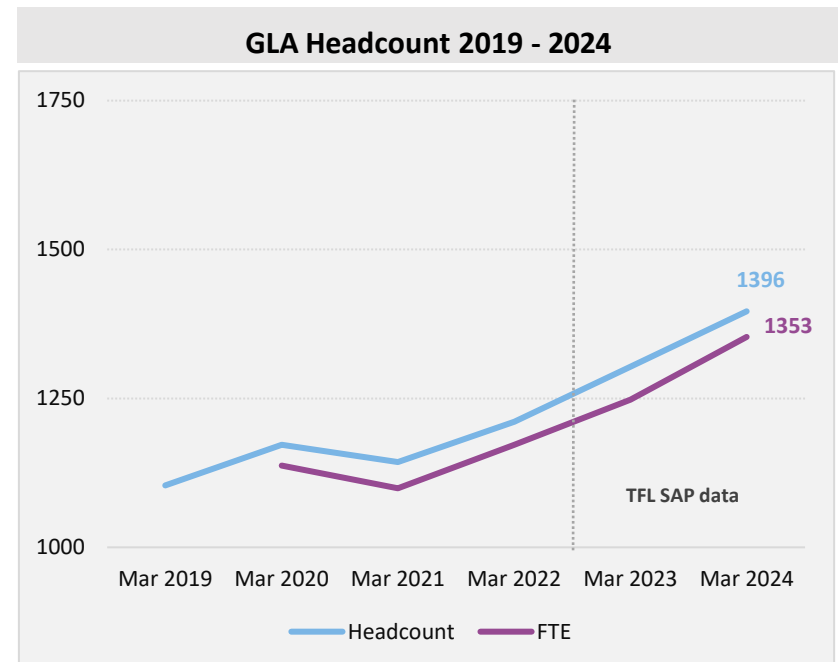
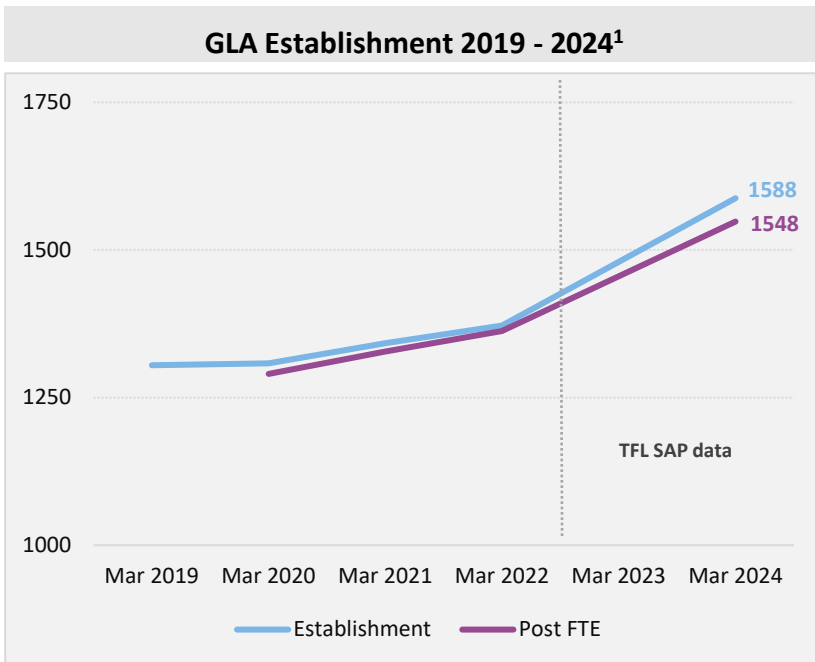
*We show this information in two ways: the FTE (the number of equivalent full-time posts or employees) and the total number of posts or headcount (a simple count of the posts or employees).*

# GLA establishment (posts) and headcount (employees)

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

- **Establishment** – refers to the funded posts against which we assign individual employees. Funding may be from core GLA sources, or from external bodies linked to specific programmes.
- **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 terms (FTE). Posts may be fixed-term in nature (that is of limited duration) or permanent (that is. 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 full time equivalent terms, reflecting the number of hours that they work. An employee might be fixed term; (that is. with a defined end date of their contract), or permanent (with no defined end date).
- **Full-time equivalent (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.

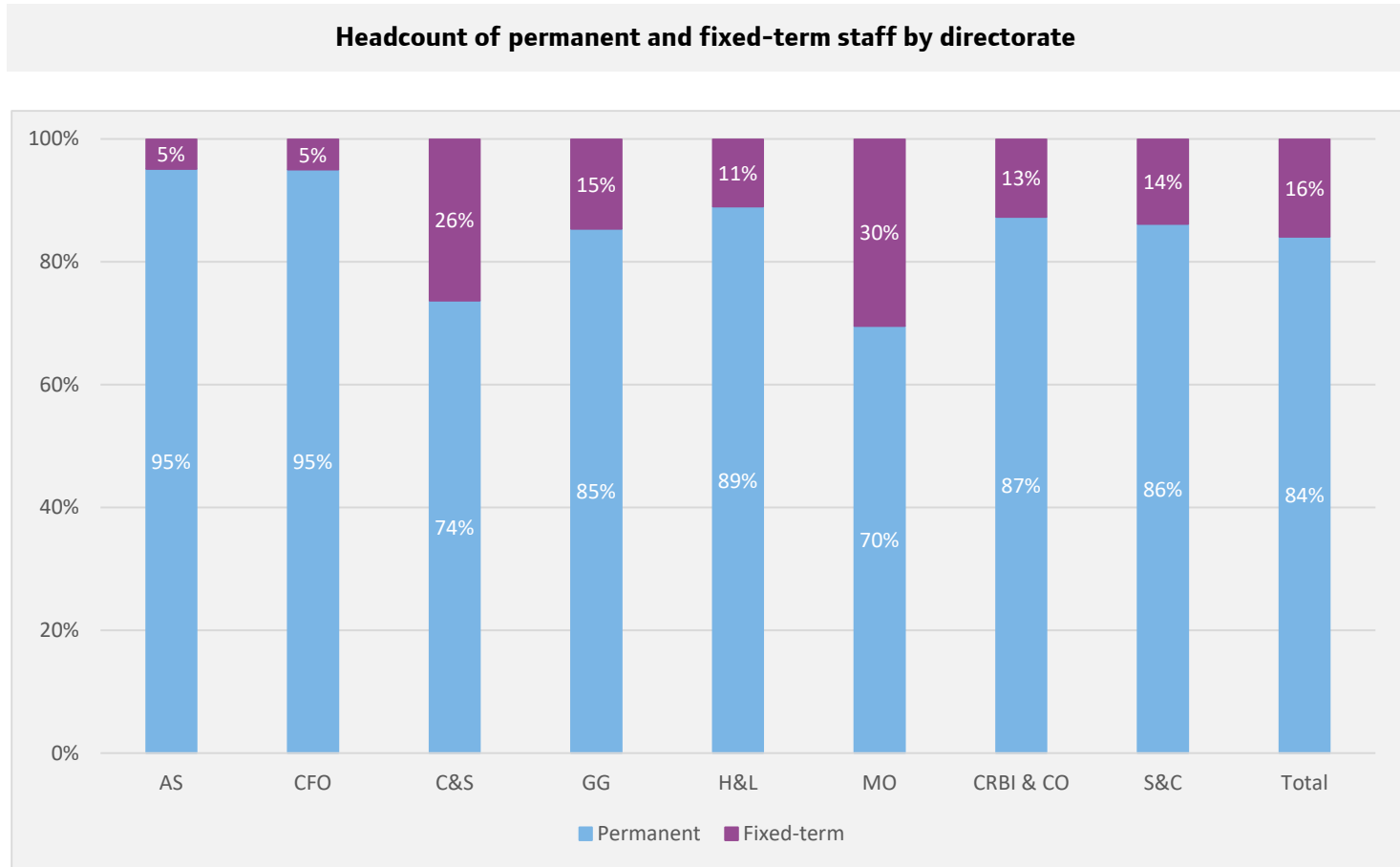
On 31 March 2024, the GLA had an establishment of **1548 FTE** (comprising 1588 individual posts).



<sup>1</sup>Establishment figures are not available for March 2023. The graph extends the trend from 2022 to 2024.

# Headcount of permanent and fixed-term staff by directorate

On 31 March 2024, some 16% of GLA employees were on fixed-term contracts and 84% were on permanent contracts. Communities and Skills and the Mayor’s Office were the directorates with the highest proportion of staff on fixed-term contracts, while Chief Finance Office (5%) and the Assembly Secretariat (5%) had the lowest proportion of staff on fixed-term contracts.



## GLA establishment – agency workers on 31 March 2024

There were 124 and 119 FTE agency workers in the GLA on 31 March 2024. This is an increase of 48 agency workers compared to March 2023 and seven from the last report in September 2023.

Of these, 55% were covering established posts, that is, providing cover directly for a post that is vacant and held on the establishment. The other 45% 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.

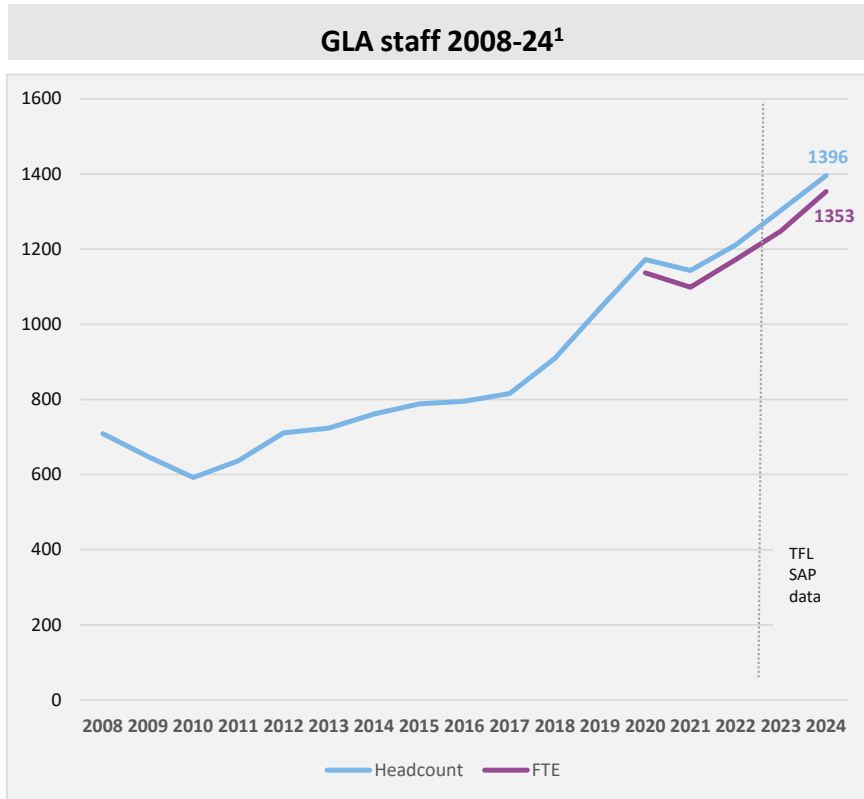
**Number of agency staff (headcount) held against established posts or off establishment on 31 March 2024**

Directorate	Funded via established post	Not funded via staff establishment	Total (Headcount)	Total (FTE)	% held against established posts	% off establishment
Assembly Secretariat	8	5	13	12	62%	38%
Chief Finance Officers Directorate	8	7	15	15	53%	47%
Communities and Skills	8	10	18	18	44%	56%
Good Growth	23	11	34	32	68%	32%
Housing and Land	0	1	1	0.4	0	100%
Mayor's Office	1	1	2	2	50%	50%
Corporate Resources and Business Improvement	15	16	31	30	48%	52%
Strategy and Communications	5	5	10	10	50%	50%
<b>Total</b>	<b>68</b>	<b>56</b>	<b>124</b>	<b>119</b>	<b>55%</b>	<b>45%</b>



# Headcount

The chart below shows the headcount from March 2008 to March 2024. The total headcount (i.e. our number of employees) on 31 March 2024 was 1,396. In March 2023, the headcount was 1,303, meaning an increase of 93 over the year. The headcount FTE for March 2024 was 1,353, up from 1,248 in March 2023 (an increase of 105 over the first half of the year).



<sup>1</sup>This 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 2021 to 2023. The GLA has reorganised all enabling functions to sit together to support an integrated, improved offer for GLA people. The Chief Finance Office, and Corporate Resources and Business Improvement directorate have been established. Certain teams from the Chief Officer's directorate, and Strategy and Communications have moved to the new Corporate Resources and Business Improvement directorate.

**Staffing profile by directorate 2021-23<sup>2</sup>**

Directorate	Mar-21	Mar-22	Mar-23	Mar-24
Assembly Secretariat	72	74	90	82
Chief Officer*	43	56	42	2
Chief Finance Officers Directorate				40
Communities and Skills	192	214	263	304
Good Growth	285	303	310	321
Housing & Land	181	190	216	227
Mayor's Office	55	44	45	46
Resources	144	143	116	
Corporate Resources and Business Improvement				179
Strategy and Communications	171	187	221	195

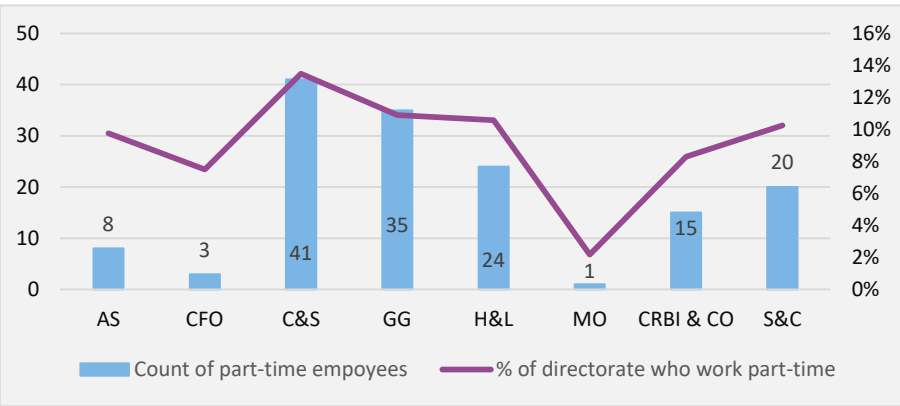
<sup>2</sup> All numbers are whole numbers (count of number of employees) and not FTE.

\*The Chief Officer was excluded from Chief Officer Directorate in March 2023. In this year and previous years, the Chief Officer was included in the Chief Officer Directorate.

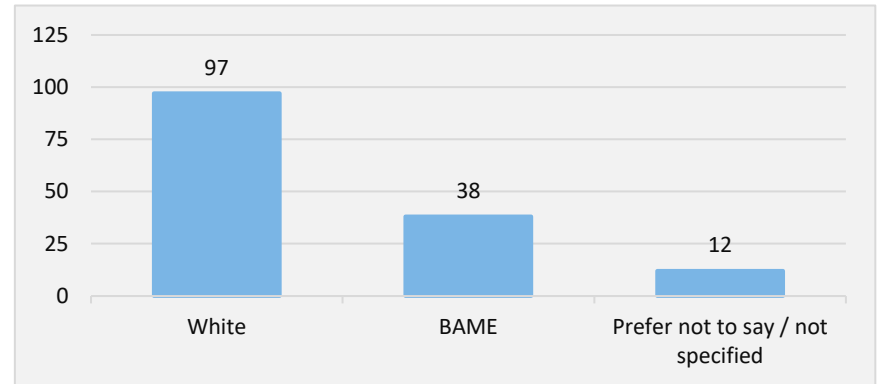
# Part-time staff analysis

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 104.93 FTE staff working part-time, with the actual headcount being 147 (11% of staff). On average, part-time staff work 0.71 FTE hours per week. Of the 147 part-time staff, 126 have declared they are female (equivalent to 86% of part-time workers, against a GLA population of 63% with a known sex who were female). There are 38 part-time staff who have declared they are from Black, Asian and Ethnic Minority backgrounds, representing 26% of the part-time population with a known ethnic background. This compares to 37% of the GLA staffing population with a known ethnic background who are from Black, Asian and Ethnic Minority backgrounds. Within the GLA, working part-time is not a barrier to being appointed to a senior role, with 22 part-time staff (15%) earning the equivalent of £70,000 or more per year: the same as the proportion of staff working full time who earn £70,000 and over. Amongst the most senior staff, those who earn £100,000 and over, 11% work part-time. This is in line with the proportion who work part-time across the GLA.

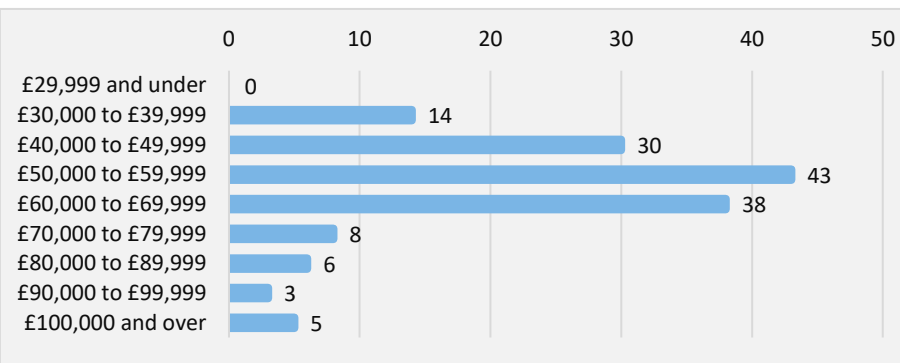
**Part-time staff by directorate (by % and number)**



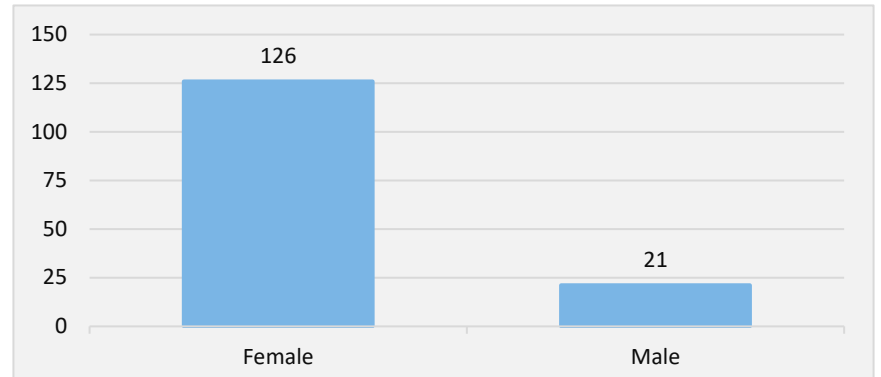
**Part-time staff by ethnicity**



**Part-time staff by salary grouping using FTE salary**

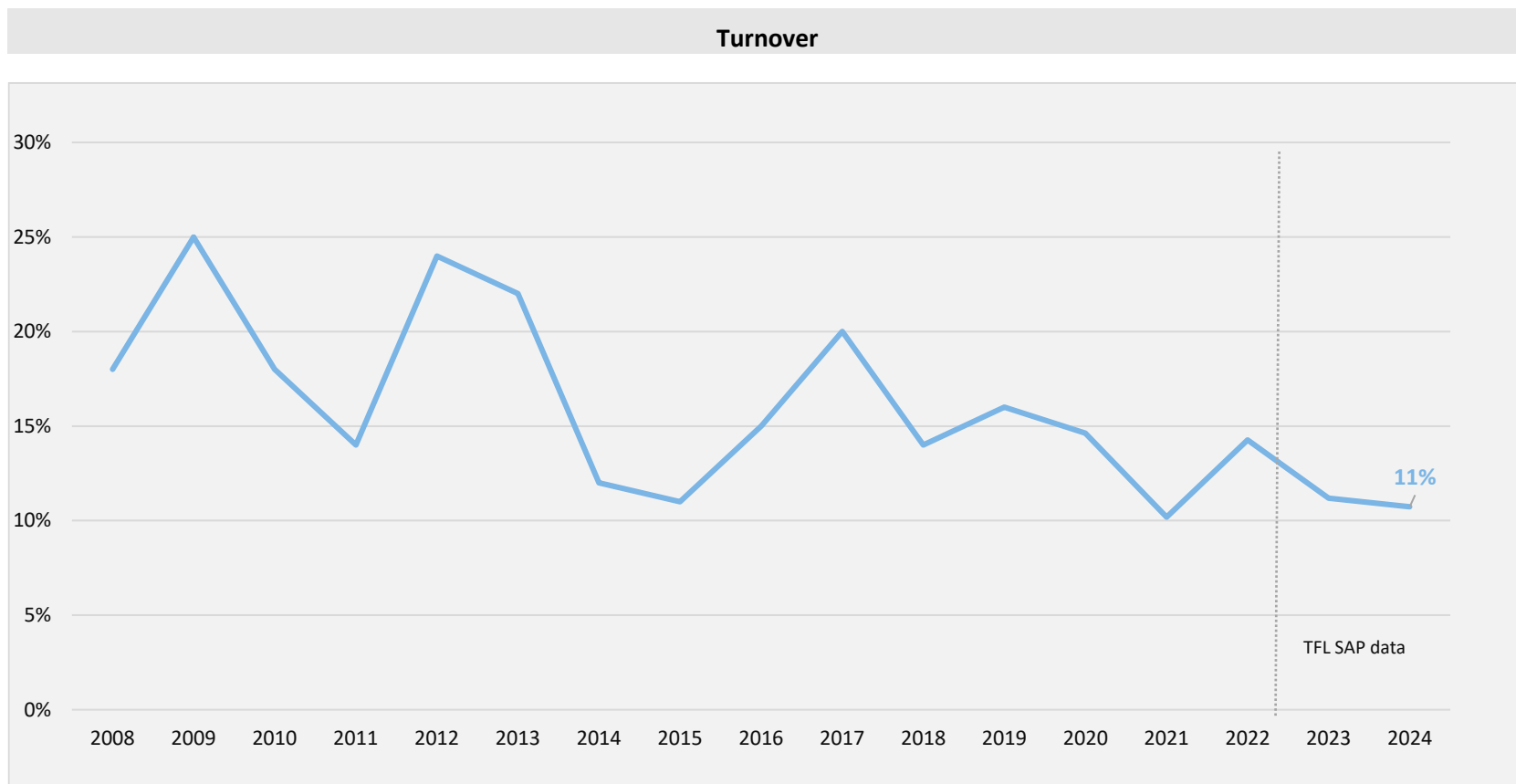


**Part-time staff by sex**



# Turnover

Turnover can be defined as the overall change in the number of people employed during a particular period. It accounts for the number of leavers; and the total number of workers at the end of a given period. Turnover is based on an annual calculation over a 12-month rolling period; the overall turnover in the GLA for 12 months to 31 March 2024 was 11%. This is in line with turnover reported in March 2023. The most recent public sector turnover figures from Brightmine (formerly XpertHR) show a median turnover rate of 17.5% in public sector organisations for the 12 months prior to September 2023 (Brightmine, 2023).

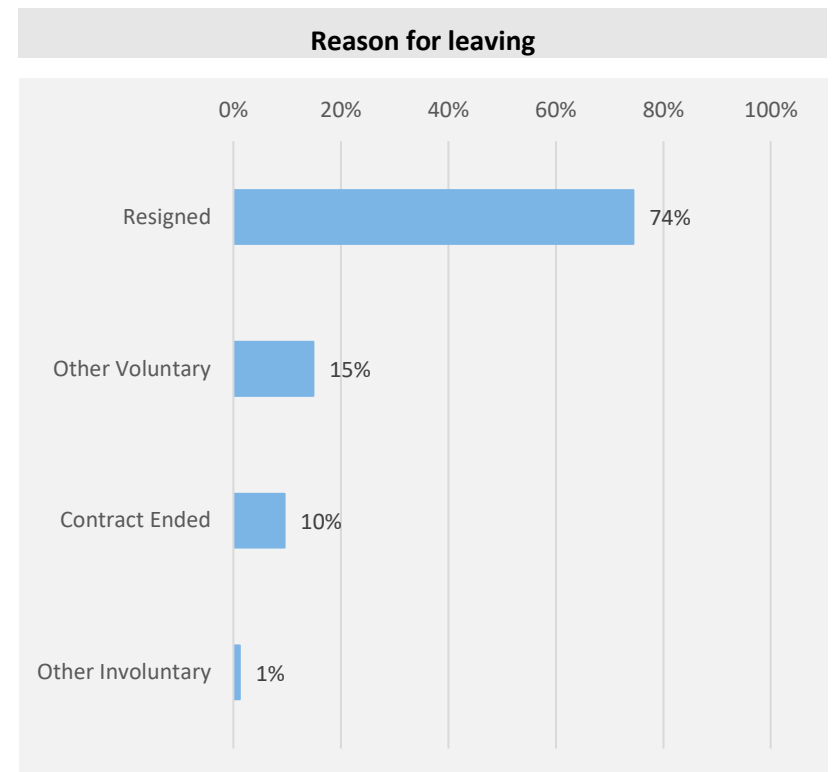


## Leavers: 1 April 2023 to 31 March 2024

Between 1 April 2023 and 31 March 2024, there were 168 individual leavers from the GLA. Good Growth was the directorates with the highest count of leavers (40). As the largest directorate, this equated to a turnover of 11%. The directorate with the highest turnover rate was the Assembly Secretariat with a turnover rate of 23% (and 24 leavers). Housing and Land had the lowest turnover rate (6%).

The most common reason for leaving over the period from 1 April 2023 to 31 March 2024 was resignation. In all, 125 leavers (74% of all leavers in the period) resigned. Other voluntary reasons, including retirement and non-starters accounted for 15% (25 leavers). Ending of contract accounted for 16 leavers (or 10% of all leavers). Other involuntary reasons (including dismissal) accounted for just 1% of leavers over the period.

Turnover by directorate			
Directorate	Total Leavers	Turnover	Leavers % of total
Assembly Secretariat	24	23%	14%
Chief Finance Officers Directorate	6	13%	4%
Communities and Skills	29	9%	17%
Good Growth	40	11%	24%
Housing and Land	15	6%	9%
Mayor's Office	9	16%	5%
Corporate Resources and Business Improvement and Chief Officer	21	10%	13%
Strategy and Communications	24	11%	14%
<b>Total</b>	<b>168</b>	<b>11%</b>	<b>100%</b>



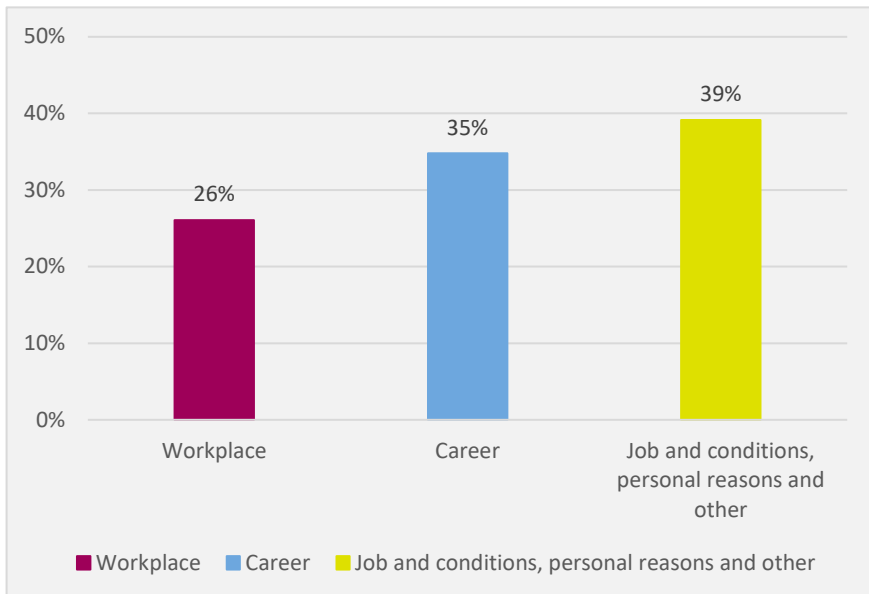
## Exit Interviews: 1 April 2023 to 31 March 2024

When staff leave the GLA they are invited to complete an exit interview questionnaire. This is optional, but we encourage staff to take this opportunity to gain a better understanding of the drivers for our turnover and identify any interventions that may be required. TfL has been issuing the exit survey as standard to leavers since August 2023, which was part way through the reporting period and therefore the number of surveys completed is lower than would be expected.

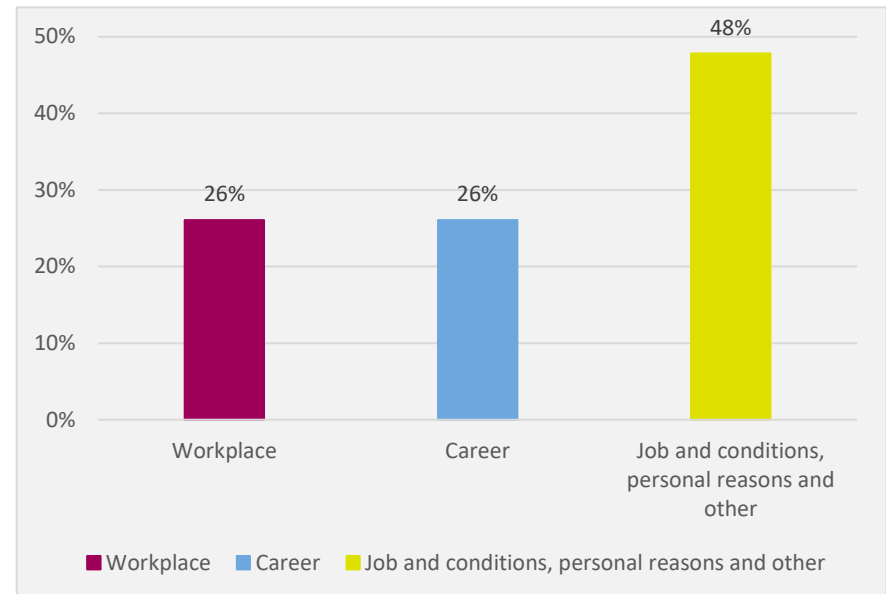
Between 1 April 2023 and 31 March 2024, some 23 leavers took the exit survey and nine went on to have an exit interview meeting. Those who complete the survey can indicate a primary, and secondary reason for leaving the GLA. Due to low counts, Job and conditions, personal reasons and other reasons have been grouped.

Overall, 39% of staff selected a reason relating to job and conditions, personal and other reasons, 35% were career related issues and 26% said reasons relating to the workplace. Of secondary reasons cited, 26% of leavers mentioned workplace and career related reasons and 48% mentioned job and conditions, personal reasons and other reasons. Amongst those who selected career related as a primary or secondary reason for leaving, responses were evenly split between receiving a promotion or higher paid job and lack of career development.

Primary reason for leaving



Secondary reason for leaving



## **Demographic breakdown**

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

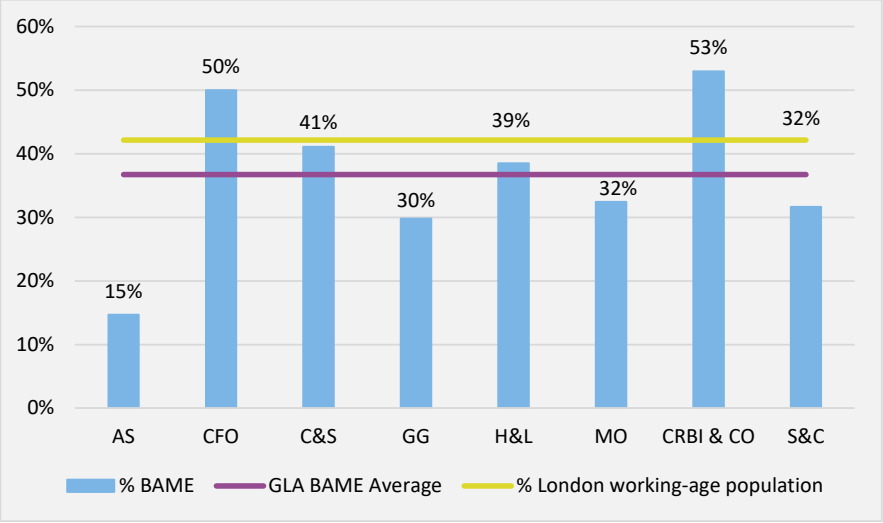
*As this information relates to individuals, this means that the data is shown as a count of the total number of employees within each category, rather than by FTE.*

# Ethnicity overview.

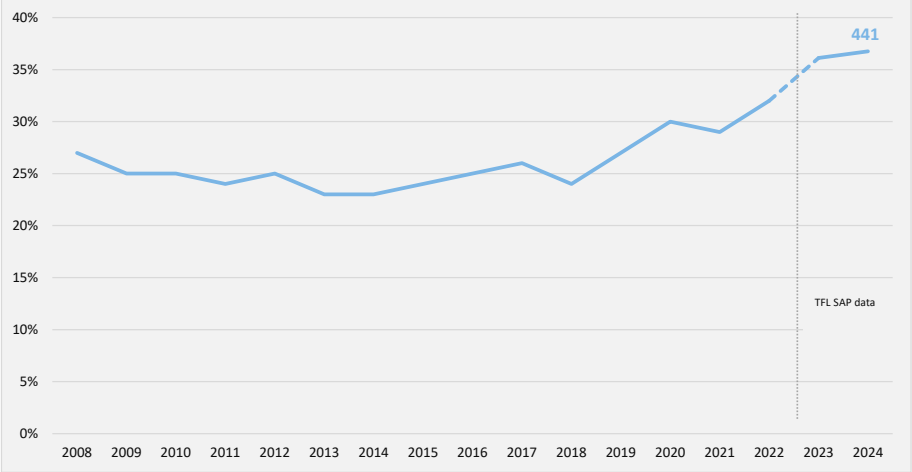
In March 2024, there were 441 employees from Black, Asian and Minority Ethnic backgrounds, increasing from 410 reported in March 2023. This represents 37% of the workforce who have declared their ethnic background. Since March 2023, the proportion of staff from a Black, Asian and Minority Ethnic background has risen by one percentage point. At the time of reporting, 86% of staff had declared their ethnicity, and 14% had not declared.

The directorates with the highest proportion of Black, Asian and Minority Ethnic staff were Resources and Business Improvement, and Chief Officer (53%); and the Chief Finance Office (50%). The Assembly Secretariat (15%) was the directorate with the lowest proportion of staff from Black, Asian and Minority Ethnic backgrounds.

**BAME staff by directorate (% and number)**



**BAME staff 2008 - 2024<sup>1</sup>**



<sup>1</sup> Percentages for 2023 onwards are based on the proportion of staff who with a known ethnic background. Previous years are compared to all staff.

## Black, Asian and Minority Ethnic breakdown

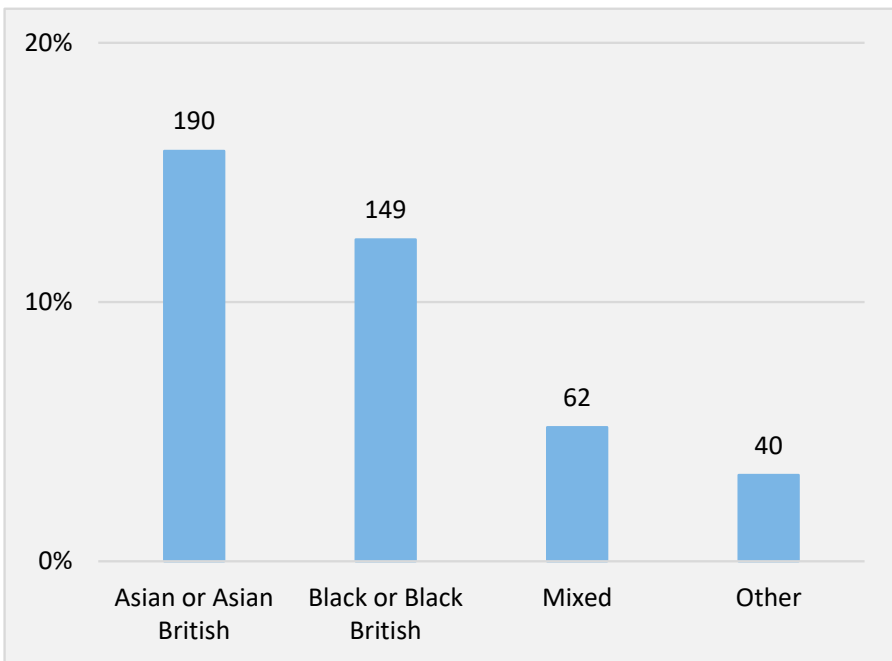
The chart below gives an overview of the ethnicity breakdown of our workforce. Of the 441 staff from Black, Asian and Minority Ethnic backgrounds, 190 are Asian or Asian British; and 149 are Black or Black British. These two groups account for 28% of the GLA workforce, and 77% of all Black, Asian and Minority Ethnic staff.

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 Communities and Skills (103) and Good Growth (81).

Considering proportions rather than overall number of staff, the directorates with the highest proportion of Black, Asian and Minority Ethnic staff are the Resources and Business Improvement, and Chief Officer directorate; (53%) and the Chief Finance Office (50%).

The Assembly Secretariat has the lowest number and proportion of staff from Black, Asian and Minority Ethnic backgrounds (10 staff and 15% of the directorate).

**BAME staff by ethnic origin (and % of GLA workforce)**



**BAME staff by directorate and ethnic origin<sup>1</sup>**

Directorate	Asian or British Asian	Black or Black British	Mixed	Other	Total
AS	5		5		10
CFO	11		7		18
C&S	44	31	22	12	109
GG	38	22	15	9	84
H&L	36	27	8	6	77
MO	5		7		12
CRBI & CO	33	38		9	80
S&C	18	19	7	7	51
<b>Total</b>	<b>190</b>	<b>156</b>	<b>61</b>	<b>34</b>	<b>441</b>

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



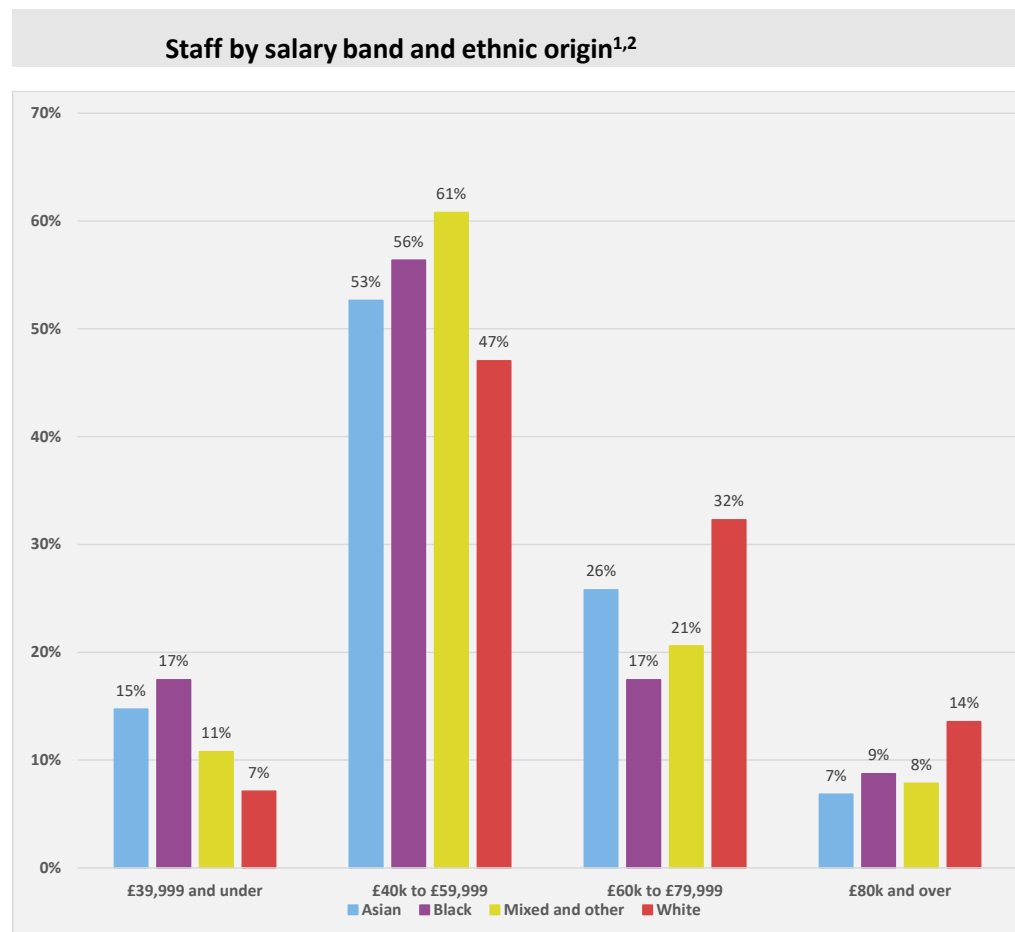
## Ethnicity salary breakdown

The chart (right) shows the proportion of staff by salary band for the separate ethnic groups at the GLA.

In all, 53% of Asian or Asian British staff earn between £40k and £60k, in line with the average for all staff at the GLA (50%). Over half (56%) of Black or Black British staff, and those from mixed and 'other' ethnic backgrounds (61%), also earn between £40k and £60k. It is also the most frequent income banding for White staff (47%).

A higher proportion of those with a known ethnicity, from Asian (15%), Black (17%), and mixed and 'other' (11%) backgrounds earn £40,000 and under compared to White staff (7%).

The proportion of White staff whose income is in the higher salary bands (32% earn £60k to £79,999 and 7% £80k and over) was higher than Asian staff (26% and 7% respectively), Black staff (17% and 9% respectively) and staff from mixed and 'other' backgrounds (21% and 8% respectively).



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

<sup>2</sup> Mixed and 'other' ethnicities have been combined to reduce suppressions and protect anonymity.

## Ethnicity grade breakdown

The table (right) shows the proportion of staff by salary band for the separate ethnic groups at the GLA. Amongst those with a known ethnic background, Black staff had the greatest proportion in grades 5 and below. In all 15% (22 staff) of Black staff were in the lowest grades, compared to 8% (8) from mixed and ‘other’ backgrounds, 6% (12) of Asian and 4% (34) of White staff.

White staff made up the highest proportion in grades 12 and above (18% or 136 staff), followed by staff from mixed ethnic backgrounds (15%) and Asian, Black and staff from ‘other’ ethnic groups (all 13%).

Grade 9 was the most common grade for Black (21%) staff and staff from ‘other’ ethnic groups (38%). For staff from mixed ethnic backgrounds (27%), this was grade 8. For Asian staff, it was a split between grades 8 and 9 (both 18%), whilst for White staff it was grade 10 (19%).

Across the GLA over half of staff work between grades 7 and 9 (inclusive). In all, these grades account for 60% of staff from ‘other’ ethnic backgrounds, 58% of staff from mixed ethnic backgrounds, 53% of White and 52% of Asian staff. Slightly under half of Black staff work in these grades (46%).

Staff by grade and ethnic origin <sup>1,2</sup>							
GLA Grade	White	Asian or Asian British	Black or Black British	Mixed	Other	BAME	All staff <sup>3</sup>
<b>Grade 05 and under</b>	34	12	22	8		42	76
<b>Grade 06</b>	51	22	16	6		44	95
<b>Grade 07</b>	62	24	13	6	5	48	110
<b>Grade 08</b>	126	34	27	17	6	84	210
<b>Grade 09</b>	136	35	32	10	15	92	228
<b>Grade 10</b>	143	30	10	12		52	200
<b>Grade 11</b>	71	9		13		22	93
<b>Grade 12 and over</b>	136	24	19	9	5	57	193
<b>Total</b>	759	190	149	62	40	441	1200

<sup>1</sup> Grades 5 and under, and grades 12 and above, have been banded to reduce suppressions and protect anonymity.

<sup>2</sup> To protect anonymity and reduce suppressions due to low counts, some ethnic groups have been combined with others.

<sup>3</sup> “All staff” comprises those with a known ethnic background.

## Ethnicity salary breakdown, by directorate

The tables (right) show salary information for Black, Asian and Minority Ethnic staff, and for White staff, by directorate, on 31 March 2024. To protect against data disclosure, data by directorate is shown in £20,000 salary bands. Slide 19 presents the whole organisation by £10k salary bands.

Apart from the Mayor's Office, where data has been redacted across all directorates, a higher proportion of White staff earn £60,000 and over compared to Black, Asian and Minority Ethnic staff.

In Communities and Skills, a slightly higher proportion of Black, Asian and Minority staff earn £80k and over compared to White staff. Strategy and Communications had a similar proportion of staff earning the highest salaries.

Housing and Land, and the Mayor's Office, had a higher proportion of White staff earning the highest salaries (£80k and over) compared to Black, Asian and Minority staff.

Numbers are too low to report the proportions of staff earning the highest salaries in the Assembly Secretariat; Chief Finance Office; Good Growth; and Resources and Business Improvement, and Chief Officer.

BAME staff by directorate and £20k salary band <sup>1</sup>								
Salary range	AS	CFO	C&S	GG	H&L	MO	CRBI & CO	S&C
£39,999 and under	100%	50%	9%	13%	9%	58%	25%	18%
£40,000 to £59,999			62%	61%	61%		46%	59%
£60,000 to £79,999		50%	19%	26%	22%		29%	14%
£80,000 and over			9%		8%	42%		10%

White staff by directorate and £20k salary band <sup>1</sup>								
Salary range	AS	CFO	C&S	GG	H&L	MO	CRBI & CO	S&C
£39,999 and under	17%	33%	7%	3%	4%	28%	17%	7%
£40,000 to £59,999	62%		49%	43%	43%		44%	58%
£60,000 to £79,999	21%	67%	37%	43%	29%	20%	28%	25%
£80,000 and over			6%	11%	24%	52%	11%	9%

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

## Ethnicity salary breakdown, by directorate

On 31 March 2024, some 25% of staff who earn £80k or more per annum (FTE salary), and have declared their ethnicity, were from Black, Asian and Minority Ethnic backgrounds. This is up two percentage points compared to the last report in March 2023. 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 was higher than the reported figure for senior civil servants with a known ethnicity status, who are from a Minority Ethnic background (11%) (Cabinet Office, 2023). In all, 56% of staff from Black, Asian and Minority Ethnic backgrounds groups are paid between £40 and £60k, slightly above the proportion of all staff in the GLA staff, including those where ethnic background is unknown (50%). We have benchmarked staff on £80k and over against the Senior Civil Service (SCS) who are made of up directors who are ultimately responsible for the policy work of their team and director generals who oversee directors.

In all, 13% of staff from Black, Asian and Minority Ethnic groups are paid £70k and above, generally staff in grades 12 and above, compared to 18% of White staff.

Ethnicity staff by £10k salary band		
Salary range	Black, Asian and Minority Ethnic	White
£39,999 and under	15%	7%
£40,000 to £49,999	22%	18%
£50,000 to £59,999	34%	29%
£60,000 to £69,999	17%	28%
£70,000 to £79,999	5%	4%
£80,000 to £89,999	5%	6%
£90,000 to £99,999	2%	4%
£100,000 and over	1%	4%

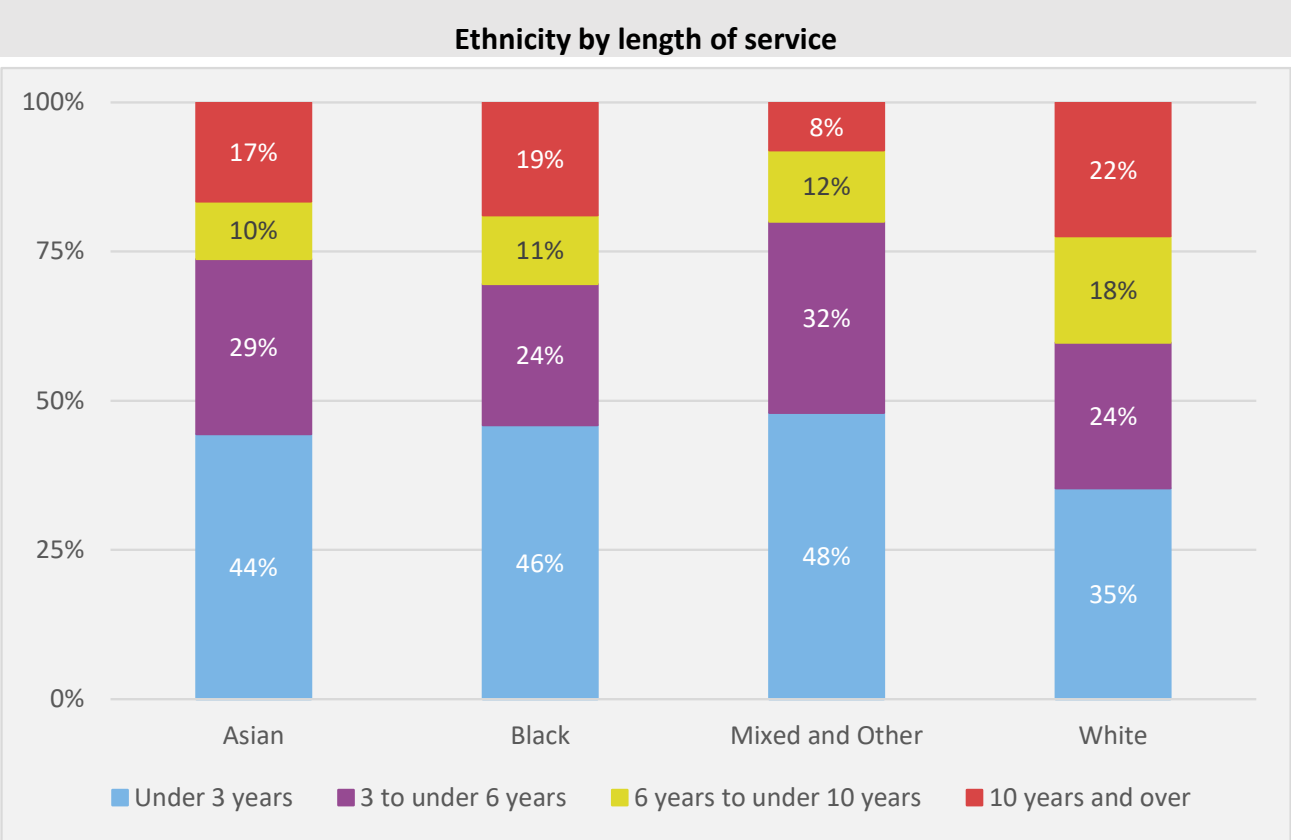
<sup>1</sup> Some salary bands have been grouped to protect anonymity and reduce suppressions for low counts.

# Length of service by ethnicity

In response to feedback from the January 2024 Oversight Committee, information on length of service has been added to the demographic data in this report.

On 31 March 2024, a greater proportion of staff from Black (46%), Asian (44%) and mixed and 'other' ethnic backgrounds (48%) had been at the GLA for fewer than three years compared to White staff (35%). In contrast, 40% of White staff have been at the GLA for six years or more. This is followed by 30% of Black staff, 26% of Asian staff and 20% of staff from mixed and 'other' ethnic backgrounds.

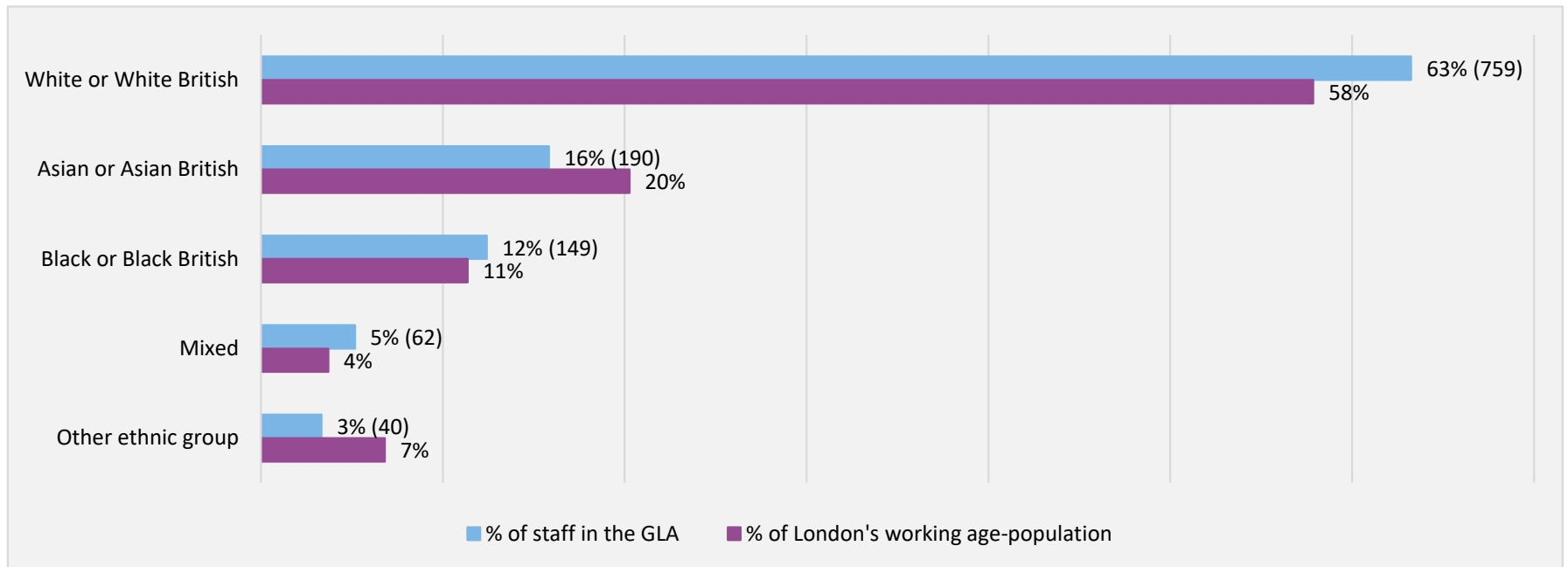
The median number of years' service for Black staff was six years; 5.3 years for both White and Asian staff; and 4.1 years for staff from mixed and 'other' ethnic backgrounds.



## Ethnic origin compared to London's working-age population

The GLA has compared the proportions of GLA staff in each ethnic group with those in London's working-age population, to better understand representation of different ethnic groups within the GLA. The proportions of staff from Black (12%) and mixed (5%) ethnic groups are higher than those in London's working-age population (11% and 4% respectively). The GLA profile for Asian or Asian British staff is 16% and those from 'other' ethnic groups is 3%, compared to 20% and 7% in the working-age population, respectively.

GLA ethnic origin profile compared to London's working-age population<sup>1</sup>

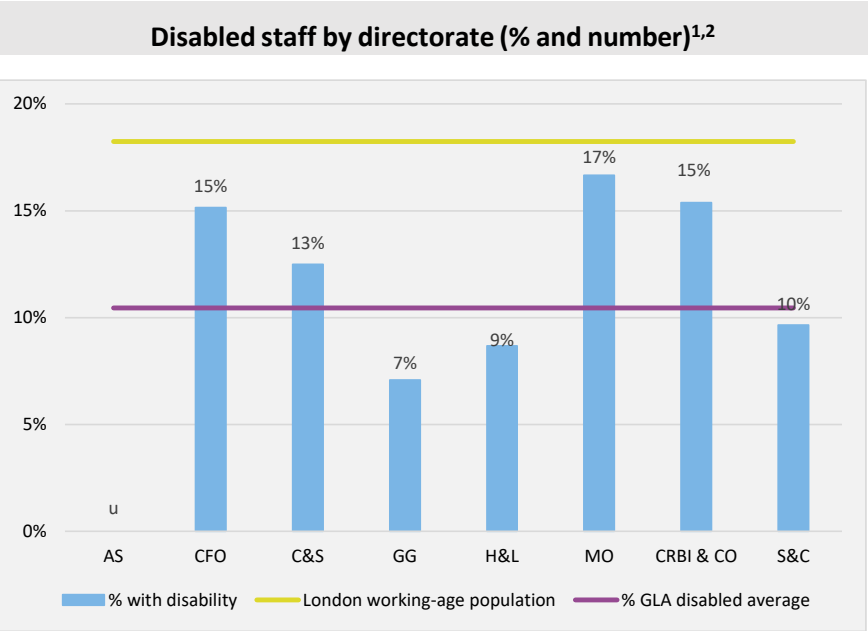


<sup>1</sup> Figures are based on those with a known ethnic background.

# Disabled staff overview

The number of staff who have declared they are disabled staff has increased from 101 in March 2023 to 117 in March 2024. This corresponds to 10% of staff with a known disability status in March 2024. This is just over half of the proportion of disabled Londoners in London’s working-age population (18%). The number of disabled staff at the GLA is the highest reported in full year workforce reports.

The Mayor’s Office (17%) has the highest proportion of disabled staff within their declared populations, followed by the Chief Finance Office; and Resources and Business Improvement, and Chief Officer directorate (both 15%). The lowest proportion was seen in Good Growth (6%). The Housing and Land (9%) and Strategy and Communications directorates were around the GLA average. At the time of reporting, 80% of staff had declared their disability status, and 20% had not.



<sup>1</sup> Percentages for 2023 are based on the proportion of staff who with a known disability status. Previous years are compared to all staff.

## Disability status salary breakdown, by directorate

The tables (right) present salary information for disabled staff and non-disabled staff, by directorate, on 31 March 2024. To safeguard against data disclosure, data by directorate is presented in £20,000 salary bands. Slide 24 presents the whole organisation by £10k salary bands.

In the Resources and Business Improvement, and Chief Officer directorate, a higher proportion of disabled staff earn £60k and over (50%) compared to non-disabled staff (31%). This was also seen in Good Growth, where a higher proportion of disabled staff earn £60k and over than to non-disabled staff (56% compared to 48%).

A lower proportion of disabled staff in Communities and Skills (35%) earn £60k and over compared to non-disabled staff (39%).

Numbers are too low to report the proportions of disabled and non-disabled staff earning £60k and over in the Assembly Secretariat, Chief Finance Office, Housing and Land, the Mayor's Office and Strategy and Communications.

Disabled staff by directorate and £20k salary band <sup>1</sup>								
Salary range	AS	CFO	C&S	GG	H&L	MO	CRBI & CO	S&C
£39,999 and under								
£40,000 to £59,999			65%	44%			50%	
£60,000 to £79,999								
£80,000 and over	u	100%	35%	56%	100%	100%	50%	100%

Non-disabled staff by directorate and £20k salary band <sup>1</sup>								
Salary range	AS	CFO	C&S	GG	H&L	MO	CRBI & CO	S&C
£39,999 and under	23%	18%	8%	6%	5%		24%	8%
£40,000 to £59,999	58%	29%	53%	46%	51%	27%	45%	56%
£60,000 to £79,999	10%	29%	31%	40%	24%	27%	24%	25%
£80,000 and over	8%	25%	8%	8%	20%	47%	7%	10%

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



## Disability status salary breakdown

On 31 March 2024, some 12% of staff who earn £80k or more per annum (FTE salary) and have known disability status were disabled. This is up two percentage points compared to March 2023 (9%). 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 was above the reported figure for senior civil servants with a known disability status who were disabled (10%) (Cabinet Office, 2023). We have benchmarked staff on £80k and over against the Senior Civil Service (SCS) who are made of up directors who are ultimately responsible for the policy work of their team and director generals who oversee directors.

Of disabled staff, 15% earn £80k and over and 20% earn £70k and over. Amongst non-disabled staff, 12% earn £80k and over and 16% earn £70k and over.

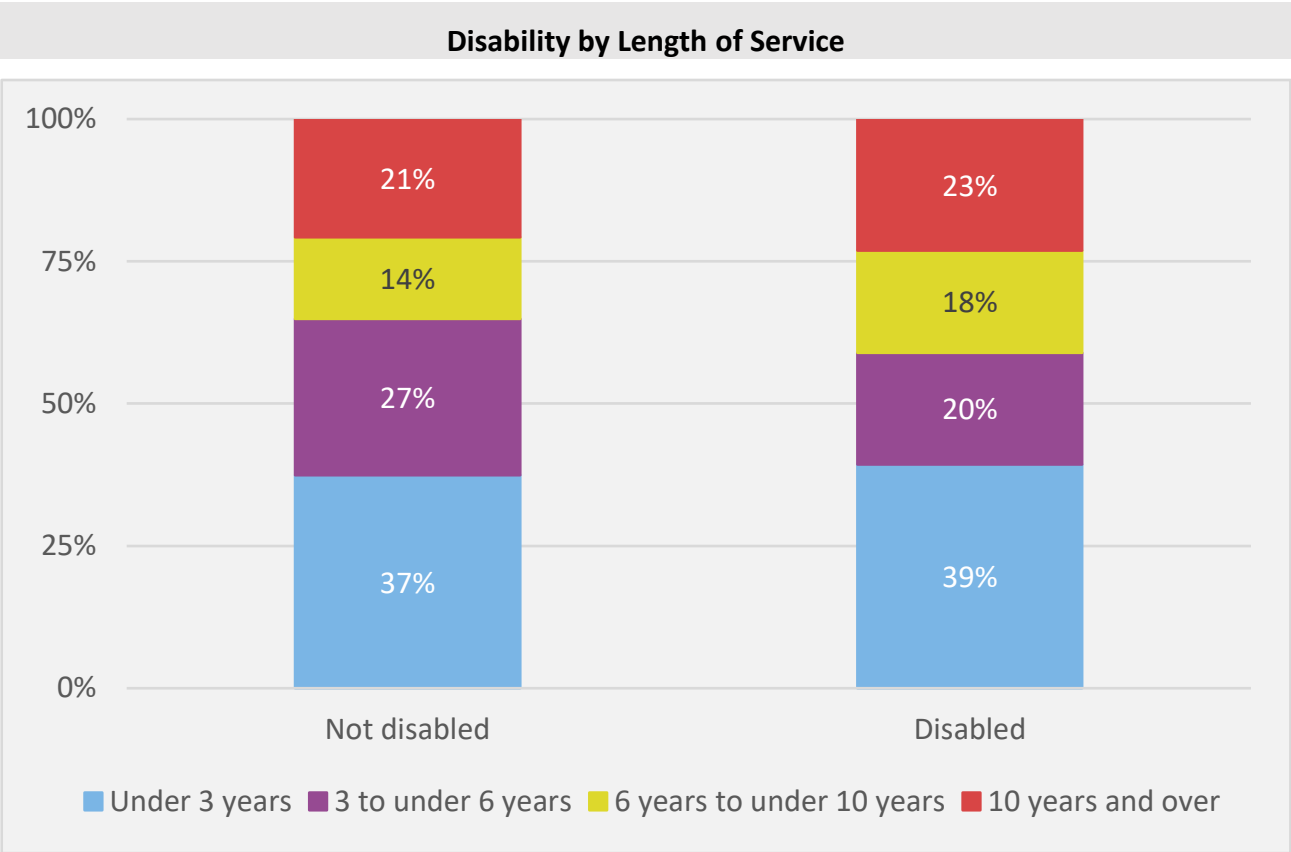
Disability status by £10k salary band		
Salary range	Disabled	Not disabled
£20,000 to £29,999	8%	1%
£30,000 to £39,999		9%
£40,000 to £49,999	19%	18%
£50,000 to £59,999	33%	31%
£60,000 to £69,999	21%	24%
£70,000 to £79,999	5%	4%
£80,000 to £89,999	6%	6%
£90,000 to £99,999	9%	3%
£100,000 and over		3%

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

# Length of service by disability

In response to feedback from the January 2024 Oversight Committee, information on length of service has been added to the demographic data in this report.

On 31 March 2024, the median length of service for disabled staff was 6.6 years, and 6.2 years for non-disabled staff. A similar proportion of disabled staff (39%) and non-disabled staff (37%) have been at the GLA for under three years. Similarly, considering those with the longest years of service, 23% of disabled staff have been at the GLA for 10 years and over compared to 21% of non-disabled staff.

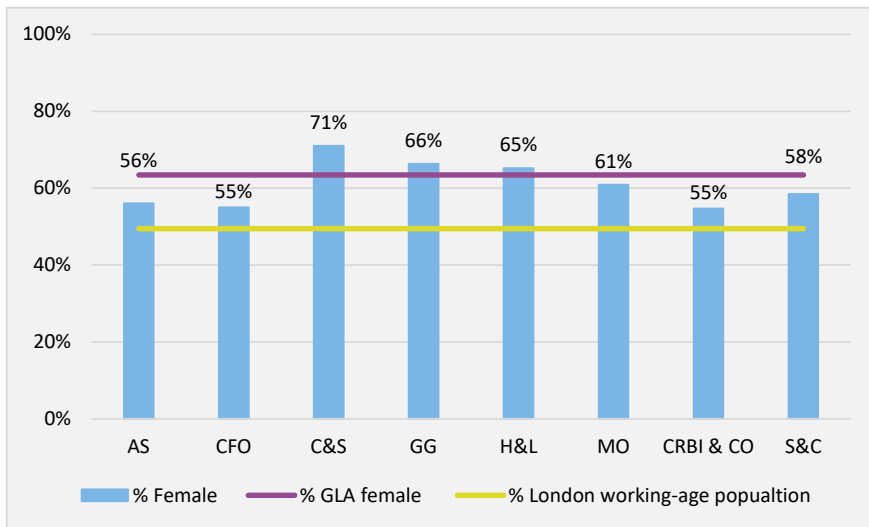


## Sex overview

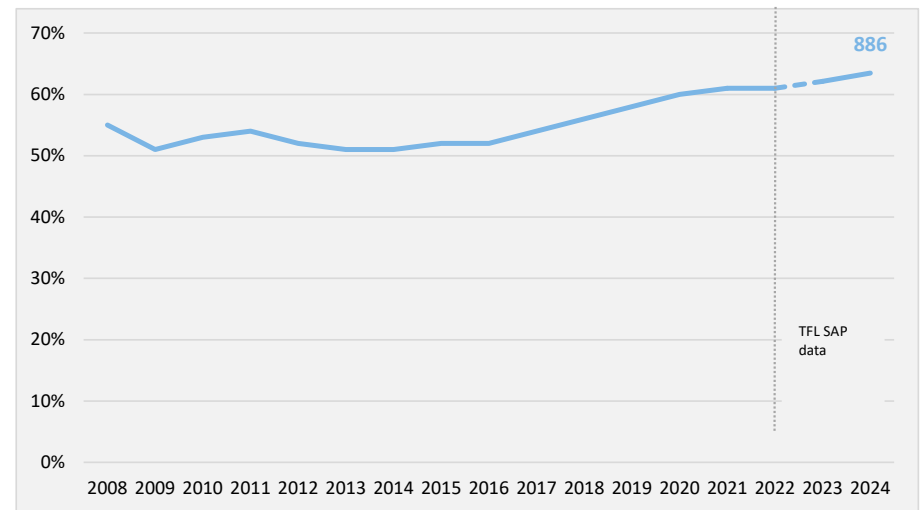
The number of female staff has increased from 809, reported in March 2023, to 886 in March 2024. This aligns with the increase in overall headcount over the last year. The proportion of staff in the GLA who are female has edged up one percentage point over the last year to 63% and is the highest recorded.

Communities and Skills has the highest proportion of female staff (71%). The Assembly Secretariat (56%), the Chief Finance Office (55%) and Resources and Business Improvement, and Chief Officer directorates (55%) are below the GLA average. All other directorates are within five percentage points of the average. The proportion of female staff across each directorate, and the average across the GLA, is higher than that of London’s working-age population, which stands at 49.5%.

Female staff by directorate (% and number)



Female staff 2008-24



<sup>1</sup> Percentages for 2023 are based on the proportion of staff who with a known sex status. Previous years are compared to all staff. The vast majority of staff each year provide sex information as it is required for tax purposes.

**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 by using gender-neutral language throughout its HR policies and communications, and by working closely with the LGBTQ+ Staff Network group.

## Sex salary breakdown, by directorate

The tables (right) present salary information for female and male staff by directorate on 31 March 2024. To safeguard against data disclosure, data by directorate is presented in £20,000 salary bands. Slide 28 presents the whole organisation by £10k salary bands.

In Housing and Land, 36% of female staff earn over £60,000 compared to 48% of male staff. This trend was also seen in Communities and Skills (34% of female staff compared to 40% of male), Good Growth (42% of female compared to 47% of male), the Mayor’s Office (71% of female compared to 83% of male) and Strategy and Communications (27% of female compared to 33% of male).

In the Assembly Secretariat, the opposite trend was seen. In all, 24% of female staff earn £60k and over compared to 14% of male staff. This was also the case in the Resources and Business Improvement, and Chief Officer directorates (37% of female compared to 27% of male staff) and the Chief Finance Office (64% of female staff compared to 61% of male staff).

Female staff by directorate and £20k salary band <sup>1</sup>								
Salary range	AS	CFO	C&S	GG	H&L	MO	CRBI & CO	S&C
£39,999 and under	20%		12%	9%	8%		13%	18%
£40,000 to £59,999	57%	36%	54%	49%	55%	29%	49%	55%
£60,000 to £79,999	11%	32%	28%	35%	23%	36%	27%	21%
£80,000 and over	13%	32%	6%	7%	14%	36%	10%	6%

Male staff by directorate and £20k salary band <sup>1</sup>								
Salary range	AS	CFO	C&S	GG	H&L	MO	CRBI & CO	S&C
£39,999 and under	25%		8%	5%			39%	9%
£40,000 to £59,999	61%	39%	52%	48%	52%	17%	34%	58%
£60,000 to £79,999		28%	30%	38%	22%			20%
£80,000 and over	14%	33%	10%	9%	61%	83%	27%	14%

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

## Sex salary breakdown

On 31 March 2024, some 56% of staff who earned £80k or more per annum (FTE salary) were female. Staff earning £80k and above are generally members of the Senior Leadership team, made up of Executive Directors, Assistant Directors and Heads of Service.

The proportion of female staff in senior positions at the GLA – though below the proportion of all staff at the GLA who are female (63%) – was above the figure reported amongst senior civil servants (48%) (Cabinet Office, 2023). Female staff make up over 50% of each £10k pay band. We have benchmarked staff on £80k and over against the Senior Civil Service (SCS) who are made of up directors who are ultimately responsible for the policy work of their team and director generals who oversee directors.

A lower proportion of female staff earn £80,000 and above (10%) compared to male staff (13%). Amongst the very highest earners in the GLA, 3% of female staff earn £100,000 and over compared to 4% of male staff.

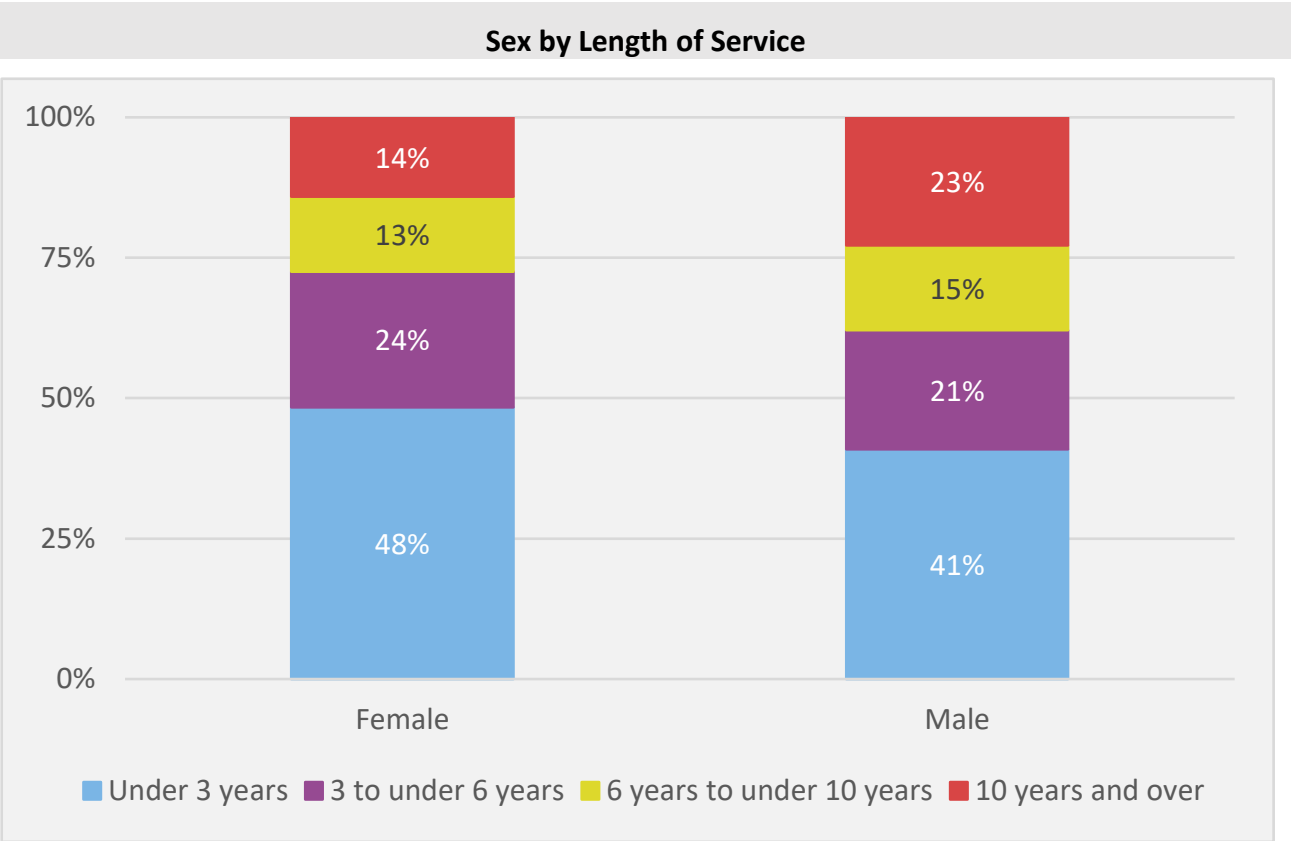
Sex by £10k salary band		
Salary range	Female	Male
£29,999 and under	3%	2%
£30,000 to £39,999	9%	11%
£40,000 to £49,999	19%	17%
£50,000 to £59,999	32%	30%
£60,000 to £69,999	23%	22%
£70,000 to £79,999	4%	5%
£80,000 to £89,999	5%	6%
£90,000 to £99,999	2%	4%
£100,000 and over	3%	4%

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

# Length of Service by Sex

In response to feedback from the January 2024 Oversight Committee, information on length of service has been added to the demographic data in this report.

On 31 March 2024, a larger proportion of female staff have been at the GLA had been at the GLA for under three years (48%) compared to male staff (41%). A larger proportion of male staff had been at the GLA for 10 years and over (23%) compared to female staff (14%). The median length of service was 3.6 years for female staff and 4.5 years for male staff.

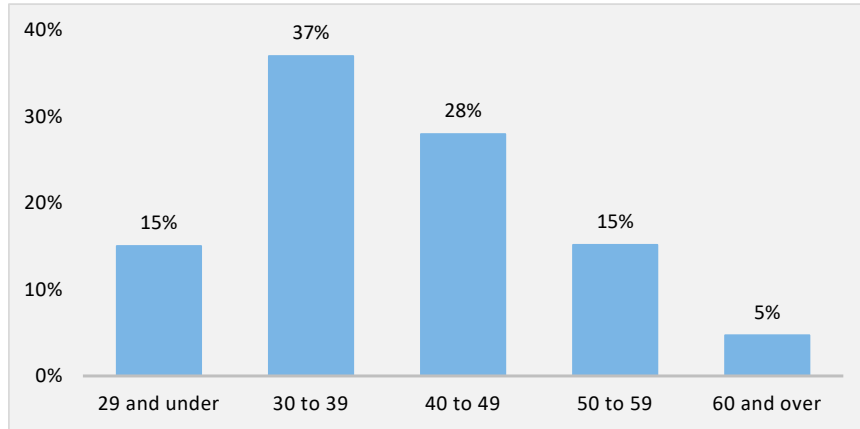


## Age overview

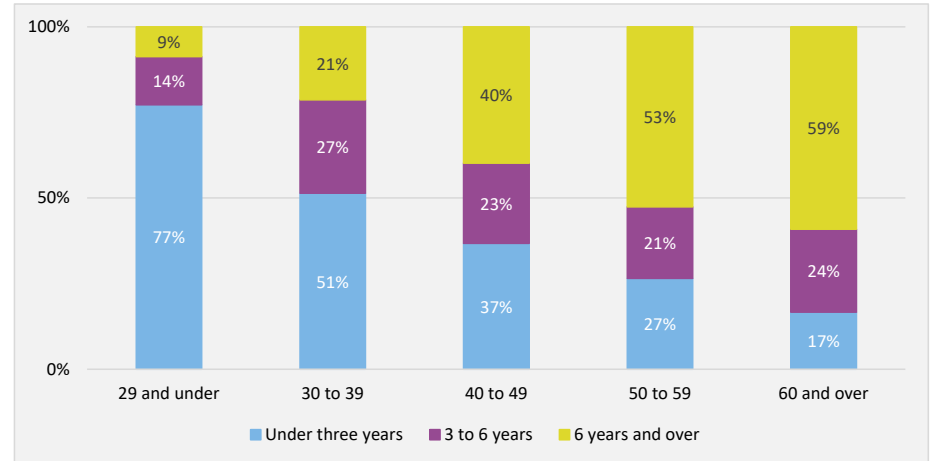
The mean and median age of GLA employees on 31 March 2024 was 40 and 39 respectively. In all, 38% of the staffing population were aged between 30 and 39. The next biggest group were 40-49, accounting for 28% of the total staffing population. Of those aged 60 and over, 59% had six or more years of service. In contrast, 77% of staff aged 29 and under had under three years of service.

The median length of service was 1.3 years for those aged 29 and under, 2.8 years for those aged 30 to 39, 4.9 years for those aged 40 to 49, 6.3 years for those aged 50 to 59, and 8.5 years for those aged 60 and over.

**Staff breakdown by age (%)**



**Staff length of service in years by age<sup>1</sup>**



<sup>1</sup> A small number of staff do not have start dates noted in SAP. These have been excluded from this chart.

**Salary breakdown by age**

Age range	£39,999 and under	£40k to £59,999	£60k to £79,999	£80k and over
29 and under	32%	61%		7%
30 to 39	8%	52%	33%	7%
40 to 49	6%	45%	33%	16%
50 to 59	14%	40%	25%	20%
60 and over	11%	50%	21%	18%

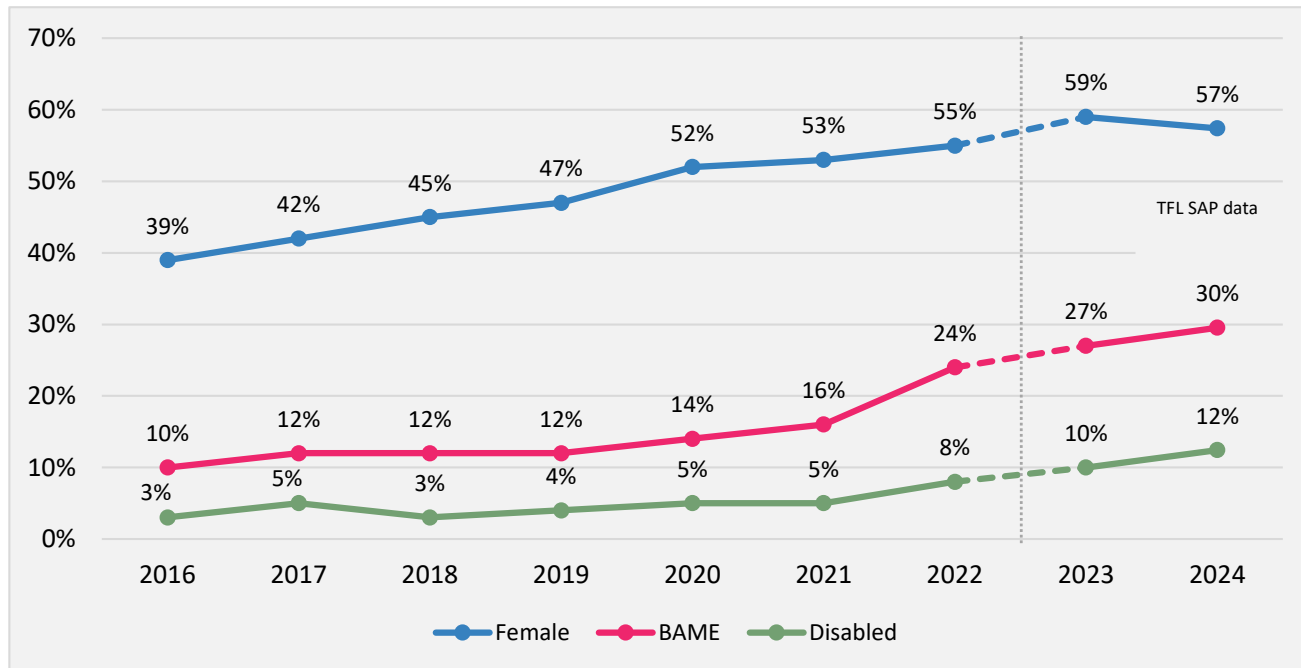
## Senior staff (grades 12 and above) by gender, ethnicity and disability

At the time of reporting there were 216 individual staff in grades 12 and above (this generally accounts for staff on salaries of £70k or above). Of those who had declared, 57% were female; 30% were from Black, Asian and Minority Ethnic backgrounds; and 12% had a disability.

This compares to the GLA-wide population of 63% female; 37% Black, Asian and Minority Ethnic; and 10% disabled. The proportion of disabled staff at grades 12 and above has increased since the previous report in March 2023, and sits above the proportion of the wider GLA. The proportion of Black, Asian and Minority Ethnic staff (30%) in senior positions sits below the GLA average, but there has notable been progress since March 2023 (27%).

There has been a slight fall in female representation at grades 12 and above since March 2023. The proportion of women in senior positions at the GLA (57%) is above the proportion of women who are senior civil servants (48%), and civil servants at G7 and above (49%) (Civil Service, 2023).

Senior staff 2016 – September 2023<sup>1</sup>



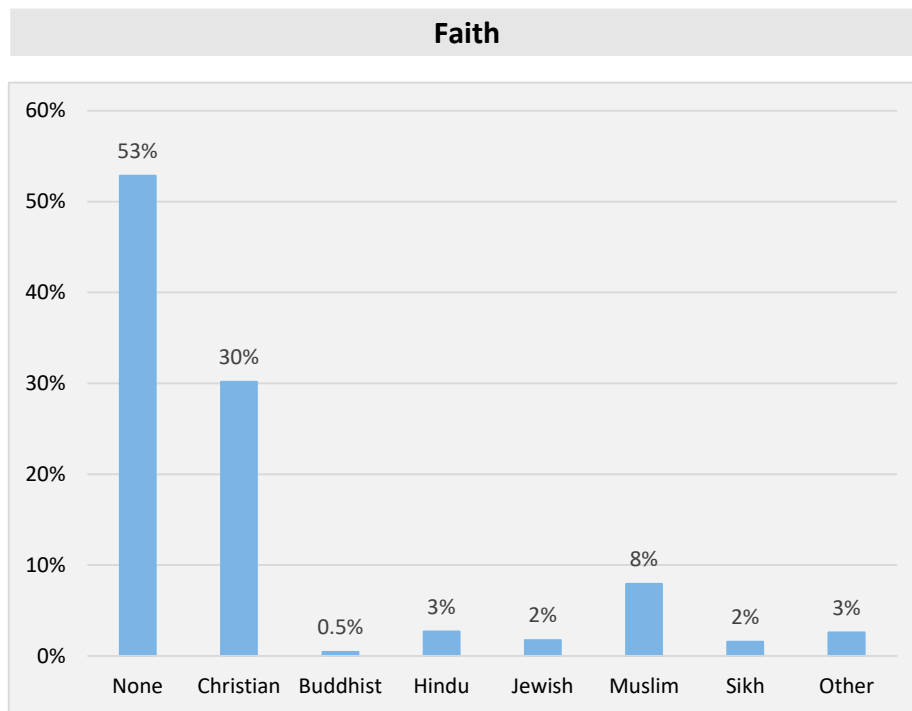
<sup>1</sup> Percentages for ethnicity, disability and sex for 2023 are based on the proportion of staff who with a known ethnic background or disability status. Previous years are compared to all staff. Most staff provide sex information each year as it is required for tax purposes.



# Faith

On 31 March 2024, some 78% of GLA staff had declared their faith status. Amongst staff who have declared their faith, 53% of staff did not follow a religion, 30% were Christian and 8% were Muslim. Hindu and other religions each made up 3% of staff with a declared faith status; Jewish and Sikh staff each made up 2%; and Buddhist staff made up less than 1%.

Around half of staff in each faith group earned between £40,000 and £59,999 (50% of those without a religion, 46% Christian and 53% of all other religions). A lower proportion of staff who were not religious earned below £40,000 (7%) compared to Christian staff (13%) and those who follow any other religion (15%).



**Faith salary breakdown<sup>1</sup>**

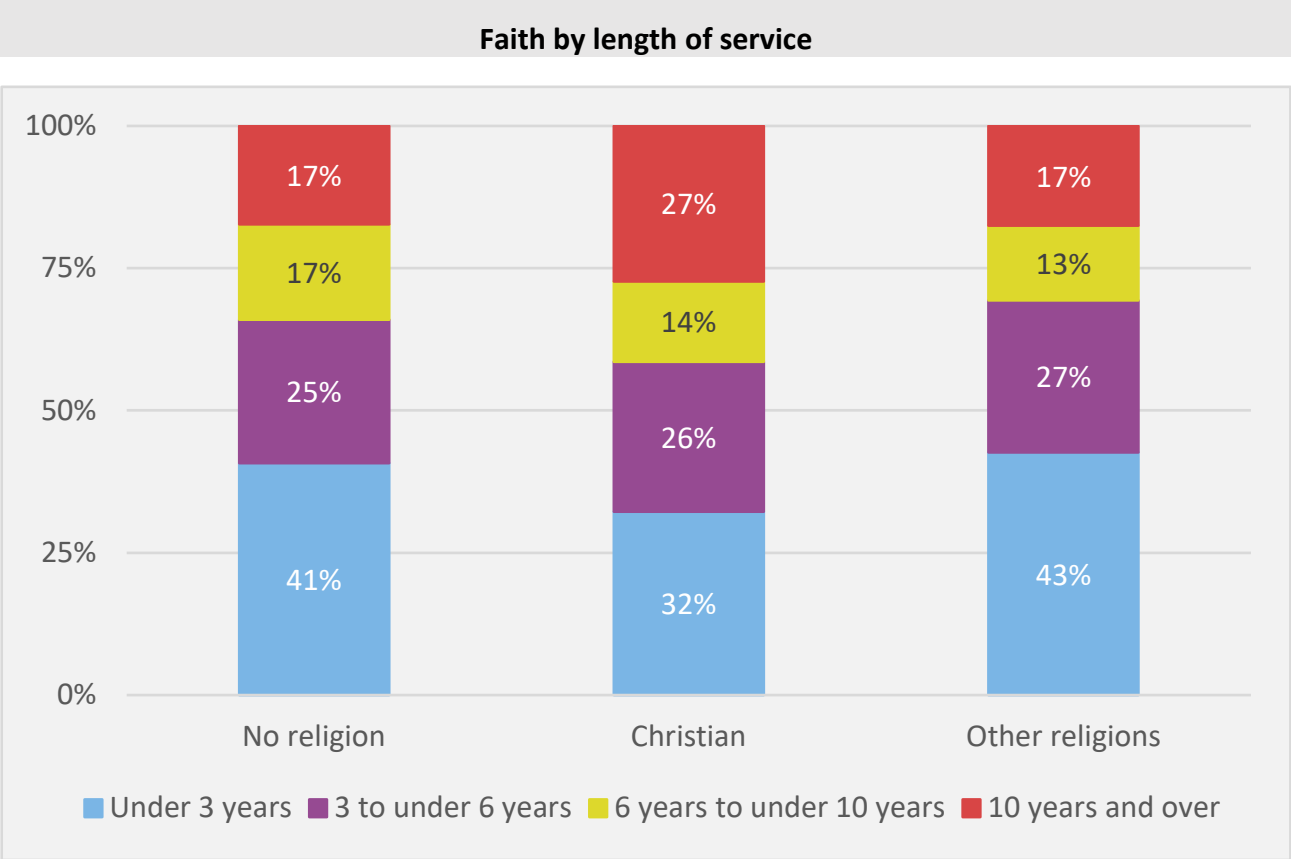
Faith	£39,999 and under	£40k to £59,999	£60k to £79,999	£80k and over
None	7%	50%	31%	12%
Christian	13%	46%	29%	12%
All other religions	15%	53%	23%	9%

<sup>1</sup>To reduce the need to suppress data, Buddhist, Hindu, Jewish, Muslim, Sikh and other religions have been grouped.

# Length of service by faith

In response to feedback from the January 2024 Oversight Committee, information on length of service has been added to the demographic data in this report.

On 31 March 2024, the median length of service for those who don't follow a religion was 4.4 years. It was 5.2 years for Christian staff, and 4.3 years for those who follow any other religion. Christian staff had the highest proportion of service for 10 years and over (27%), compared to 17% for those who follow any other religion and those who do not follow religion. Similar proportions of those who do not follow a religion (41%) and those who follow any other religion (43%) had under three years of service. The proportion of Christian staff with under three years of service was below both (32%).

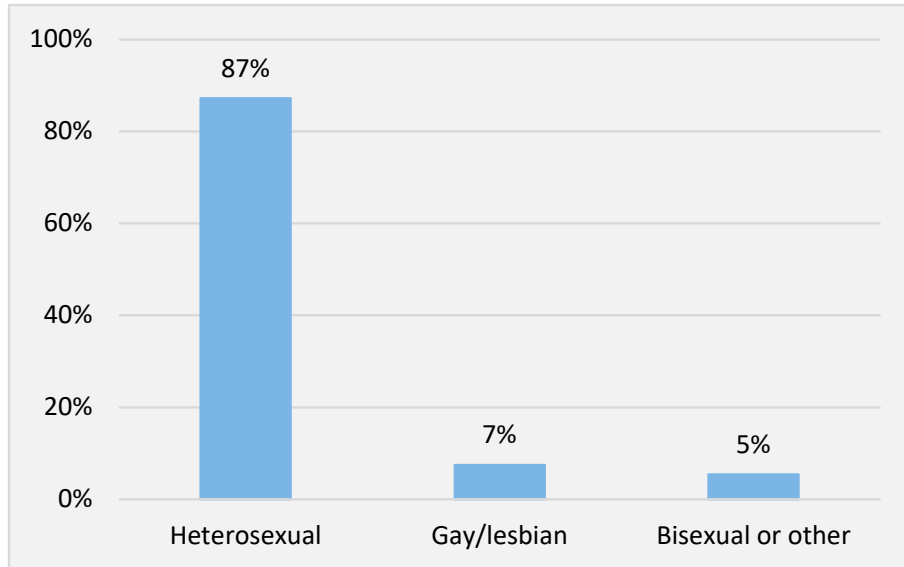


## Sexual orientation

On 31 March 2024, some 79% of GLA staff had declared their sexual orientation. Of those with a known sexual orientation; 87% identify as heterosexual; 7% identify as gay or lesbian; and 5% either identified as bisexual or recorded their sexual orientation as 'other'. Overall, of staff with a known sexual orientation, 13% identified as being lesbian, gay, bisexual or 'other' (LGBO). This is higher than the proportion reported in the Civil Service (6%) (Cabinet Office, 2023).

Of staff who earn salaries of £80k and over, 17% of those with a known sexual orientation were LGBO. 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. The proportion of the most senior staff in the GLA identifying as LGBO was higher than reported amongst senior civil servants (7%) (Cabinet Office, 2023). A higher proportion of LGBO staff earn salaries of £80k and over (15%) compared with those who were heterosexual (11%) and the proportion of all staff, including those who have not declared their sexual orientation (11%).

**Sexual orientation**



**Sexual orientation salary breakdown<sup>1</sup>**

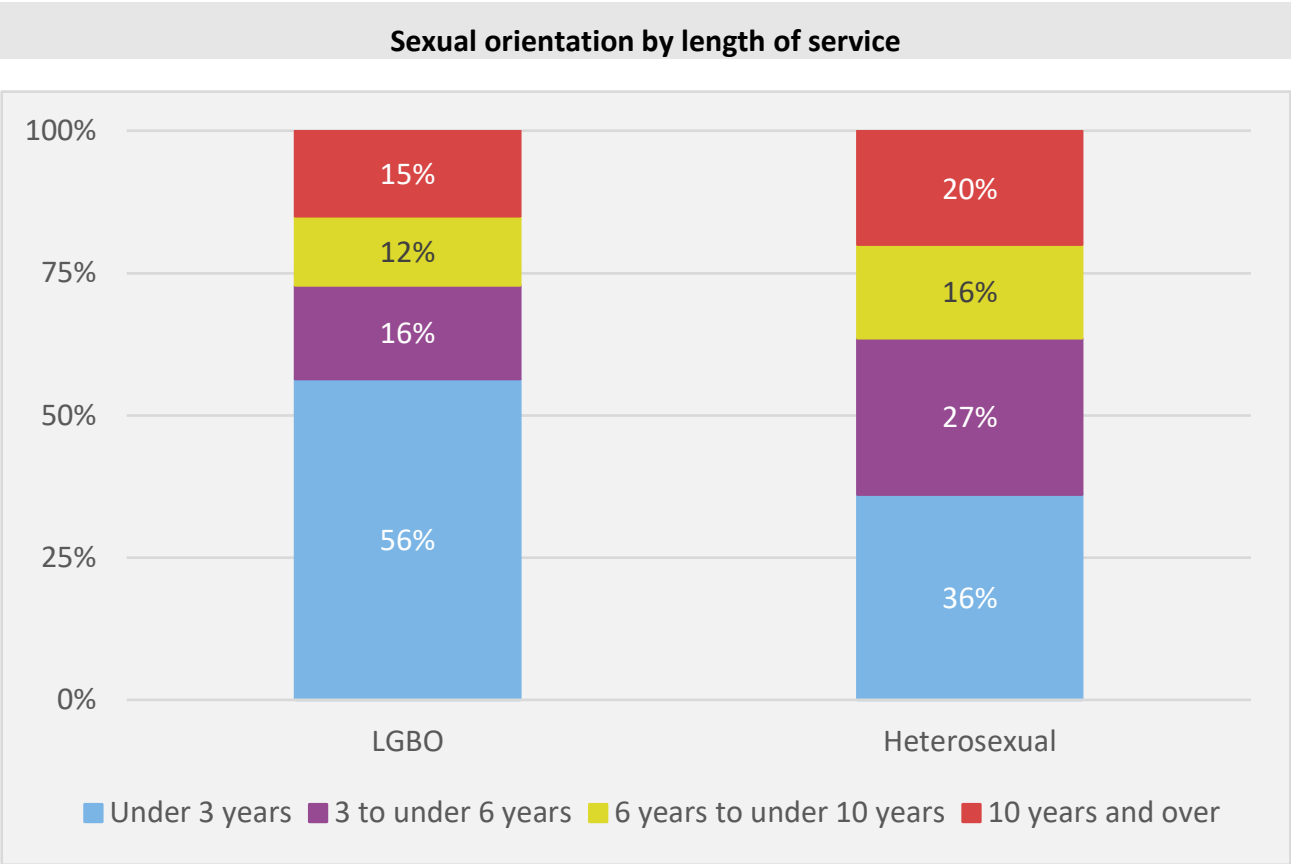
Sexual orientation	£39,999 and under	£40k to £59,999	£60k to £79,999	£80k and over
LGBO	10%	48%	27%	15%
Heterosexual	10%	50%	30%	11%

<sup>1</sup>To reduce the need to suppress data, staff identifying as gay or lesbian, and bisexual or other, have been grouped into LGBO.

# Length of service by sexual orientation

In response to feedback from the January 2024 Oversight Committee, information on length of service has been added to the demographic data in this report.

On 31 March 2024, the median length of service for LGBO staff was 2.5 years, and 4.7 years for heterosexual staff. Over half of LGBO staff have had fewer than three years of service (56%) compared to just over a third of heterosexual staff (36%). Considering those with the longest years of service, 15% of LGBO staff have been at the GLA for 10 years and over compared to 20% of heterosexual staff.



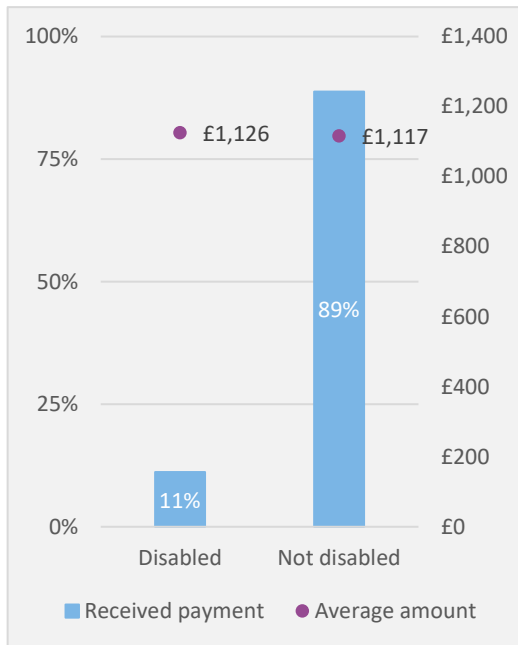
# Recognition payments

A recognition payment is a one-off payment, to recognise exceptional effort or performance that goes beyond an individual's normal role. For the period April 2023 - March 2024, 151 staff received recognition payments. The graphs below show the proportion and mean average of recognition by demographic characteristics.

In all, 69% of staff who received payments were female staff and 31% of male. The average value of recognition payments made to female staff was £1,186 compared to £1,076 for male staff. Of those with a known disability status, 11% who received payments were disabled. The average value of recognition payments made to disabled staff was £1,126 compared to £1,117 for those who were not disabled. The disability declaration rate for staff receiving recognition payments was 89%.

Amongst staff with a known ethnic background, 31% who received recognition payments were from Black, Asian and Minority Ethnic backgrounds. The average value of recognition payments made to Black, Asian and Minority ethnic staff was £960 compared to £1,215 for White staff.

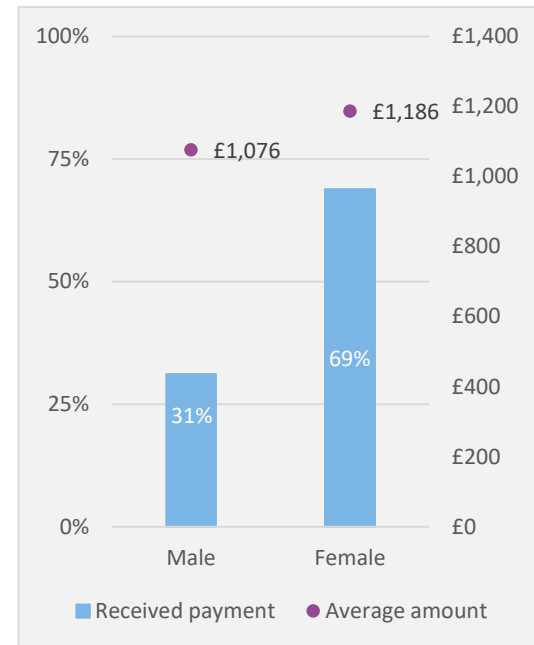
**Proportion receiving and value of recognition payments by disability**



**Proportion receiving and value of recognition payments by ethnicity**



**Proportion receiving and value of recognition payments by sex**

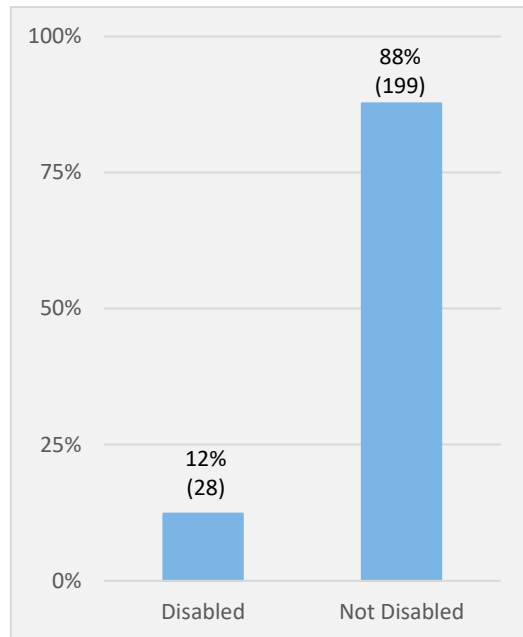


## Additional payments by gender, ethnicity and disability

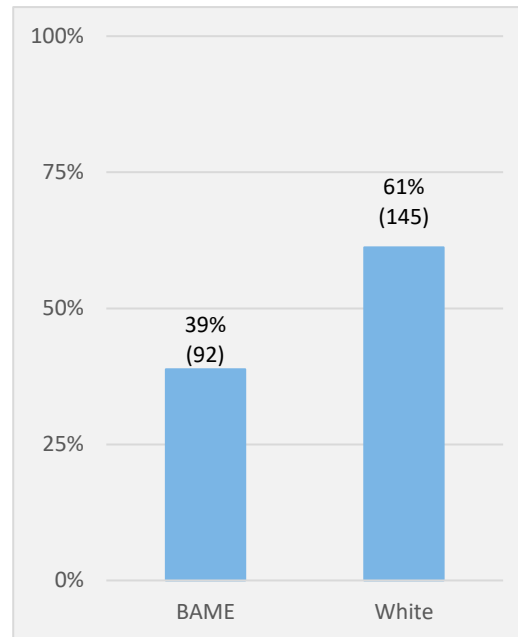
From time-to-time staff are asked to take on additional duties or are asked to act up into a higher graded-role. Staff received either an honorarium or acting-up allowance for taking on these additional duties, and the increase in salary is paid for the duration of their assignment. In the financial year ending 31 March 2024, 249 staff received either an honorarium or acting allowance payments. One member of staff who is an inward secondee, and therefore not included in headcount, also received payments.

Female staff accounted for 68% of staff who received additional payments, higher than to the proportion of female staff in the GLA overall (63%). Black, Asian and Minority Ethnic staff accounted for 39% of staff who received additional payments, slightly above the proportion in the GLA overall (37%). The declaration rate amongst staff who received additional payments was 95% compared to 86% overall. Disabled staff accounted for 12% of staff who received additional payments, above the proportion in the GLA overall (10%). The declaration rate amongst staff who received additional payments was 95% compared to 86% overall.

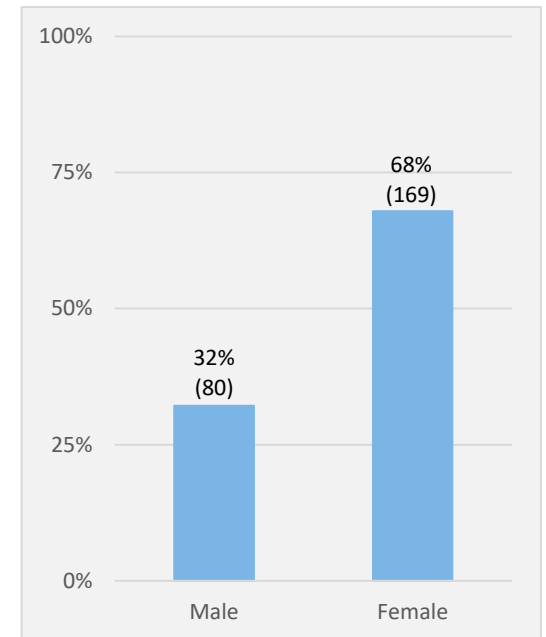
**Proportion receiving additional payments by disabled status**



**Proportion receiving additional payments by ethnicity**



**Proportion receiving additional payments by sex**



## **Equality, diversity and inclusion**

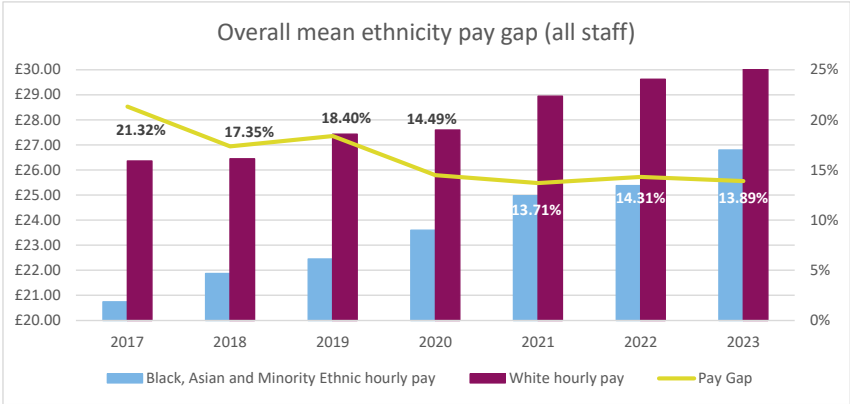
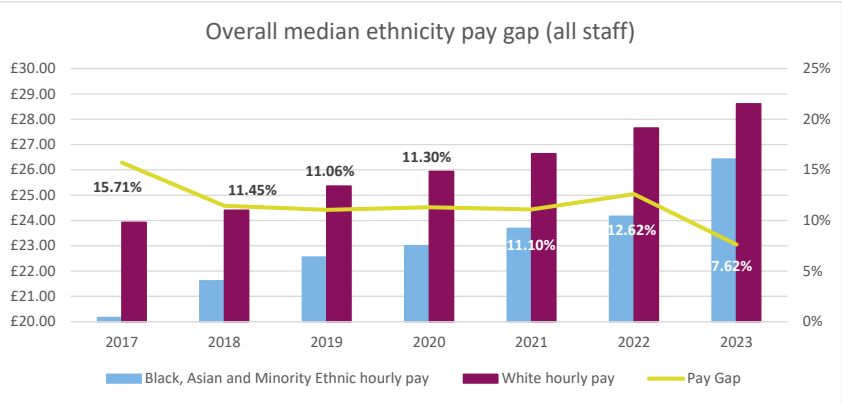
*This section provides an overview of the key EDI activity undertaken within the reporting period.*

# Equality, diversity and inclusion (EDI)

## Ethnicity pay gap 2023

On 31 March 2023, our overall median ethnicity pay gap was 7.62% and our mean ethnicity pay gap was 13.89%. Both gaps have reduced since 2022, with a large reduction of five percentage points in the median ethnicity pay gap. The reduction in the median pay gap was driven by an increase in the proportion of Black, Asian and Minority ethnic staff working in the middle pay grades.

Our ethnicity pay gap overall is lower than when we first reported in 2018, when it was 16%. The highest pay gap remains among Black or Black British staff. Intersectional analysis shows that Black, Asian and Minority Ethnic male staff have larger mean and median pay gaps than overall, although these gaps have narrowed over the past year.



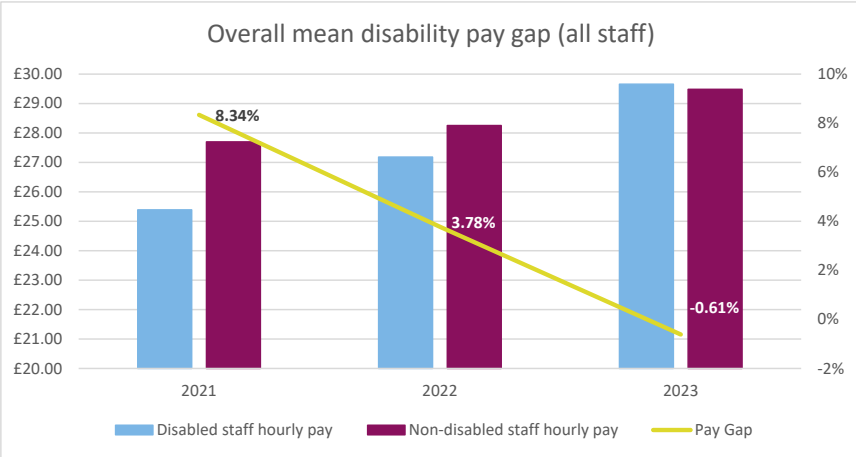
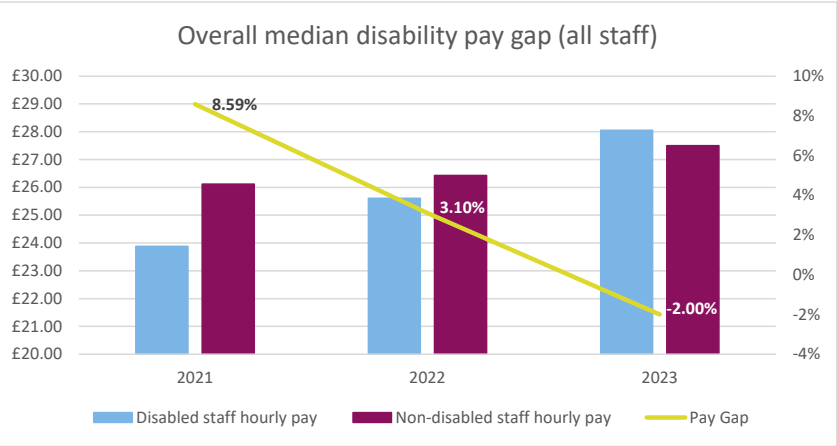


# Equality, diversity and inclusion (EDI)

## Disability pay gap 2023

On 31 March 2023, our overall median disability pay gap was -2% and our mean ethnicity pay gap was -0.61%. On average, disabled staff at the GLA earn more than non-disabled staff. Both gaps have fallen in the past year and are now negative – which has been driven by a higher proportion of disabled staff working at higher grades (10 and above) compared to previous years.

Intersectional analysis shows disabled women, and disabled Black, Asian and Minority Ethnic staff, continue to earn less than their non-disabled counterparts. However, these gaps have narrowed compared to the previous year.

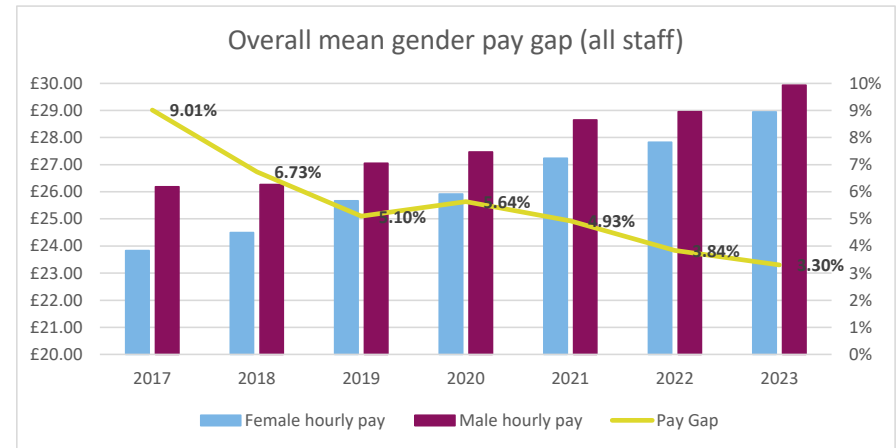
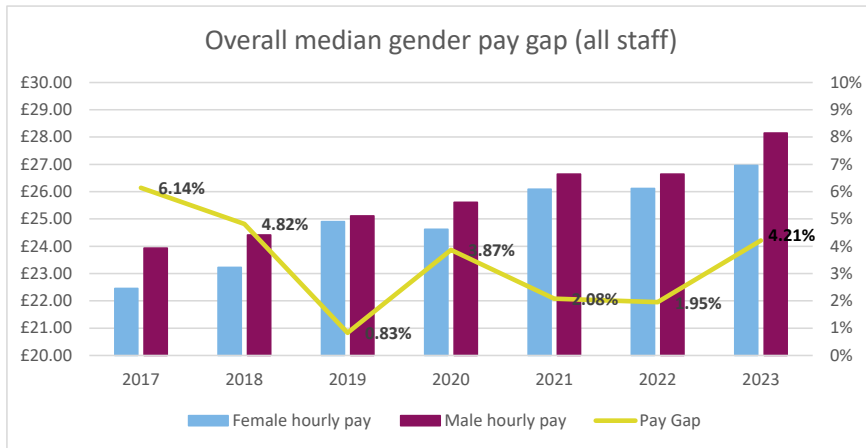


# Equality, diversity and inclusion (EDI)

## Gender pay gap 2023

On 31 March 2023, our overall median gender pay gap was 4.21% and our mean ethnicity pay gap was 3.3%. Compared to the previous year, there was an increase in the median gender pay gap and slight decrease in the mean gender pay gap. These changes were driven by shifts in the proportions of women and men employed at grades 8 to 10. These grades accounted for over half of all staff.

Our gender pay gaps compare favourably to both the UK and London pictures. The national median gender pay gap for all workers in 2023 was 14.3%; the mean gender pay gap was 13.2%. The median gender pay gap for all workers in London was 13.6%; the mean gender pay gap was 17.2%.



# Equality, diversity and inclusion (EDI)

Fostering diversity within our workforce stands as a corporate priority for the GLA. This commitment is robustly backed by initiatives such as **Inclusive London**, the **Mayor's EDI Strategy** and the **Building a Fairer City Plan**. Together, these initiatives set forth precise expectations, emphasising the pivotal role of the GLA in setting exemplary standards for workforce EDI.

## Independent Review

In 2021 the GLA commissioned The Equal Group to conduct an independent review on whether there were structural barriers preventing Black, Asian or Minority Ethnic staff, particularly Black staff, from progressing their careers at the GLA. The Equal Group's report made 42 recommendations to address structural barriers to recruitment and progression of Black, Asian and Minority Ethnic staff, (which were accepted in full. The GLA's Inclusion Programme was set up in direct response to the recommendations made by the Independent Review, overseen by the Chief Officer (as the Senior Responsible Officer) together with a Steering Group, including the Executive Director for Strategy and Communications and the Assistant Director for People. The Inclusion Programme consolidated all workforce EDI activity into a single programme; and set out a clear vision for the GLA's ambitions for its workforce on EDI in the Chief Officer's EDI Statement and a three-year workforce EDI strategy (2022-25) titled *We Belong Here*.

At the two-year mark following the Independent Review report, we provide an update here on each of the recommendations made by the Equal Group in 2021 alongside an update on the GLA's response. The recommendations were set out by the Equal Group against the following themes:

- Fast-Track Recommendations
- Long-Term Recommendations focused on:
  - EDI Strategy and EDI Action Plans
  - Accountability
  - Policy vs Process
  - Recruitment
  - Talent Management
  - G10+ Intervention
  - EDI Learning and Talent Programme

## Equality, Diversity and Inclusion (EDI): Independent Review Recommendations

No.	Fast-Track Recommendations	Response	Status
1	Reaffirm the EDI Vision and Organisation Values	<ul style="list-style-type: none"> <li>• EDI Statement developed by the Chief Officer and published in May 2022</li> <li>• Workforce EDI Strategy <i>We Belong Here</i> – July 2022</li> </ul>	In place
2	Remind all staff about the use of anonymous application sifting and diverse interview panels	<ul style="list-style-type: none"> <li>• Inclusive Recruitment Briefings – compulsory for any hiring manager and supplements R&amp;S training</li> <li>• Diverse recruitment panels (ethnicity and gender) monitored through quarterly corporate performance framework</li> </ul>	In place
3	Lived Experience forum	<ul style="list-style-type: none"> <li>• Our Moment Forum launched in September 2022 and meets regularly</li> </ul>	In place
4	Evaluate the role of EDI in each directorate	<ul style="list-style-type: none"> <li>• Budget review of investment in workforce EDI</li> <li>• Additional £0.7m secured for 2023-24 and 2024-5</li> <li>• Three Senior Project Officers appointed to support directorates</li> </ul>	In place
5	Set EDI objectives	<ul style="list-style-type: none"> <li>• EDI objectives set for all staff and managers and reviewed for 2023-24</li> </ul>	In place
6	Increase attendance for “Let’s Talk About Race”	<ul style="list-style-type: none"> <li>• Updated induction process to formalising timings of Let’s Talk About Race facilitated sessions</li> </ul>	In place

No.	Long Term Recommendations: EDI Strategy and EDI Action Plans	Response	Status
7	Define an EDI Statement	<ul style="list-style-type: none"> <li>Developed by the Chief Officer and published in June 2022</li> </ul>	In place
8	Review the EDI requirements in the statement and assign an EDI budget	<ul style="list-style-type: none"> <li>Budget review of investment in workforce EDI</li> <li>Additional £0.7m secured for 2023-24 and 2024-5</li> </ul>	In place
9	Develop an EDI Strategy	<ul style="list-style-type: none"> <li>Workforce EDI Strategy 2022-25, <i>We Belong Here</i> shared July 2022</li> <li>Three strategic aims focused on accountability, representation and inclusive culture</li> <li>Work will soon start in developing a new 2025-28 EDI Strategy.</li> </ul>	In place
10	Build an EDI Action Plan	<ul style="list-style-type: none"> <li>Corporate EDI Action Plan set for 2022-23 in July 2022</li> <li>Year 2 Corporate EDI Action Plan reviewed for 2023-24 in June 2023.</li> <li>Year 3 Corporate EDI Action Plan being finalised for July 2024.</li> </ul>	In place
11	Create guidance on developing action plans	<ul style="list-style-type: none"> <li>Guidance produced in July</li> <li>Data packs produced in August</li> </ul>	In place
12	All Directorates to have EDI Action Plan	<ul style="list-style-type: none"> <li>EDI Essentials developed</li> <li>Directorate EDI Action Plans in place in all directorates</li> <li>Tested through Challenge Sessions</li> </ul>	In place
13	All Units to have EDI Action Plan	<ul style="list-style-type: none"> <li>Units have not been required to have EDI Action Plans although some units do have action plans at unit level. Assurance has been sought instead at Executive Director and Directorate level</li> </ul>	Not in place

No.	Long Term Recommendations: Accountability	Response	Status
14	Make EDI Objectives part of annual reviews	<ul style="list-style-type: none"> <li>Mandatory EDI Objectives in place for 2022-23 and reviewed for 2023-24</li> </ul>	In place
15	All complaints of discrimination should be investigated and resolved	<ul style="list-style-type: none"> <li>People Function has a centralised casework team with increased resources</li> <li>Policy review of the Dignity at Work policy part of the policy review schedule</li> </ul>	In place
16	Review manager roles and responsibilities to ensure EDI is built in	<ul style="list-style-type: none"> <li>Comprehensive mandatory EDI objectives in place for 2022-23 and reviewed for 2023-24</li> <li>Inclusion Programme is a regular focus for Senior Leadership Forum quarterly conferences</li> </ul>	In place

No.	Long Term Recommendations: Policy vs Process	Response	Status
17	Ensure consistency of approach to policy through clear processes and guidance	<ul style="list-style-type: none"> <li>EDI Essentials developed, reviewed and expanded and tested through three rounds of Challenge Sessions with EDs</li> <li>Inclusive Recruitment Briefing Sessions</li> <li>Corporate Performance Framework e.g. implementation of diverse recruitment panels monitored</li> </ul>	In place
18	Provide guidance on how to manage policy issues	<ul style="list-style-type: none"> <li>Inclusive Conversations Guidance and Briefing Sessions supports conversations on workplace adjustments</li> </ul>	In place in part
19	Policy reviews	<ul style="list-style-type: none"> <li>Employee Relations Centre of Excellence in People Function has developed a Policy Review Schedule for all HR policies</li> </ul>	In place

No.	Long Term Recommendations: Recruitment	Response	Status
20	All Hiring Managers to be given 'Inclusive Recruitment' training	<ul style="list-style-type: none"> <li>Mandatory Inclusive Recruitment Briefings to supplement Recruitment and Selection training</li> <li>EDI Learning Review scope incorporates training on recruitment to ensure that recommissioned training has inclusion as a central consideration</li> </ul>	In place
21	Review Recruitment policy to embed EDI throughout	<ul style="list-style-type: none"> <li>SLT Task and Finish Groups (Inclusive Recruitment, Competency Framework, G10+ appointments)</li> <li>Inclusive Recruitment Briefings</li> <li>EDI Essentials (including ED oversight) tested through EDI challenge sessions</li> <li>Policy Review Schedule</li> <li>Recruitment policy in line with TfL approach</li> </ul>	In place
22	Job requirements in job descriptions and person specifications to be reviewed for necessary skills/experience and inclusive language	<ul style="list-style-type: none"> <li>Inclusive Recruitment Guidance and Briefings</li> <li>Job Families Project will incorporate this into the new approach.</li> </ul>	Not yet in place
23	Diverse Interview Panels should be standardised through the recruitment policy	<ul style="list-style-type: none"> <li>EDI Essentials No. 3</li> <li>Requirement for staff. Emphasis now on effectively monitoring through TfL recruitment system.</li> </ul>	In place
24	Utilise positive action to increase representation in interview pools	<ul style="list-style-type: none"> <li>GLA Recruitment Guidance, Inclusive Recruitment Guidance and Briefing</li> <li>EDI Essentials No. 5 (ED Oversight at G10+ and AD Oversight at G9-)</li> </ul>	In place
25	Ensure that Anonymous Applications are standard through the recruitment policy	<ul style="list-style-type: none"> <li>Inclusive Recruitment Guidance and Briefing</li> </ul>	In place

No.	Long Term Recommendations: Talent Management	Response	Status
26	Review Competency Framework	<ul style="list-style-type: none"> <li>• SLT T&amp;F Group on Competency Framework</li> <li>• Revised, simplified and online</li> </ul>	In place
27	Build Talent Development Programme	<ul style="list-style-type: none"> <li>• SLT T&amp;F Group on Grades 2-4 Progression</li> <li>• Co-Sponsorship Programme</li> <li>• Career acceleration programme</li> <li>• SLT 360 degree feedback and coaching</li> <li>• Aspiring High (Career Accelerated Development Programme) launched Jan 2024</li> </ul>	In place
28	Make it standard practice to provide additional training after unsuccessful interviews	<ul style="list-style-type: none"> <li>• EDI Essential No. 6 requires unsuccessful internal candidates to receive feedback and for directorates to address common themes</li> </ul>	In place
29	Develop process for staff to challenge interview feedback	<ul style="list-style-type: none"> <li>• EDI Essential No. 6 requires all unsuccessful internal candidates to be provided with good quality feedback</li> </ul>	In place in part
30	Career coaches	<ul style="list-style-type: none"> <li>• iCareer Coaching</li> <li>• Bespoke work with FM to facilitate career coaching and mentoring</li> <li>• GLA Group Mentoring Programme launched</li> </ul>	In place in part
31	Create a growth culture	<ul style="list-style-type: none"> <li>• Mandatory EDI Objective for managers</li> <li>• EDI Essentials (feedback)</li> <li>• Challenge Sessions testing directorate approach to developing Black, Asian and Minority Ethnic staff</li> <li>• Minority Ethnic Leadership Forum launched Jan 2024</li> <li>• Focus now on monitoring effectiveness</li> </ul>	In place in part



No.	Long Term Recommendations: G10+ Intervention	Response	Status
32	All grade 8+ jobs should utilise positive action	<ul style="list-style-type: none"> <li>• Positive statement on all job adverts highlighting ethnicity and disability as areas of under representation</li> <li>• SLT T&amp;F Group on G10+ appointments – informing Inclusive Recruitment Guidance and Briefings</li> <li>• EDI Essentials No.5 (ED oversight of appointments at G10+ and AD oversight of appointments at G9-)</li> <li>• Aspiring High (Career Accelerated Development Programme)</li> <li>• Co-sponsorship Programme roll out</li> </ul>	In place
33	Talent pipeline for Ethnic Minority staff	<ul style="list-style-type: none"> <li>• Aspiring High Programme (AHP) launched in Jan 24 for Grades 9 and below. 63% of spots on the AHP Programme were allocated for BAME staff Grade 9 and below.</li> <li>• Work underway to develop and launch AHP for Grades 10+</li> <li>• Co-sponsorship programme</li> <li>• EDI Essentials No. 5 and 13</li> </ul>	In place
34	Diversity in Succession Planning	<ul style="list-style-type: none"> <li>• Not yet considered</li> </ul>	Not yet in place
35	Job Placement programme - identifying secondments in other units, directorates or other public services	<ul style="list-style-type: none"> <li>• GLA Group Collaboration mentoring initiative launched</li> </ul>	In place in part
36	Working with local organisations and government departments to share GLA's anti-racist and inclusive culture through encouraging Grade 12+ staff to take opportunities outside of the GLA	<ul style="list-style-type: none"> <li>• GLA recognised in Business in the Community's Race at Work Charter Survey Report as an example of best practice on leadership</li> <li>• GLA Group EDI Sub-Group (Collaboration Board)</li> <li>• GLA is a member of the London Equalities Network</li> </ul>	In place

No.	Long Term Recommendations: EDI Learning and Talent Programme	Response	Status
37	Expand "Let's Talk About Race"	<ul style="list-style-type: none"> <li>• EDI Learning Review underway to replace EDI related learning curriculum</li> <li>• Project plan for EDI curriculum being developed.</li> </ul>	Not yet in place
38	Develop Management and Allies training	As above	Not yet in place
39	Develop "Unconscious Bias" training into "Conscious Inclusion" training	As above	Not yet in place
40	Use staff networks to raise awareness and use momentum to develop content for other EDI areas	<ul style="list-style-type: none"> <li>• All staff networks have both executive and mayoral sponsors to provide corporate support</li> <li>• Nine staff networks plus All-In, the GLA's Allies Initiative are supported corporately with funding and time to do their important work</li> </ul>	In place in part
41	Provide education on intersectional identities	As previously above	Not yet in place
42	Create Cultural Awareness content	As previously above	Not yet in place

# Equality, diversity and inclusion (EDI)

## Inclusion Programme

The GLA's Inclusion Programme, initiated in 2022 following The Equal Group's report on Ethnic Minority Experiences at the GLA and as a direct response to the Goss Consultancy's GLA Workplace Adjustments Review, unifies all workforce EDI initiatives within the organisation.

To align with the organisation's vision for an equal, diverse, representative, and inclusive GLA, the Inclusion Programme articulates a clear vision, supported by our three-year workforce EDI strategy titled 'We Belong Here 2022-2025'. This encompasses three key strategic objectives that resonate with both the Mayor's strategic direction and recent independent reports. **In 2023-24, race equality and disability equality remain corporate and equivalent priorities within the strategy,** through an intersectional lens. Oversight of the programme falls under the purview of the Inclusion Programme Steering Group, composed of the Chief Officer (as Senior Responsible Officer), the Executive Director for Strategy & Communications, and the Assistant Director for People.

## 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.

As we approach the final year of delivery against this strategy, plans are being developed to collaboratively co-produce our new EDI Strategy for 2025-28.

# Equality, diversity and inclusion (EDI)

## *We Belong Here - Year 2 Implementation*

Within the Inclusion Programme, annual corporate action plans are developed to address areas requiring improvement. Our corporate action plan for 2023-2024 (Year 2) was released in June 2023. Following an exhaustive analysis of both quantitative and qualitative data, race equality and disability equality emerged as central corporate priorities of equal significance.

In the past year, our efforts have been concentrated on expanding and enhancing the initiatives initiated in Year 1. This included introducing additional Trans and non-binary guidance for managers, intended to complement our existing Trans and gender identity policy. We also broadened the scope of EDI Essentials and objectives, recommissioned bespoke emotional support for Black and Black mixed heritage staff and extended the provision to include Asian and Asian mixed heritage staff.

During this period, we've reviewed the Corporate EDI Action Plan for Year 2, conducted a corporate inclusion-focused pulse survey and organised a corporate programme of events to mark National Inclusion Week for the first time. This includes hosting a staff network marketplace in the London Living Room, an informative session hosted by Mind on managing stress and burnout, and an inclusion webinar focusing on cultivating Inclusion allies and creating an inclusive environment. Activities were also planned to mark Trans Awareness Week and the International Day of Disabled Persons in December. In January 2024, we also launched the Minority Ethnic Leadership Forum, which is a GLA initiative focused on supporting Black, Asian, and Minority Ethnic leaders at senior grades (Grade 12 and above).

Each directorate has completed their EDI Essentials returns and reviewed their EDI action plans for 2023-2024, outlining their strategies for meeting the EDI Essentials and the corporate EDI action plan and responding to challenges local to the directorate. These are being tested through EDI Challenge Sessions led by the Chief Officer. We have also prepared and submitted for the **Stonewall Workforce Equality Index 2024**.

# Equality, diversity and inclusion (EDI)

## Accountability

Developing greater individual and collective accountability in EDI is one of three strategic objectives in the workforce EDI strategy, 'We Belong Here 2022-2025'.

- **EDI Essentials review:** the EDI Essentials are a basket of priority actions representing a minimum level of performance on workforce EDI, with Executive Directors provide assurance on their implementation. These have been reviewed for 2023 and are being probed through the EDI Challenge Sessions.
- **Mandatory EDI performance objectives reviews:** mandatory EDI objectives for all staff and managers have been reviewed and updated for 2023-24, which include ensuring an EDI objective is in place for the probation period for new staff.
- **Challenge Sessions:** the Chief Officer conducts EDI Challenge Sessions with Executive Directors to hold them to account for their performance on workforce EDI including the EDI Essentials and EDI Action Plan, findings from the pulse survey and assurance on talent development, focused this time on the progression of disabled staff.
- **Strengthening governance:** to better oversee and steer our EDI work, plans are underway to have in a place an EDI Strategic Board that consists of key stakeholders from across the organisation.

# Equality, diversity and inclusion (EDI)

## Genuinely inclusive culture

Developing a genuinely inclusive working culture is the second strategic objective in the strategy. Significant work is continuing to engage staff with this work across the organisation – both to raise awareness and to ensure that all staff are playing their respective roles.

Regular updates on the Inclusion Programme feature in Core Brief (the Corporate Management Team's weekly communication to all staff) and an intranet page on the Inclusion Programme houses all the documentation set out here, together with progress updates.

- **Corporate inclusion-focused pulse survey:** In July, the GLA conducted a pulse survey which asked staff a series of questions focused on inclusion, including wellbeing. 77% of staff completed the anonymous survey. 19% of respondents identified as disabled (compared to 10% of staff on the HR system). The survey also captured data on socio-economic background. The next, and future, Pulse Surveys will continue to monitor six core questions from the inclusion-focused pulse survey. The most recent Pulse Survey went live on 23 May 2024 with results shared over the summer.
- **Improving practice on workplace adjustments:** Employee Relations and Complex Casework Centre of Excellence within the People Function work closely with colleagues leading the transition to IT Shared Services to ensure a smooth transition for staff with workplace adjustments and to allow those on One London devices a faster ordering service for many common technology adjustments and training on any new software available through TFL. They also lead on coordinating workplace adjustments that require external assessments for neurodiverse conditions and purchasing of agreed physical, software adaptation, training and liaise with both TG, FM and external suppliers to ensure any purchasing is processed as quickly as possible.
- **National Inclusion Week:** Led a corporate programme of events to mark National Inclusion Week for the first time, including a staff network marketplace in the London Living Room, an informative session hosted by Mind on managing stress and burnout, and an inclusion webinar focusing on cultivating Inclusion allies and creating an inclusive environment.
- **Trans Awareness Week:** Promoted our new trans and non-binary guidance for managers and Transgender Awareness training.
- **UN International Day of Persons with Disabilities:** In observance of the UN International Day of Persons with Disabilities on 3 December, a lunchtime presentation with the Business Disability Forum was organised to focus on disability inclusion.

## Equality, diversity and inclusion (EDI)

- **Recommissioned and expanded bespoke emotional support for Black, Asian and Minority Ethnic staff:** A new provider has been commissioned to provide support for all Black, Asian and Minority Ethnic staff in Mind in the City, Hackney and Waltham Forest. This launched in May 2023.
- **Continued the rollout of Let's Talk About Race:** Delivery model reviewed and revised to enhance delivery, this included the recruitment of new facilitators and additional sessions set for 2024-25.
- **EDI learning offer:** We are in the process of redesigning the corporate EDI learning curriculum, which aims to promote awareness and build capability.
- **'Our Moment'** sessions are an opportunity for the Chief Officer and members of the Corporate Management Team to test the impact of workforce EDI activity with staff across the organisation. Forums take place monthly and registration details are shared on the intranet and via Core Brief. Staff attend to share their experience of workplace inclusion and recurring themes are addressed. Progress on actions are discussed and monitored at the Inclusion Programme Steering Group.

# Equality, diversity and inclusion (EDI)

## Representation

Achieving a workforce that reflects the diversity of London across the organisation and at all levels is the third strategic objective set out in the strategy.

- **Recruitment:** Executive Director oversight of recruitment to roles at Grade 10 and above and G9 and below – including at shortlist and appointment stages.
- **Recruitment Scrutiny:** Executive Director-level scrutiny of diversity of appointments to roles at Grades 10 and above, and Grades 9 and below through the Establishment Control Meeting process.
- **Accelerated Development Programme (ADP): *Aspiring High*** launched in January 2024. This programme is a career development programme open to all staff at Grades 9 and below and is designed to focus on emerging leaders in the organisation. The programme also features a positive action element, whereby 63% of spots on the *Aspiring High Leadership Programme* were allocated for Black, Asian and Minority Ethnic staff and 17% of spots were allocated for disabled staff.

## Performance and success measurement

The Inclusion Programme Steering Group (IPSG), led by the Chief Officer, oversees the Inclusion Programme and 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:

- **Corporate Performance Framework** features nine performance indicators tracking representation including at Grades 10 and above and at SLT levels.
- **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 Corporate Management Team colleagues to test the impact of workforce EDI activity with staff across the organisation. As of 31 March, 12 forums have taken place and recurring themes are being captured to ensure that appropriate action is taken. Progress on actions are discussed and monitored by Corporate Management Team and the People Function at fortnightly IPSG meetings.



# Equality, diversity and inclusion (EDI)

**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. A pulse survey focused specifically on inclusion was conducted in July 2023. Pulse Surveys will be conducted regularly amongst staff and complement the biennial staff survey. The focus of each pulse survey is subject to change, but six core questions from the inclusion focused pulse survey will be asked each survey and monitored over time.

## **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 June 2023, the GLA participated in the 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.

The GLA was highlighted by BITC's Race Campaign as an example of best practice in providing leadership through the Race at Work Charter.

## **Disability Confident**

In March 2023, the GLA's Diversity and Inclusion Management Board agreed to commit to Disability Confident Level 2. The GLA has ambitions to reach Level 3: Leader status in 2025. Disability Confident is a government scheme, developed by the Department for Work and Pensions, employers, and disabled people. It supports organisations to become more disability-inclusive by helping 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.

# 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.

## Stonewall Workplace Equality Index

The GLA is a committed Stonewall Diversity Champion and remains actively engaged with Stonewall to advance LGBTQ+ inclusion within our workplace. Following a successful submission to Stonewall's Workplace Equality Index in February 2022, ranking 30th in the top 100 employers, the GLA submitted to the Workplace Equality Index 2024 in November.

Over the last year, the GLA has worked in partnership with the LGBTQ+ Network to roll out more trans awareness training sessions to staff. We have thoroughly reviewed our trans and gender identity policy and implemented new guidance for managers. Additionally, the GLA Pride Network has consistently hosted safe-space sessions for bi, pan, and trans colleagues.



# 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 key stakeholders for the GLA's EDI strategy and implementing our inclusion programme. They provide a constant opportunity for all staff to develop their knowledge and understanding of lived experience beyond their own, which is a requirement in the 2023-24 EDI objective for all staff.

Below are a few highlights from 2023-24 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 GLA Pride 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.
- **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. Which held an event during National Inclusion Week in collaboration with the National Autistic Society – 'Neurodiversity & Burnout'.
- **EU and International Staff Network** – Expanded their remit to include and advocate for international colleagues. Delivered a workshop delivered by the Migrants' Rights Network titled 'Words Matter: Anti-oppression, anti-racism and intersectionality in migration discourse' during National Inclusion Week.
- **GLA Pride 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.
- **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. REN also collaborated with the GLA Pride Network and the Digital Experience Unit to celebrate Black Pride with their 'Black, Out and Proud' event in City Hall. REN invited the Windrush Generation Legacy Association to City Hall in November, to commemorate the Windrush Generation.

## Equality, diversity and inclusion (EDI)

The following staff networks were established in the last financial year.

**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. Collaborated with the EDI&C Team to help organise the ‘Wellbeing Showcase’ in January in the LLR.

**Muslim Network** – previously there was a Muslim Staff Group, but with a healthy number of members, the group decided to become a fully-fledged staff network in June this year. The network is in the process of electing a leadership team and is receiving continuing support and encouragement from the EDI & Culture team, in addition to several of their established staff network peers.

Other work:

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

**National Inclusion Week** took place in September and all the above staff networks took part in a Staff Network Marketplace in City Hall’s London’s Living Room. The event was well attended and provided staff with an opportunity to meet the different networks and to sign up to become members, where appropriate. 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.

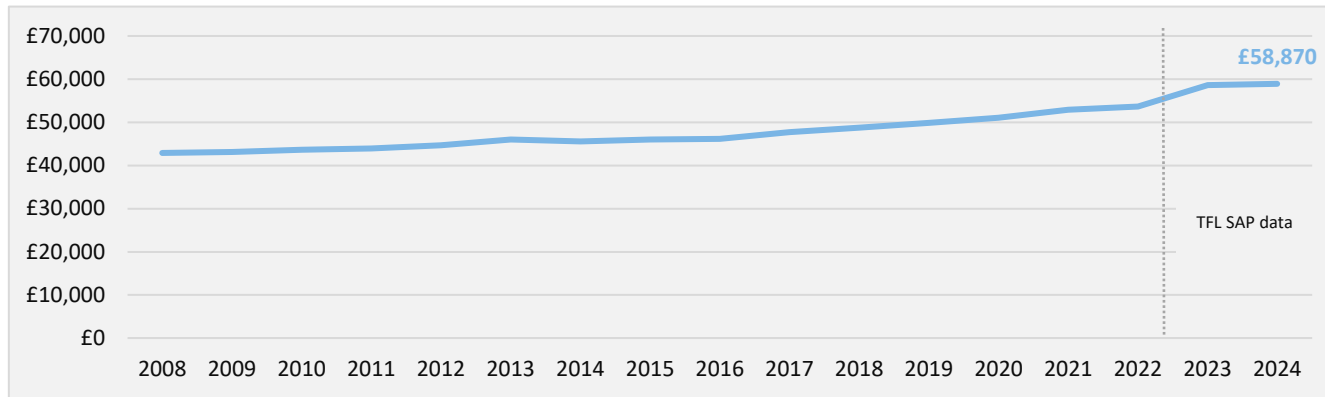
## **Salary breakdown**

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

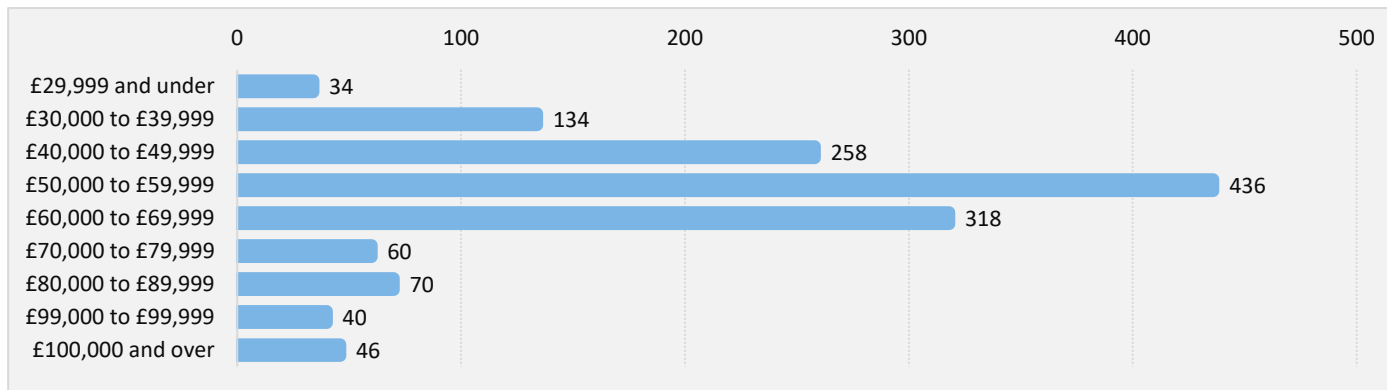
## Staffing profile: salary overview

In March 2024, the mean salary in the GLA was £58,870 per annum, and the median FTE salary was £55,441. This is reported based on FTE salaries, to align with requirements for pay gap reporting.

Mean salary 2008-24



Number of staff by salary band



## Staffing profile: salary overview by directorate

In March 2024, the mean salary in the GLA was £58,570 and the median salary was £55,441. In all, 50% of the staffing population earned between £40k and £60k, while 59% of the total staffing population earned between £30k and £60k. Those earning over £70k account for 15% of staff. These are generally more senior staff (grades 12 and above). The pay ratio between the highest paid (Chief Officer) and the lowest paid (apprentices on London Living Wage) is 8:1. The table below shows the proportion of staff within different salary bands in each directorate.

Salary breakdown by directorate (%)<sup>1</sup>

Salary banding	Assembly Secretariate	Chief Finance Officer	Communities and Skills	Good Growth	Housing and Land	Mayor's Office	Corporate Resources and Business Improvement & Chief Officer	Strategy and Communications	Total
£29,999 and under	1%	3%	3%	2%	1%	2%	3%	4%	2%
£30,001 – £40,000	21%	10%	8%	5%	5%	2%	22%	10%	10%
£40,001 – £50,000	41%	13%	17%	15%	7%	4%	29%	24%	18%
£50,001 – £60,000	17%	13%	36%	34%	46%	15%	13%	33%	31%
£60,001 – £70,000	11%	28%	25%	31%	17%	15%	22%	18%	23%
£70,001 – £80,000	1%	3%	3%	5%	7%	15%	3%	2%	4%
£80,001 – £90,001	1%	13%	6%	3%	10%	4%	2%	4%	5%
£90,001 – £100,000	1%	13%	1%	3%	4%	9%	3%	3%	3%
£100,000 and over	5%	8%	1%	1%	3%	33%	3%	2%	3%

<sup>1</sup> Due to rounding not all columns add to 100%

## **Recruitment**

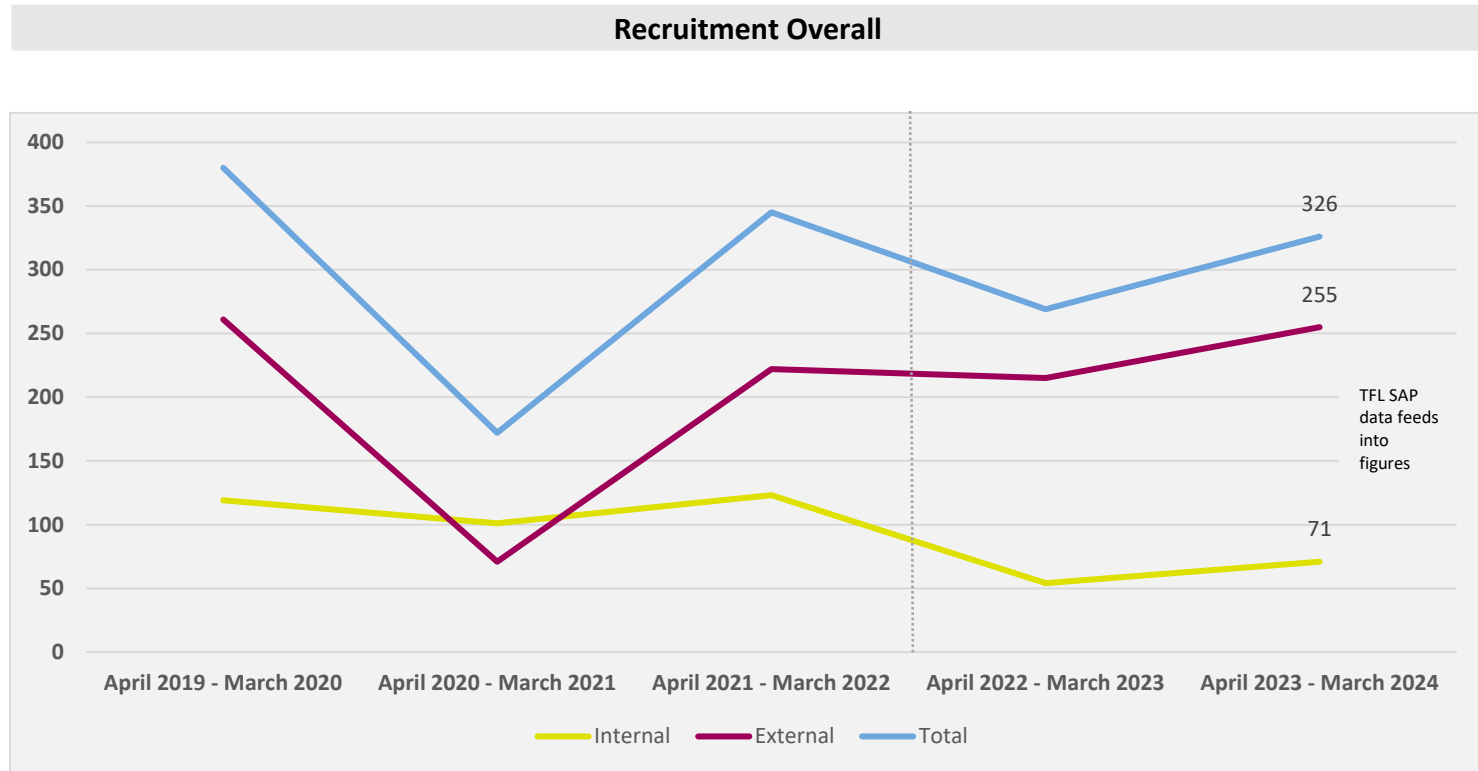
*This section provides an overview of the activity undertaken, and number of appointments made by the recruitment team.*

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



# Recruitment

Of those who applied for positions at the GLA during the reporting period (April 2023 to March 2024) a total of 319 appointments were made. Of these, 71 were from the existing workforce and 255 were external appointments. Compared to those who applied for roles in 12 months prior to March 2023, this represents an 21% increase in the total number of appointments made. External appointments have increased by 19% and internal appointments by 31%.



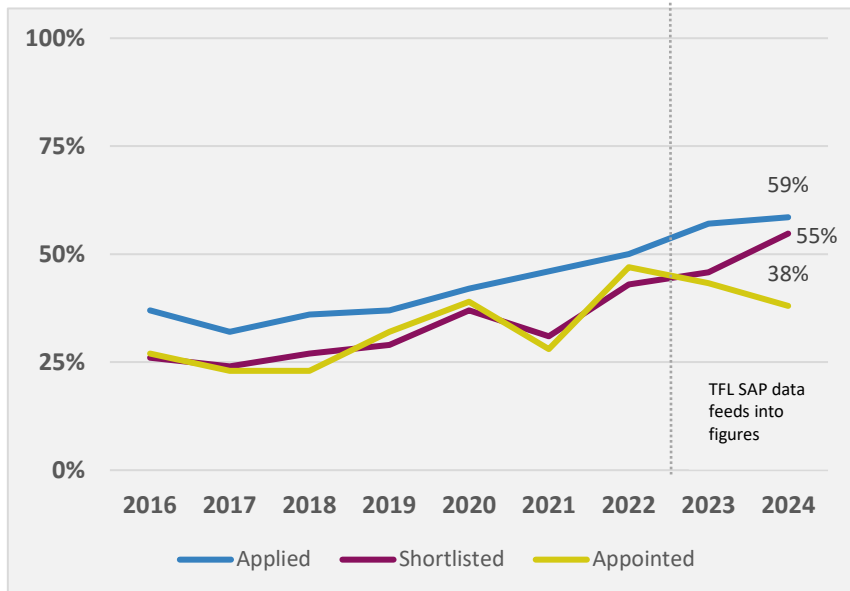
# Recruitment, by ethnicity

In the reporting period (April 2023 to March 2024) over half (59%) of external applicants were from Black, Asian and Minority Ethnic groups. A lower proportion of candidates from Black, Asian and Minority Ethnic groups (55%) were shortlisted, compared to applicants overall. Of those who were appointed, 38% were from Black, Asian and Minority Ethnic backgrounds.

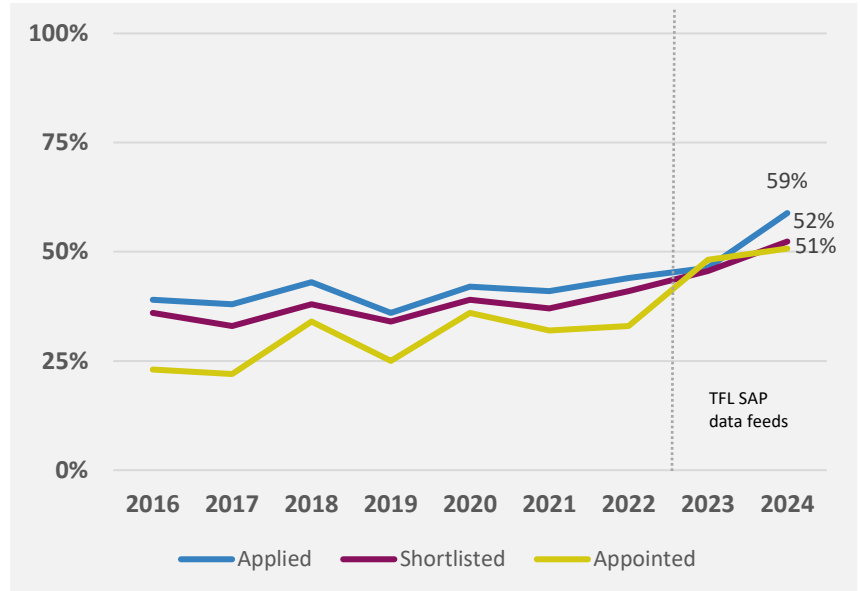
To maintain consistency with the timeseries, the totals include those who have not declared. Figures in other sections of the report exclude those who did not provide information. When excluding those who did not declare their ethnicity on their application, 44% of those who were hired were from Black, Asian and Minority Ethnic backgrounds. Higher than the proportion of Black, Asian and Minority Ethnic staff in the GLA (37%). Overall, 13% of external appointments did not provide ethnicity information on their application.

Amongst internal applicants, 59% were from Black, Asian and Minority Ethnic backgrounds. Of those shortlisted 52% were Black, Asian and Minority ethnic as were 51% of those appointed. When considering only those who declared information, 51% of those appointed were from Black, Asian and Minority Ethnic backgrounds.

**External recruitment by ethnicity**



**Internal recruitment by ethnicity**



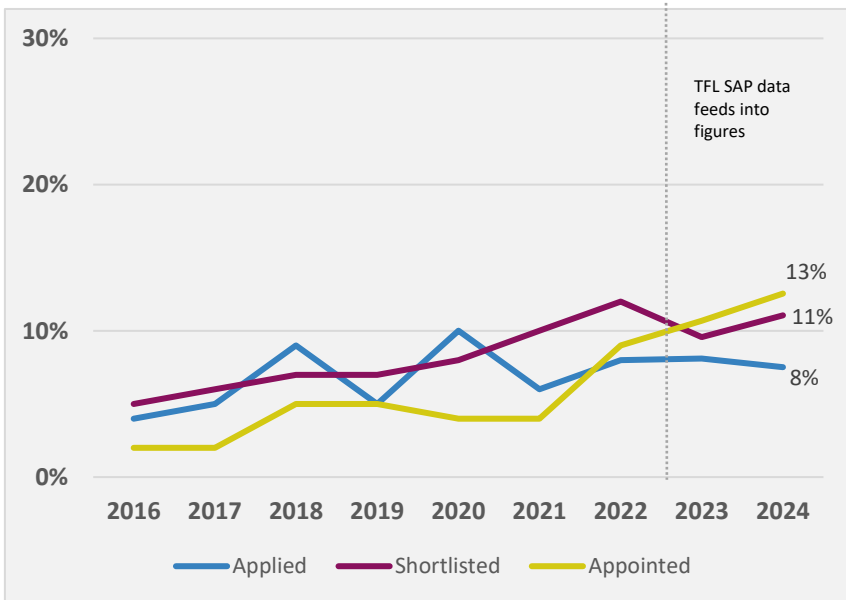
# Recruitment, by disability status

Amongst external applicants in the reporting period (April 2023 to March 2024) some 8% were disabled. A higher proportion of those who went on to shortlisted had a disability (11%) or went on to be appointed (13%). The proportion of staff who were appointed that were disabled has increased compared to 2023 (11%).

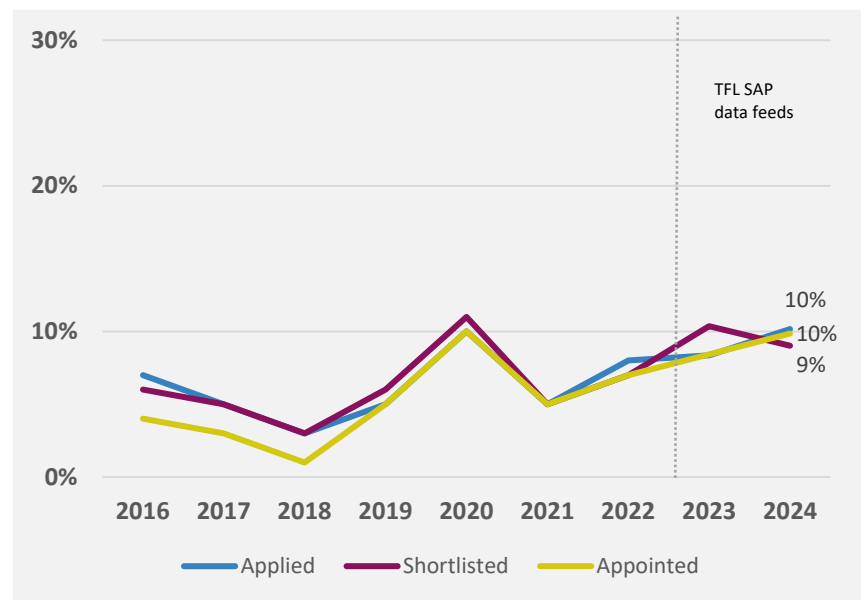
To maintain consistency with the time series, the totals include those who have not declared. Figures in other sections of the report exclude those who did not provide information. When excluding those who did not declare their disability status on their application, 16% of those who were appointed were disabled. This is higher than the proportion of disabled staff in the GLA (10%). Overall, 22% of external appointments did not indicate their disability status on their application.

Amongst both internal applicants and those that went on to be shortlisted, 10% were disabled. Of those who were appointed 9% were disabled. When excluding those who did not declare their disability status, 11% of internal appointments had a disability. Overall, 11% of external appointments did not indicate their disability status on their application. Due to numbers, we were unable to report the proportion of disabled staff who were appointed internally in 2023.

**External recruitment by disability status**



**Internal recruitment by disability status**

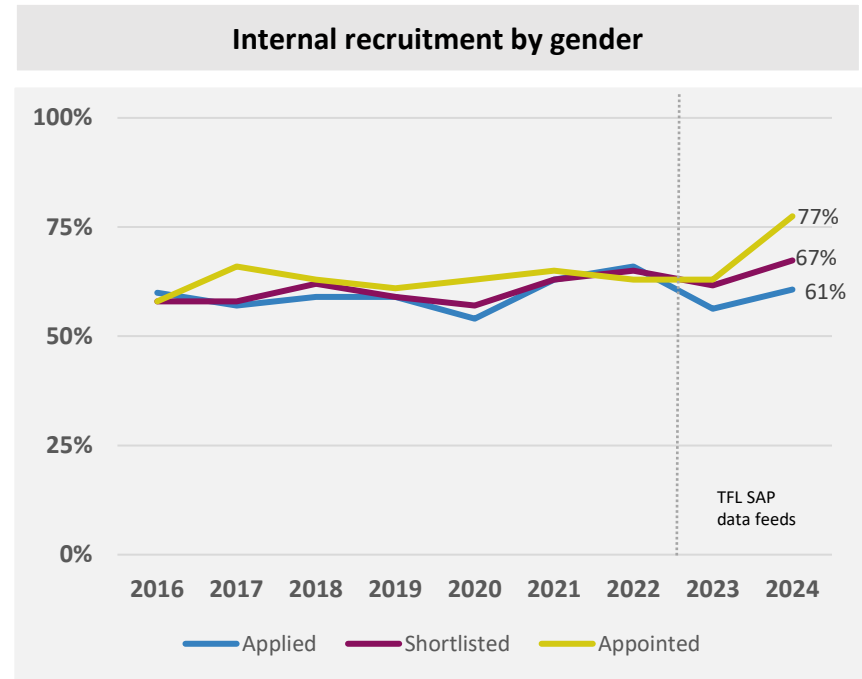
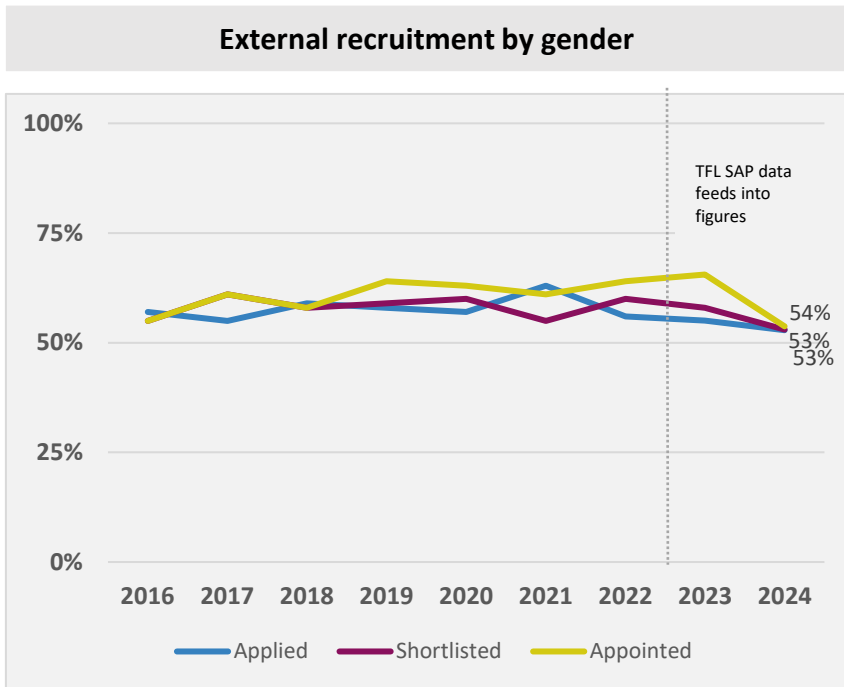


# Recruitment, by gender

Amongst external applicants in the reporting period (April 2023 to March 2024) some 53% were female. The same proportion of those who went on to be shortlisted were female. Overall, 54% of those who went on to be appointed were female, lower than the proportion of appointments reported in 2023 (66%).

To maintain consistency with the time series, the totals include those who have not declared or said their gender identity was 'other'. When excluding those who did not declare their gender on their application or said their gender identity was other, 63% of external appointments were female. Overall, 15% of external appointments did not provide their gender identity or indicated their gender was 'other' on their application<sup>1</sup>.

Amongst internal applicants 61% were female. A higher proportion of those who went on to be shortlisted (67%) or appointed (77%) were female. The proportion of internal applicants who went on to be appointed (77%) has increased compared to the previous year (63%). To safeguard against disclosure, we are unable to share declaration rates and those who said their gender identity was 'other' for internal recruitment.



<sup>1</sup> To safeguard against disclosure we have grouped those who indicated their gender identity was 'other', and those preferred not to answer or who did not provide information.

## Recruitment, by sexual orientation

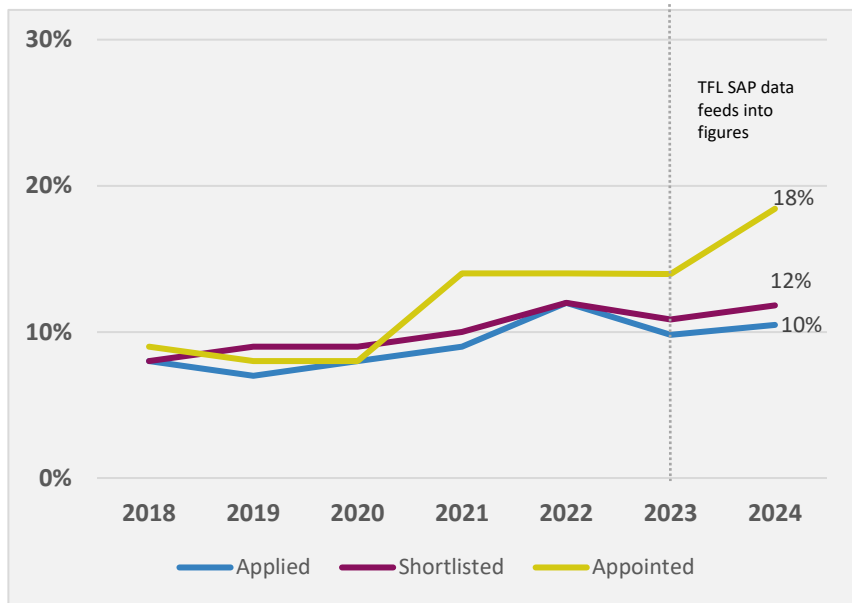
Amongst external applicants in the reporting period (April 2023 to March 2024) 10% identified as being lesbian, gay, bisexual or 'other' (LGBO). A higher proportion of those who went on to be shortlisted were lesbian, gay, bisexual or 'other' (12%) and appointed (18%). Compared to the previous year, there has been a large increase in the proportion of appointments who identified as lesbian, gay, bisexual or other.

To maintain consistency with the time series, the totals include those who have not declared their sexual orientation. When excluding those who did not declare their sexual orientation, 25% of external appointments were lesbian, gay, bisexual or 'other'. Overall, 26% of external appointments did not provide their sexual orientation on their application.

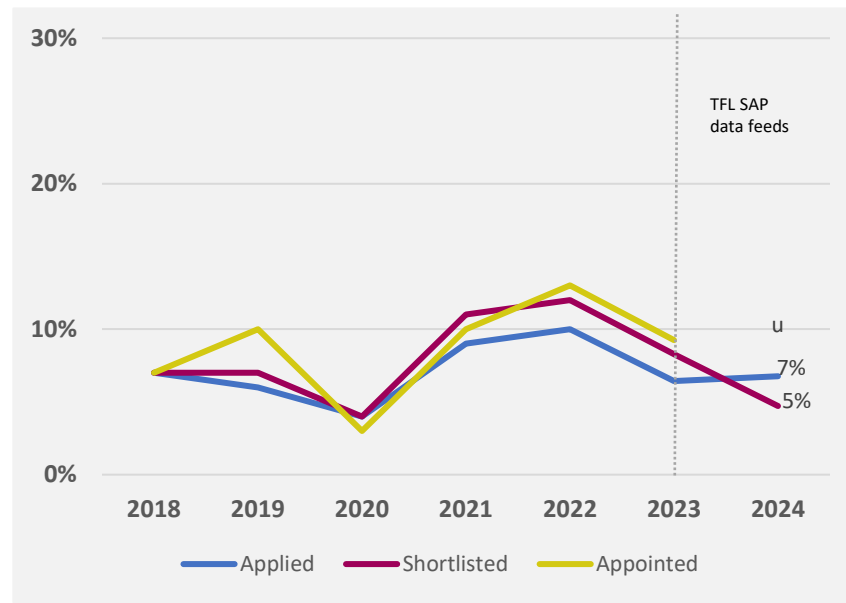
Amongst internal applicants 7% identified as lesbian, gay, bisexual and 'other'. A lower proportion of those who went on to be shortlisted (5%). The proportion of internal applicants who went on to be shortlisted that identify as LGBO has declined from 8% of applicants in 2023.

To safeguard against disclosure, we are unable to provide details of the proportion who went on to be hired in this reporting period.

External recruitment by sexual orientation



Internal recruitment by sexual orientation

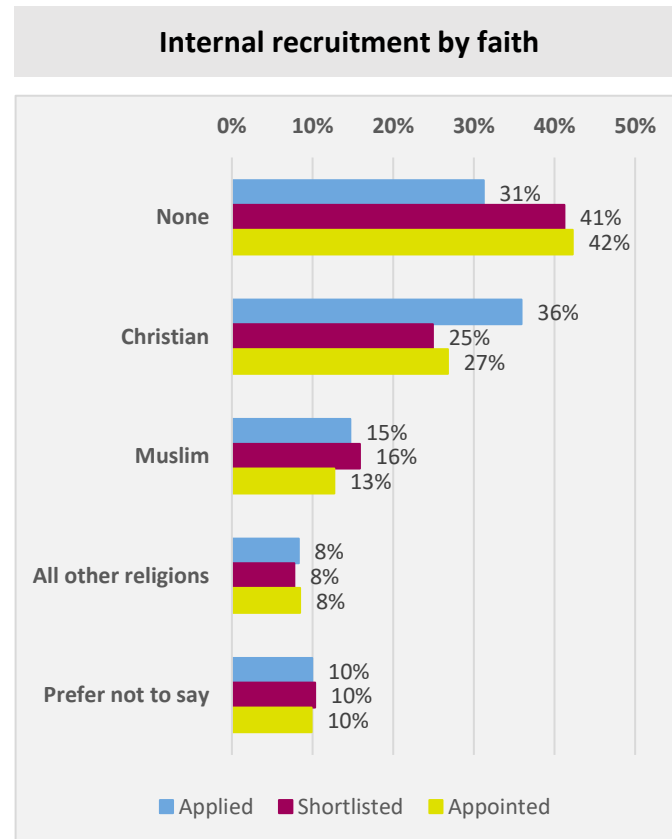
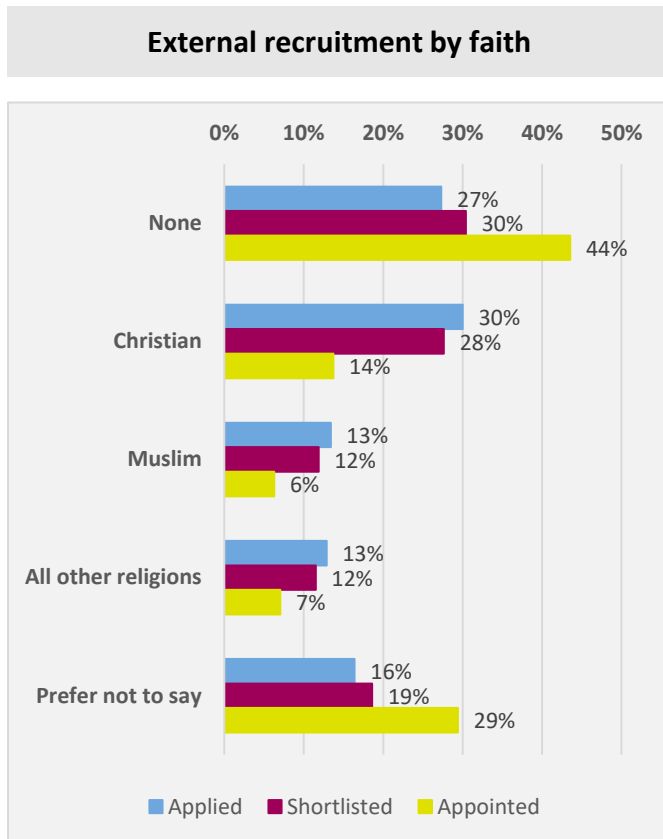


## Recruitment, by faith

Amongst external applicants in the reporting period (April 2023 to March 2024) 27% were not religious, 30% were Christian, 13% were Muslim and 13% followed all other religions. Of those that went on to be appointed, 44% were not religious, 14% were Christian, 6% were Muslim and 7% followed all other religions.

To maintain consistency with other recruitment figures in the report, the figures include those who did not provide information. Overall, 16% of those who applied, and 29% of those who were appointed did not provide this information. Considering those appointed, and excluding those who did not provide information, 62% were not religious, 19% were Christian, 9% were Muslim and 10% followed all other religions. This compares to GLA staff figures of 53%, 30%, 8% and 9%, respectively.

Amongst internal applicants 31% were not religious, 36% were Christian, 15% were Muslim and 8% followed all other religions. Of those that went on to be appointed, 42% were not religious, 27% were Christian, 13% were Muslim and 8% followed all other religions.

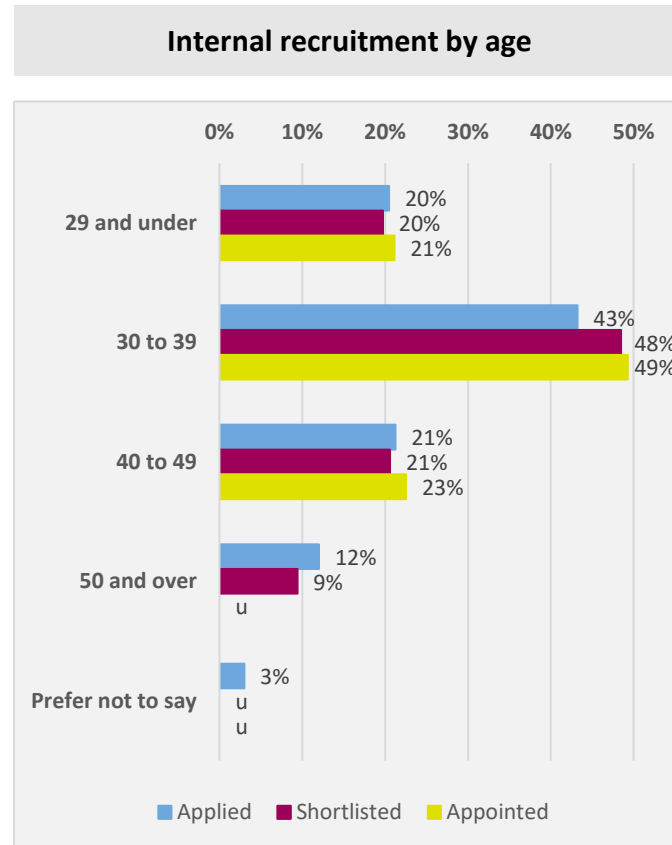
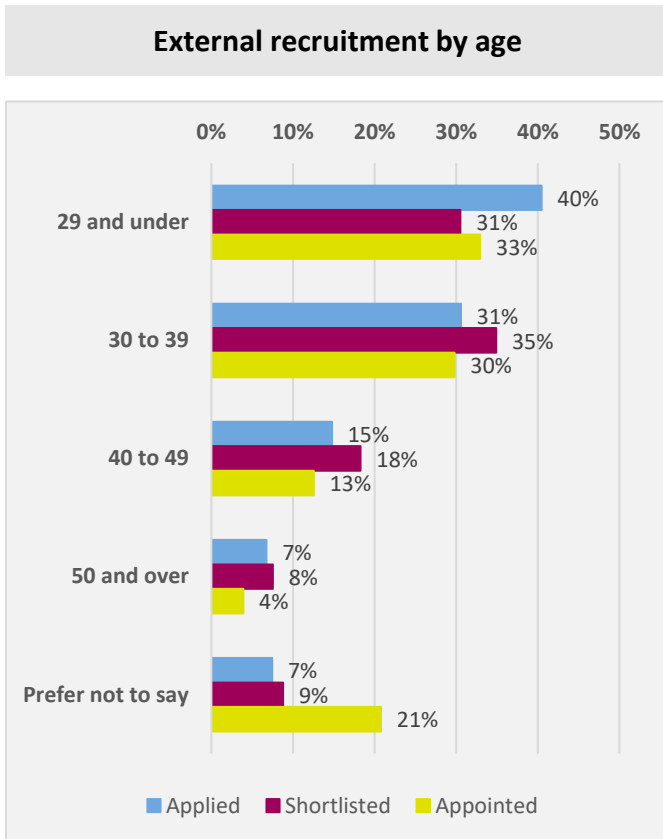


# Recruitment, by age

Amongst external applicants in the reporting period (April 2023 to March 2024) some 40% were aged 29 and under, 31% were aged 30 to 39, 15% were aged 40 to 49 and 7% were aged 50 and over. Of those who went on to be appointed, 33% were 29 and under, 30% were aged 30 to 39, 13% were aged 40 to 49 and 4% were aged 50 and over.

To maintain consistency with other recruitment figures in the report, the figures include those who did not provide information. Overall, 7% of those who applied, and 21% of those who were appointed did not provide this information. Considering those appointed, and excluding those who did not provide information, 42% were 29 and under, 38% were aged 30 to 39, 16% were aged 40 to 49 and 5% were aged 50 and over. This compares to GLA staff figures of 15%, 37%, 28% and 20%, respectively.

Amongst internal applicants 20% were aged 29 and under, 43% were aged 30 to 39, 21% were aged 40 to 49 and 12% were aged 50 and over. Amongst those who were appointed, 21% were aged 29 and under, 49% were aged 30 to 39 and 23% were aged 40 to 49.



# Recruitment: initiatives and improvements

## GLA Independent Review of Ethnic Minority Experiences at the GLA

In March 2022, we published the Independent Review of Ethnic Minority Experiences at the GLA. The review was commissioned by the Chief Officer in 2021 to examine whether there are structural barriers that prevent our Black, Asian and Ethnic Minority staff, particularly our Black staff, from progressing 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
- Several different advertising channels are used, including Evenbreak, Proud Employers (Stonewall's job board), Diversifying and BAME Jobs, demonstrating a positive action to increase representation in interview pools
- anyone wishing to be on an interviewing panel must have attended an Inclusive Recruitment Briefing– 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 both internally and with external partners such as the Business Disability Forum
- the Recruitment and Selection training also heavily features training on ED&I in the recruitment process, including ensuring diverse talent pools, the Disability Confident Scheme, and adjustments at interview.
- planned review of job requirements in job descriptions and person specifications.



## 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 seven 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 provides an annual monitoring report to Newham with details of Newham residents employed by the GLA.

The GLA provides a monitoring report detailing the number of Newham residents applying for roles at the GLA at City Hall, those shortlisted and any appointments. In the annual monitoring report, the GLA provides diversity 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 by applying directly. We are also engaging with Reed to see if there are ways to encourage more applications from Newham.

### Results:

Annually, the GLA publishes S106 data for the previous financial year. The latest report, covering the financial year 2022-23 was published in August 2023. The next iteration of the S106 will be published in summer 2024.

Applicants direct through Our Newham Work website:

- 95 posts advertised via Our Newham Work
- 11 applicants via Our Newham Work'
- One applicant shortlisted via Our Newham Work
- One applicant interviewed via Our Newham Work
- One Newham Work applicant appointed.

Applications from all other employment channels:

- 470 applicants who applied as Newham residents
- 311 applicants shortlisted as Newham residents
- 100 interviewed as Newham residents
- 29 Newham resident applicants appointed.

# Talent: apprentices and interns

## Apprenticeships

The GLA is committed to a high-quality apprenticeship programme that supports anyone aged 16 and over into work. In 2023 – 2024 the provision expanded to include Level 6 Public Health Practitioner and Level 4 Data Analyst Apprenticeships, in addition to the existing Business Administration, Project Management and Finance schemes.

The main intake of apprentices was a cohort of 21 Level 3 Business Administration Apprentices who started in September 2023. Over half (59%) of the cohort identify as Black, Asian and Minority Ethnic and 18% identify as disabled. Apprentices are hosted in teams across the organisation providing administrative support and doing a training programme equipping them with the knowledge, skills and behaviours for successful careers.

As part of our commitment to learning and development, we will be exploring apprenticeship options to upskill existing staff during 2024 – 2025.

## Internships

Three Press and Marketing Interns are currently on the Wayne Sullivan Communications Internship. This is aimed at students from Black, Asian and Minority Ethnic communities interested in pursuing a career in PR, marketing, events or digital communications, and working in GLA teams. A further intake is scheduled for September 2024.

Three Secretariat Interns are due to join in April 2024. Each intern will spend six months with the Committee Services team, six months with the Scrutiny team, and six months with a political group office. The aim of the internship is to provide work experience, employability support and guidance to individuals from communities that are currently under-represented in the London Assembly's workforce.

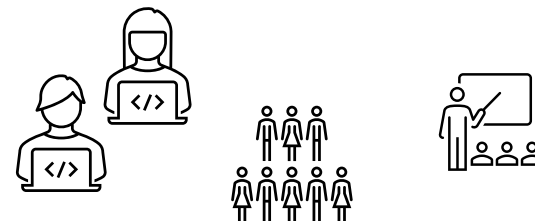
## **Learning and development**

*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. It focuses on continuing to develop a learning curriculum that supports the development of all staff, through a variety of learning delivery methods that allow for individuals have access to more flexible learning and to their preferred learning style. This is supported by a comprehensive learning programme including:

- induction and mandatory training
- learning curriculum
- mentoring schemes
- career development support



### Induction and mandatory training

A new approach to induction and mandatory training has been developed, which is due to launch in May 2024 to improve the experience starters and their managers, with easier access to mandatory course and increasing completion rates. New starters will be auto-enrolled onto a three-day consecutive induction course where staff will complete 11 mandatory courses within the first few weeks of joining. Before joining GLA staff will be provided with a digital induction guide which includes key information about the GLA Group, The Mayor of London, The London Assembly and organisational structure. Staff will attend in-person and virtual facilitated courses covering corporate induction, corporate governance, information governance, security briefing, dignity and inclusion and managing performance as well as independently complete six mandatory e-learning courses.

### Learning curriculum

A review of our EDI learning provision continues 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. The team will continue to develop and design the current learning offer including project/programme management that will be available in late 2024.

### Mentoring scheme

The GLA Group Mentoring Programme was launched in January 2024 and is available to all colleagues across the nine organisations that make up the GLA Family. The programme provides an incredible opportunity to mentor or be mentored by a diverse range of colleagues with different expertise and backgrounds. Staff can access the new GLA Group Mentoring Hub where they can sign up as a mentee or mentor and are matched with colleagues that suit their style and requirements across the wider family.

# Learning and development: overview of activity continued

## Career development support

We continue to grow our digital learning officer 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 – in February, a series of webinars was launched, hosted by Personal Career Management, to support staff in navigating the digital platform which contains on demand career assessments, aptitude tests, a profile builder, videos, podcasts and an interview simulator, to manage and develop staff careers. Six webinars will take place throughout 2024 on a variety of career development topics.
- Watch & Go – the team will continue to develop learning pathways that align with the learning curriculum to complement the existing four main themes: Personal Effectiveness, Communication and Teamwork, Managing Performance and Productivity and Culture & Wellbeing.
- The team will continue to focus on the development, design and implementation of core learning that will be available for all staff and tailored learning available for leaders and managers.



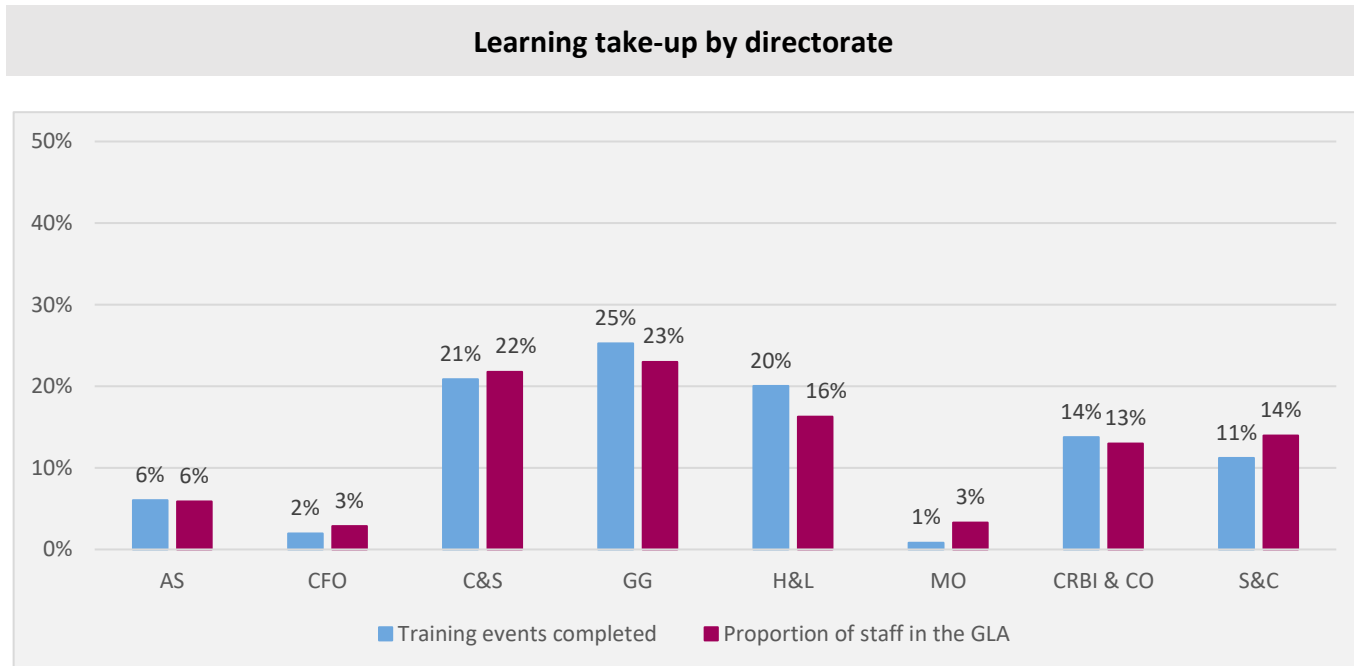
## Accelerated Development Programmes - Aspiring High:

- A new accelerated development programme, Aspiring High, launched for staff grade 9 and below. The programme is aimed at staff who have the potential to accelerate their careers into senior roles in the GLA. The two-year programme launched in January 2024, with 60 staff selected onto the programme.
- A new three-month career essentials programme started April and provides CV and Interview sessions as well as personal feedback and support on their personal CV. Every participant will be offered a mock interview with written feedback. Places were offered to all applicants not selected on the Aspiring High Programme and to wider junior staff across directorates.

## Learning and development: overview of take-up

The graph below shows the directorate breakdown of facilitated training sessions completed during the last financial year (1 April 2023 to 31 March 2024). Excluding agency and contract staff, across the organisation 1437 facilitated learning sessions were undertaken in the year. Over the past year facilitated learning competition across directorates is broadly in proportion to directorate staff numbers.

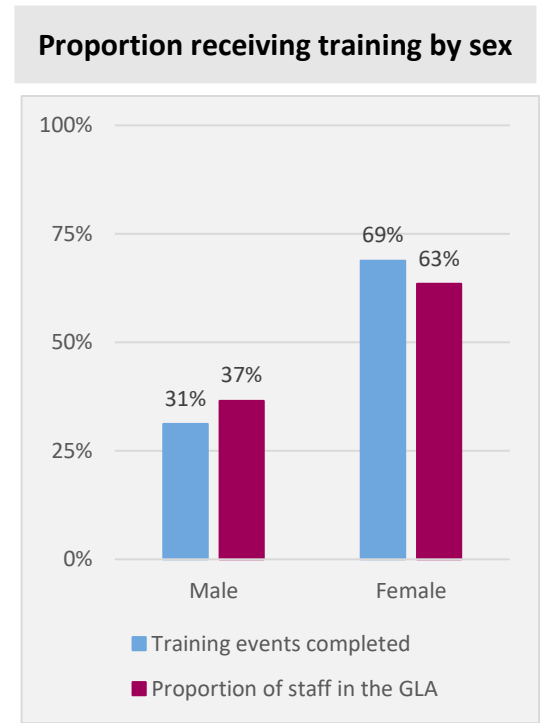
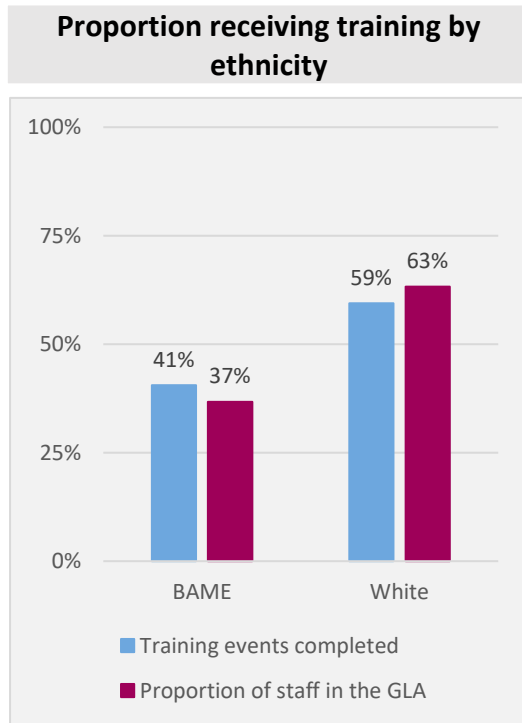
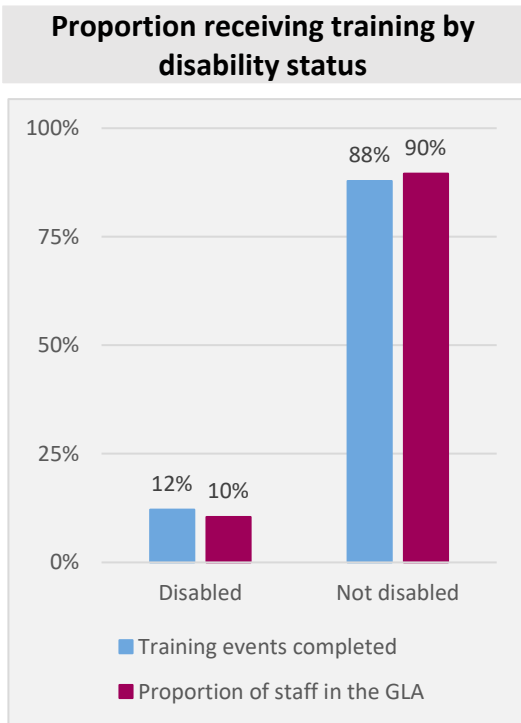
The directorates with the largest take-up of facilitated learning sessions were also the largest. Good Growth accounted for 25% of facilitated training sessions in the year, whilst accounting for 23% of staff. Followed by Communities and Skills (21% of facilitated training sessions and 22% of staff) and Housing and Land (20% of facilitated training sessions and 16% of staff).



# Learning and development: overview of take-up

The graphs below shows the breakdown of learning sessions completed during the last financial year (1 April 2023 to 31 March 2024) by disability status, ethnicity and sex.

Female staff accounted for a slightly higher proportion of those taking up facilitated learning sessions (69%) compared to the proportion of female staff in the GLA (63%). Likewise, Black, Asian and Minority Ethnic staff accounted for 41% of staff who attended facilitated learning sessions, slightly above the proportion in the GLA overall (37%). The ethnicity declaration rate amongst staff who attended facilitated learning sessions was 80% compared to 86% overall. Disabled staff accounted for 12% of staff who attended facilitated learning sessions, above the proportion in the GLA overall (10%). The disability status declaration rate amongst staff who attended facilitated learning sessions was 72% compared to 86% overall.





## **Wellbeing**

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

# Wellbeing

A key aspect of the EDI and Culture Team's responsibilities is provision of wellbeing support for staff. The Culture, Values and Wellbeing Specialist's (CV&WS) role is to lead on monitoring and coordinating the GLA's Wellbeing provision. The CV&WS is in the process of reviewing the GLA's Wellbeing Strategy and provision; mapping wellbeing activity across directorates; and maintaining strong relationships with the Wellbeing Network, the Executive Sponsor and associated groups. This is to help ensure that both the corporate and local wellbeing initiatives that are planned 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	
<b>Mental health advocacy</b>	<ul style="list-style-type: none"><li>• A dedicated team of Mental Health Advocates (MHAs) is now in place and can be contacted by staff via the intranet. A sub-group of the MHA's has been formed and they will focus on planning activities to raise awareness and to explore innovative ways to support positive mental health for staff.</li><li>• Since the middle of 2023, the GLA has been funding quarterly peer-support sessions for MHAs to attend and this will continue to be funded throughout 2024. Since the start of the year, the MHAs have become much more visible and active as a group and are therefore, keen to promote what they do. Our EAP provider Vita Health Group will deliver another 2-day MHA training course in September. This newly trained cohort of MHA's will provide additional resource after several members of the existing group have either left the organisation or decided to step down from role.</li></ul>
<b>Employee assistance provider (EAP) support</b>	<ul style="list-style-type: none"><li>• The CV&amp;WS provides contract management of our current EAP provider (VHG). Meeting monthly to review the staff-engagement figures and to identify recurring themes.</li><li>• From the data gathered, the CV&amp;W Specialist has previously commissioned quarterly wellbeing webinars on a range of topics such as stress management. This year, Benenden Health will be running a series of six health and wellbeing lunchtime sessions covering topics such as Food &amp; Nutrition, Men's Health and the Menopause. Following the success of the first GLA Wellbeing Showcase, further wellbeing focussed activities and events will be planned during the year. Following feedback from staff, there will be a focus on ensuring some of these events take place at Union Street as well as City Hall. The CVSW will continue to monitor wellbeing themes that emerge over the coming months. This information will be used to inform upcoming activities and events.</li></ul>

# Wellbeing

Current priorities within the Wellbeing Strategy and provision are continued below:

Themes	
<b>Bespoke emotional support</b>	<ul style="list-style-type: none"><li>• Mind (In the City, Hackney and Waltham Forest) has been providing a bespoke emotional support service for Black, Asian and Minority Ethnic staff. The CV&amp;WS provides contract management of the service and meets with the provider every two weeks to monitor staff engagement, address any issues raised and ensure a high standard of support is maintained. Over the coming months a series of group sessions will be arranged to ensure that staff get the most from this service over the next 12 months.</li></ul>
<b>Sports clubs and wellbeing activities</b>	<ul style="list-style-type: none"><li>• 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.</li><li>• The GLA is keen to support these clubs and has provided funding (up to £500) towards league and/or equipment costs for each sport club or activity. The CV&amp;WS will continue to work with the sports club/activity leads to take part in a next year's wellbeing showcase after a very successful showcase in early part of the year.</li></ul>
<b>Financial wellbeing</b>	<ul style="list-style-type: none"><li>• Given the continuing</li><li>• cost of living challenges, the focus on financial wellbeing will be maintained after consulting with staff to understand the nature of support required. The CVWS is working with colleagues within Pay &amp; Reward team to commission an online financial planning session that will focus on budgeting skills .</li></ul>