MAYOR OF LONDON

GLA Workforce Report
Workforce data report, 1 April to 30 September 2023

LONDONASSEMBLY

Contents

Guidance notes

Shared Services

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

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

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

Redacted data

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

Legend

Code	Directorate
AS	Assembly Secretariat
CO	Chief Officer Directorate
C&S	Communities and Skills
GG	Good Growth
H&L	Housing and Land
MO	Mayor's Office
Res	Resources
S&C	Strategy and Communications

Data sources

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

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

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

Disability	% of working-age population
Disabled	17%

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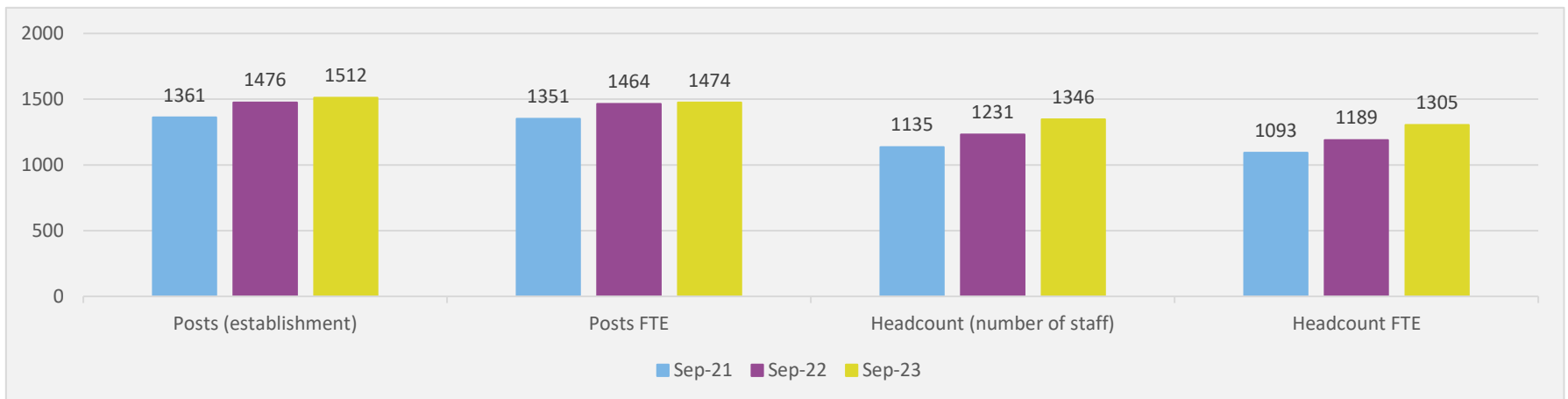
Posts – a post is a job or role that an individual is assigned to. Posts can be reported as actual numbers (a count of the total number of posts) or in full-time equivalent terms (FTE). Posts may be fixed-term in nature (i.e. of limited duration) or permanent (i.e. they remain indefinitely on the establishment).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

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

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.
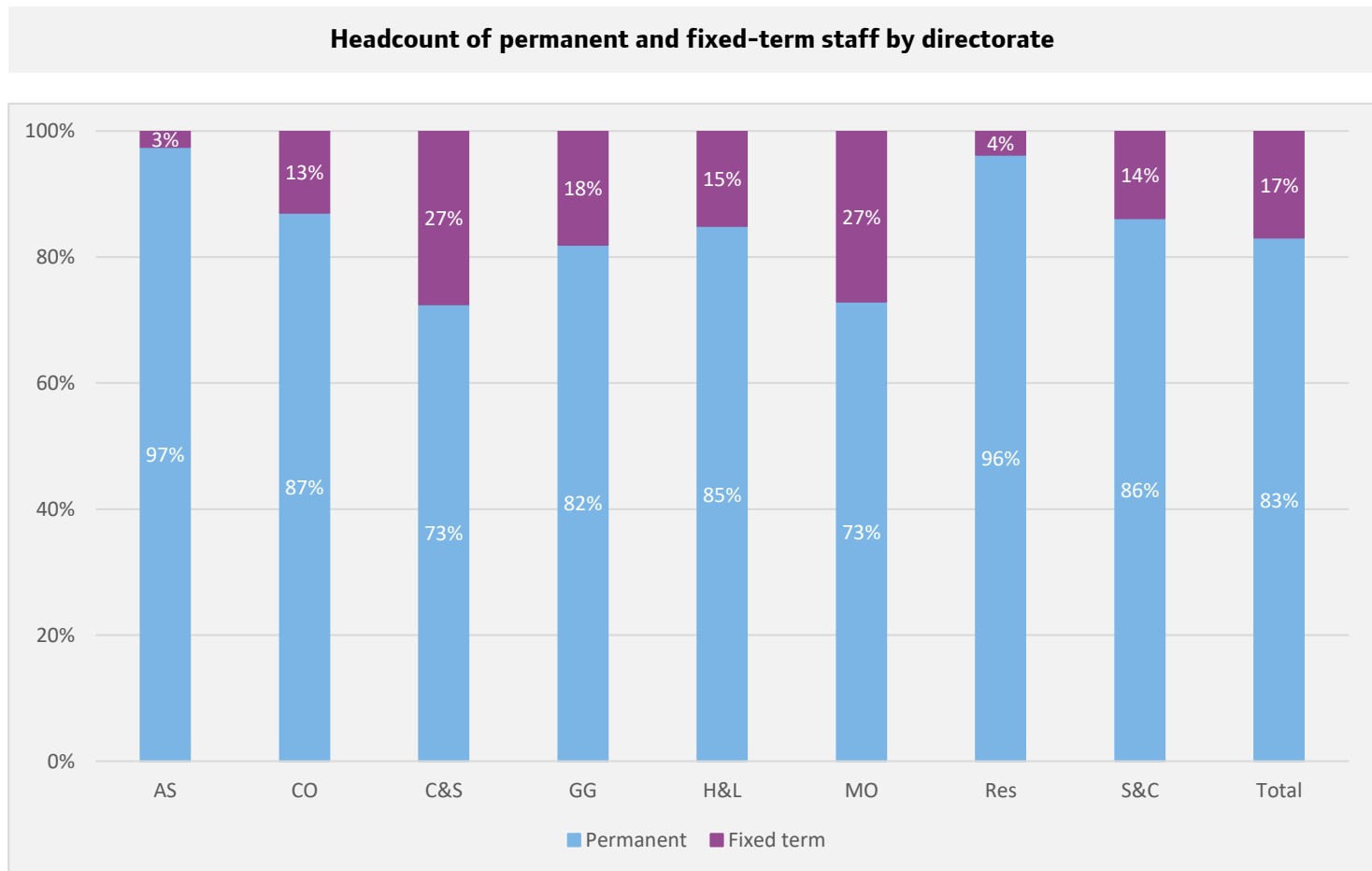
On 30 September 2023 the GLA had an establishment of **1474 FTE** (comprising 1512 individual posts).

GLA establishment and headcount

	Posts (establishment)	Posts FTE	Headcount (number of staff)	Headcount FTE
Sep-21	1361	1351	1135	1093
Sep-22	1476	1464	1231	1189
Sep-23	1512	1474	1346	1305

Headcount of permanent and fixed-term staff by directorate

On 30 September 2023, 17% of GLA employees were on fixed-term contracts and 83% are 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 Resources (4%) and the Assembly Secretariat (3%) had the lowest proportion of staff on fixed-term contracts.

Headcount of permanent and fixed-term staff by directorate

Directorate	Permanent	Fixed term
AS	97%	3%
CO	87%	13%
C&S	73%	27%
GG	82%	18%
H&L	85%	15%
MO	73%	27%
Res	96%	4%
S&C	86%	14%
Total	83%	17%

GLA establishment – agency workers on 30 September 2023

There were 117 and 113.2 FTE agency workers in the GLA on 30 September 2023. 75 joined the GLA since April 2023.
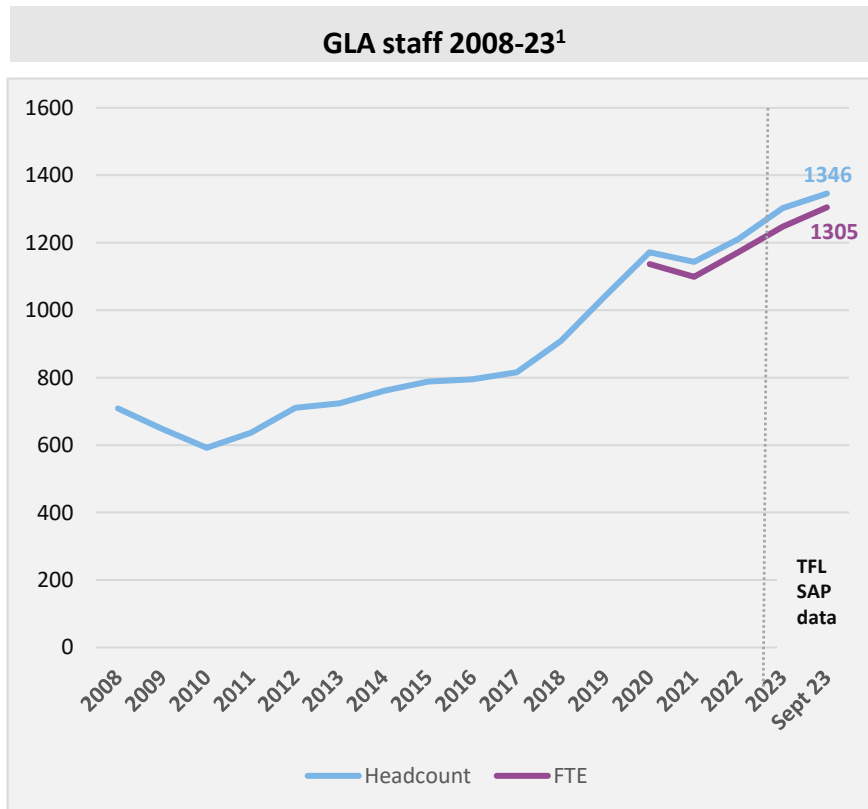
Of these, 61% were covering established posts, i.e. providing cover directly for a post that is vacant and held on the establishment. 39% were not held against established posts, but have been brought in to deliver urgent and/or specialist work; we describe this group as 'off-establishment' in the table below. The number of agency staff has increased from 92 in September 2022 and 76 in March 2023.

Number of agency staff (headcount) held against established posts or off establishment on 30 September 2023

Directorate	Funded via established post	Not funded via staff establishment	Total (Headcount)	Total (FTE)	% held against established posts	% off establishment
Assembly Secretariat	5	0	5	4.4	100%	0%
Chief Officer	5	6	11	10.9	45%	55%
Communities and Skills	7	16	23	22.6	30%	70%
Good Growth	23	14	37	35.6	62%	38%
Housing and Land	4	1	5	3.9	80%	20%
Mayor's Office	1	3	4	4	25%	75%
Resources	13	3	16	15.8	81%	19%
Strategy and Communications	13	3	16	16	81%	19%
Total	71	46	117	113.2	61%	39%

Headcount

The chart below shows the headcount from March 2008 to September 2023. The total headcount (i.e. our number of employees) on 30 September 2023 was 1,346. In March 2023, the headcount was 1,303, meaning increase of 43 over the first half of the year. The headcount FTE for September 2023 was 1,305, up from 1,248 in March 2023 (an increase of 57 over the first half of the year).

Headcount – by directorate

The chart below shows the headcount by directorate from 2021 to 2023. Whilst the Chief Officer sits above all directorates, for this report the Chief Officer has been put in the Chief Officer Directorate. This change means that the Chief Office Directorate headcount for March 2023 is one employee higher than reported.

GLA staff 2008-23[1]

Staffing profile by directorate 2021-23[2]

Directorate	Mar-21	Mar-22	Mar-23	Sep-23
Assembly Secretariat	72	74	90	79
Chief Officer Directorate*	43	56	42	54
Communities & Skills	192	214	263	291
Good Growth	285	303	310	305
Housing and Land	181	190	216	232
Mayor's Office	55	44	45	48
Resources	144	143	116	106
Strategy and Communications	171	187	221	231
Total	**1143**	**1211**	**1303**	**1346**

[1]This data shows permanent and fixed-term employees only; it does not include agency staff, consultants or inward secondees.
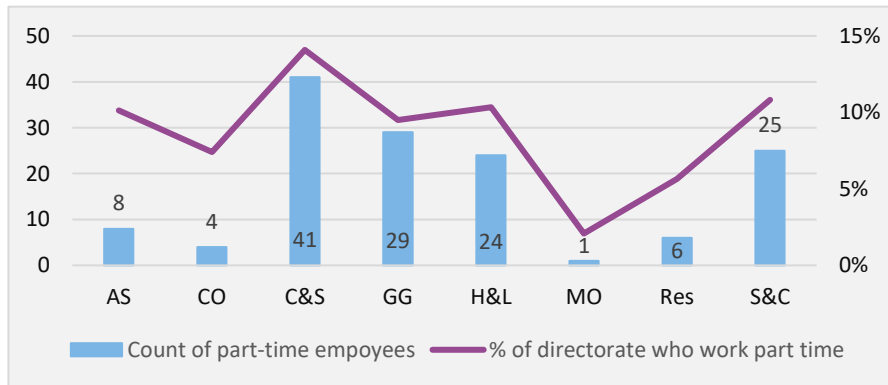
[2] All numbers are whole numbers (count of number of employees) and not FTE.
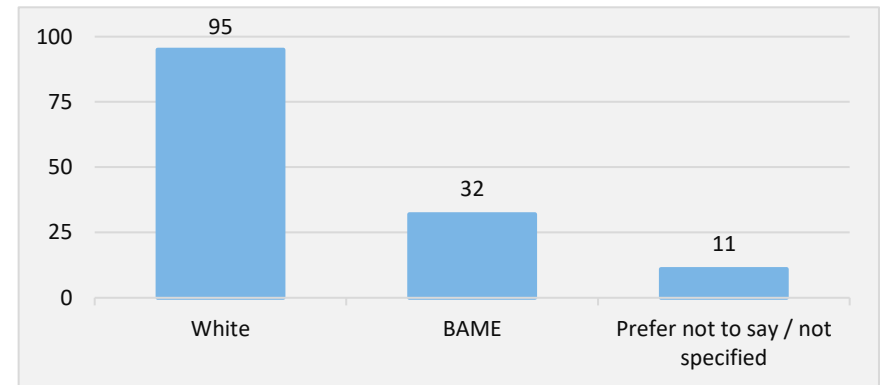*Chief Officer was excluded from Chief Officer Directorate March 2023.

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 97.43 FTE staff working part-time, with the actual headcount being 138 (10% of staff). On average, part-time staff work 0.71 FTE hours per week. Of the 138 part-time staff, 119 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 32 part-time staff who have declared they are from Black, Asian and Ethnic Minority backgrounds, representing 23% of the part-time population with a known ethnic background. This compares to the 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 24 part-time staff earning the equivalent of £70,000 or more per year. This represents 11% of all staff (205) earning over £70,000, in line with the GLA average (10%). This is also true for the most senior staff, with 5 part-time staff earning the equivalent of £100,000 and over (accounting for 11% of all staff earning at this level).
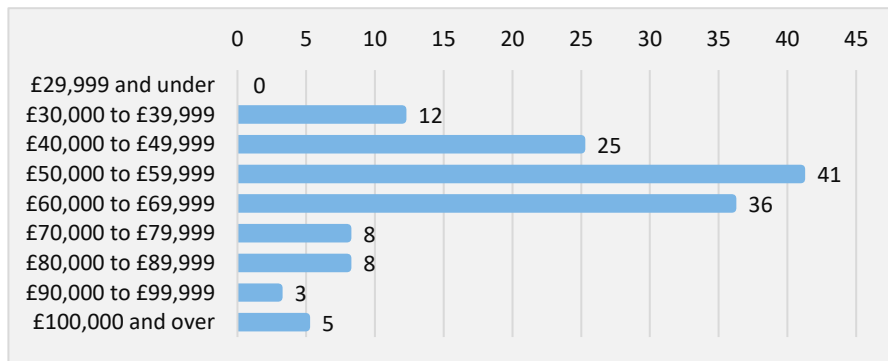
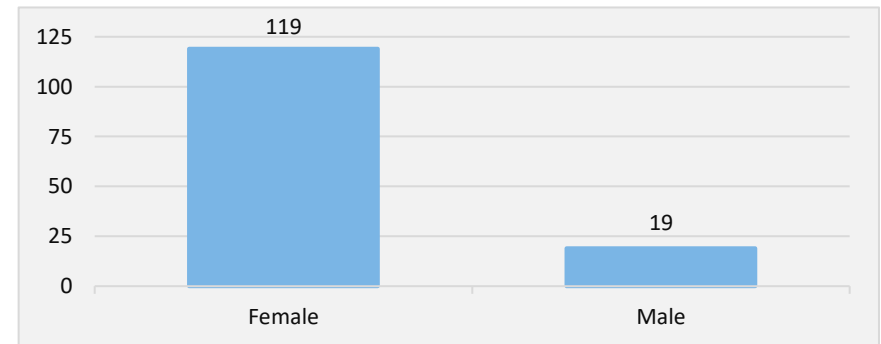## Part-time staff by directorate (by % and number)

Legend: Count of part-time empoyees — % of directorate who work part time

Part-time staff by ethnicity

Part-time staff by salary grouping using FTE salary

| Salary grouping	Count
£29,999 and under	0
£30,000 to £39,999	12
£40,000 to £49,999	25
£50,000 to £59,999	41
£60,000 to £69,999	36
£70,000 to £79,999	8
£80,000 to £89,999	8
£90,000 to £99,999	3
£100,000 and over	5

Part-time staff by gender

Turnover

Turnover can be defined as the overall change in the number of people employed during a particular period. It takes into account the number of exiting staff, joiners and leavers, and the total number of workers at the end of a given period. Turnover is based on an annual calculation over a 12-month rolling period; the overall turnover figure for the GLA is currently 12%. This is one percentage point higher than turnover reported in March 2023 and two percentage points lower than September 2022 (14%). The median average turnover rate in the 12 months prior to September 2023 amongst public sector organisations was 17.5% (XpertHR, 2023).

Turnover

TFL SAP data
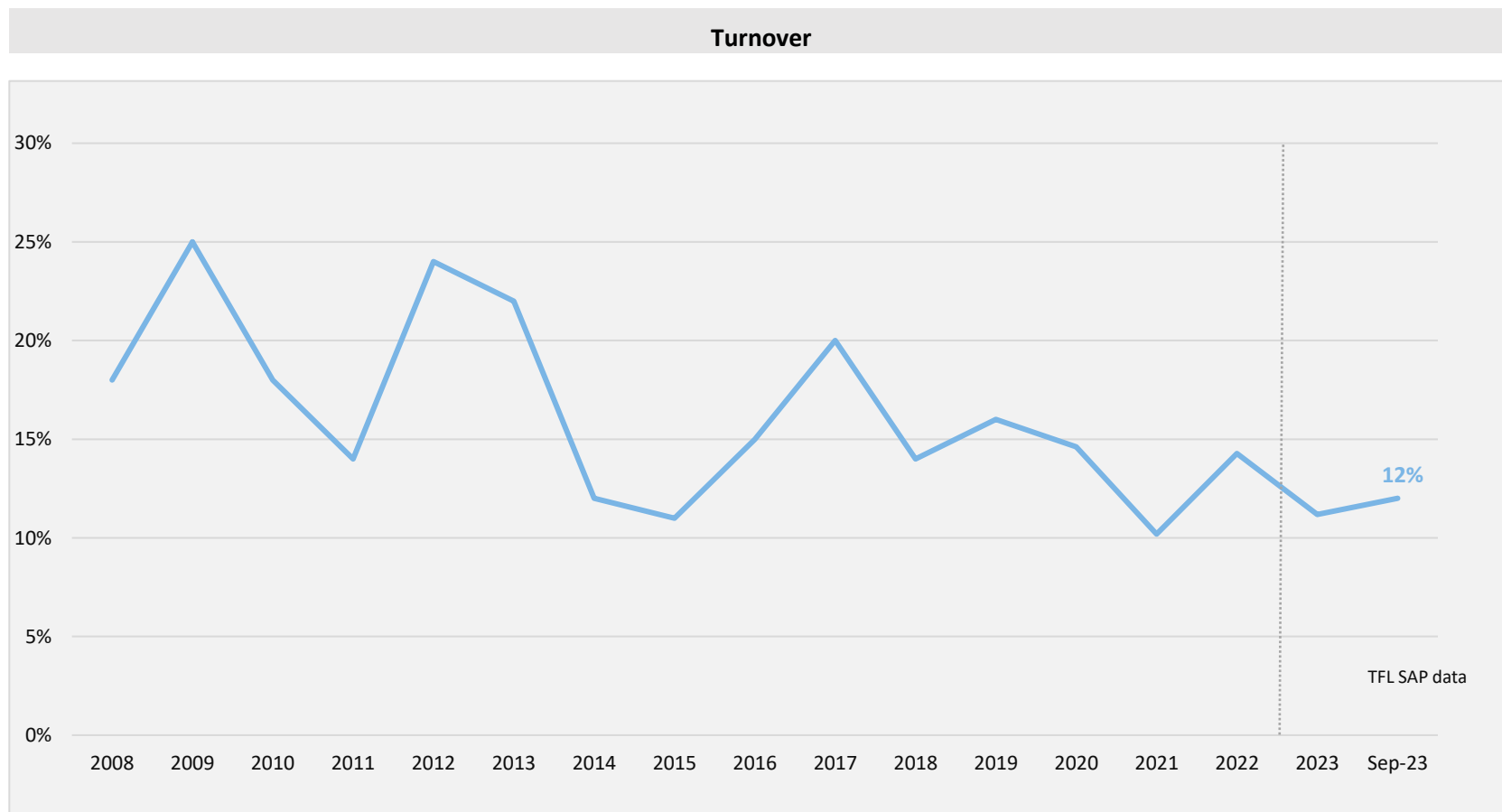
Leavers: 1 April to 30 September

Between the 1 April and 30 September, the period of focus for this report, there were 86 individual leavers from the GLA. Strategy & Communications (19), Good Growth (19) and Communities & Skills (17) were the directorates with the most leavers. There were no leavers from the Mayor's Office during this period, four in the Chief Officer directorate, and five from Resources.

The most common reason for leaving over the period from 1 April to 30 September 2023 was resignation. In all, 63 leavers (73% of all leavers in the period) resigned. Other voluntary reasons, including retirement and non-starters accounted for 13% (11 leavers). Ending of contract accounted for 10 leavers (or 12% of all leavers). Other involuntary reasons (including dismissal) accounted for just 2% of leavers over the period.

We monitor the leavers questionnaire to understand the reasons for those resigning. The full-year report will provide analysis of this.

Turnover by directorate

Directorate	Total Leavers	Leavers % of total
Assembly Secretariat	16	19%
Chief Officer Directorate	4	5%
Communities and Skills	17	20%
Good Growth	19	22%
Housing and Land	6	7%
Mayor's Office	0	0%
Resources	5	6%
Strategy and Communications	19	22%
Total leavers	**86**	**100%**

Reason for leaving
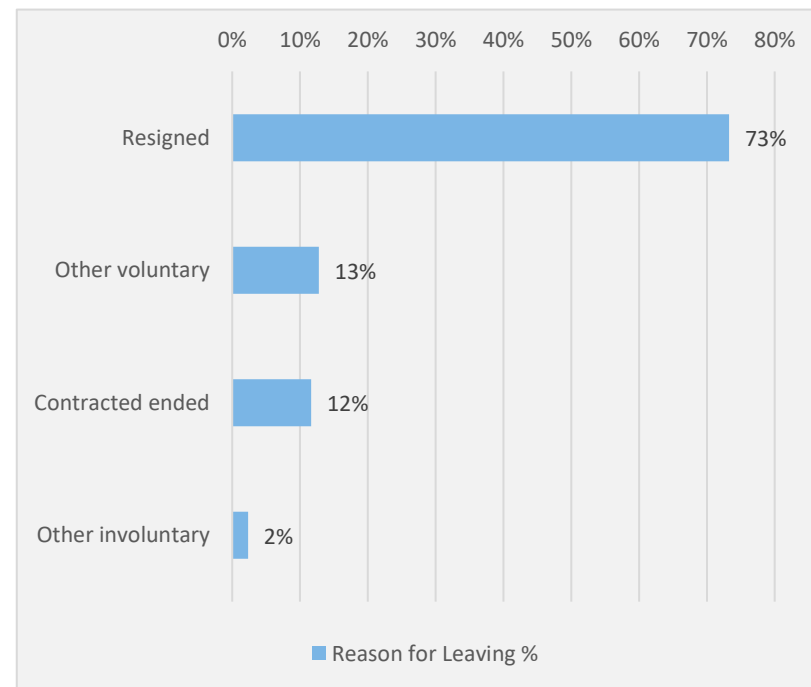
Demographic breakdown

*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.
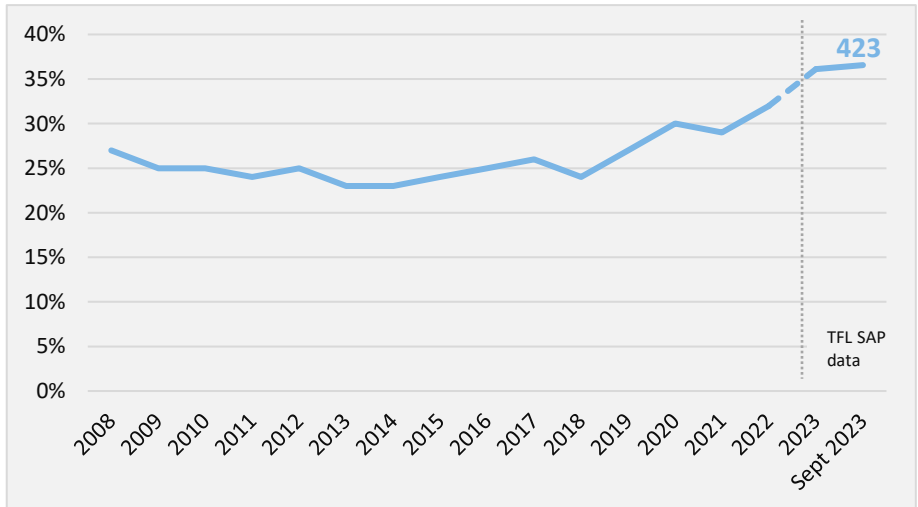
Ethnicity overview

In September 2023, 423 employees were 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 the previous report in 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 13% had not declared.

The directorates with the highest proportion of Black, Asian and Minority Ethnic staff were the Chief Officer Directorate (62%) and Resources (55%). The Assembly Secretariat was the directorate with the lowest proportion of staff from Black, Asian and Minority Ethnic backgrounds.

BAME staff by directorate (% and number)
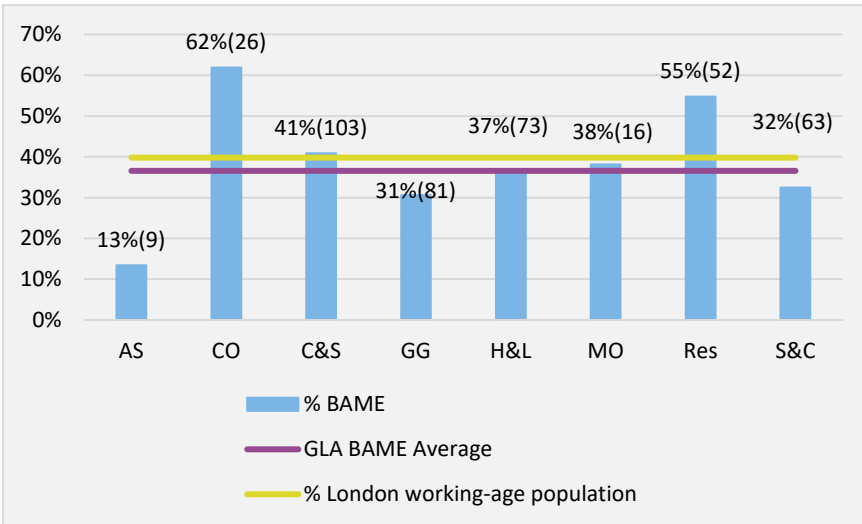
BAME staff 2009 - September 23[1]
(% plotted on graph and staff number shown for 2016-23)

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

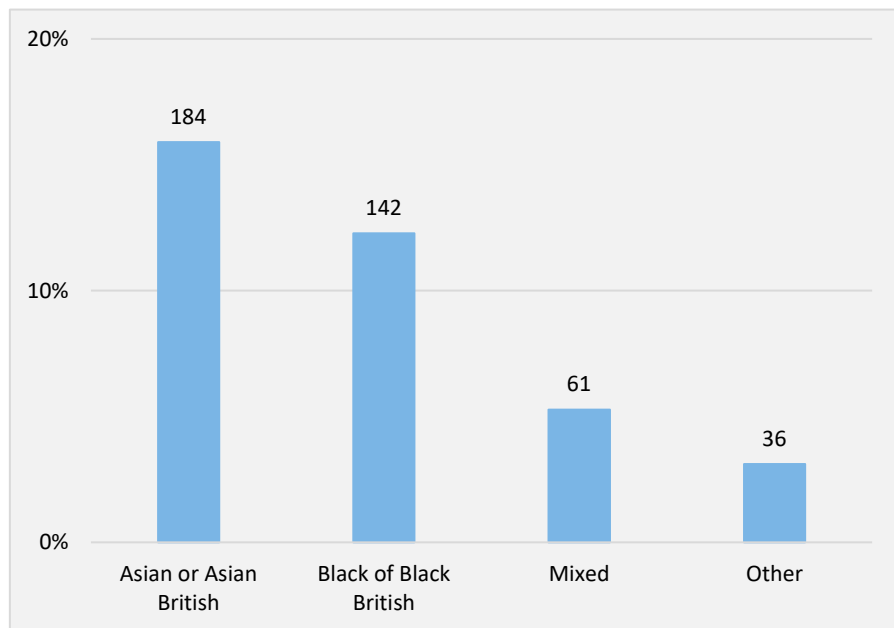# Black, Asian and Minority Ethnic breakdown

The chart below gives an overview of the ethnicity breakdown of our workforce. Of the 423 staff from Black, Asian and Minority Ethnic backgrounds, 184 are Asian or Asian British; and 142 are Black or Black British. These two ethnic groups account for 28% of the GLA workforce and 77% of 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 the Communities and Skills (103) and Good Growth (81) directorates.

Considering proportions rather than overall number of staff, the directorates with the highest proportion of Black, Asian and Minority Ethnic staff are the Chief Officer (62%) and Resources (55%) directorates.

The Assembly Secretariat has the lowest number and proportion of staff from Black, Asian and Minority Ethnic backgrounds (9 staff and 13% of the directorate).

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

Bar chart values:
- Asian or Asian British: 184
- Black of Black British: 142
- Mixed: 61
- Other: 36

BAME staff by directorate and ethnic origin[1]

Directorate	Asian or British Asian	Black or Black British	Mixed	Other	Total
AS		9			9
CO	8	13	5		26
C&S	40	30	20	13	103
GG	40	19	22		81
H&L	33	25	8	7	73
MO	6		10		16
Res	23	29			52
S&C	29	19	8	7	63
Total	184	142	61	36	423

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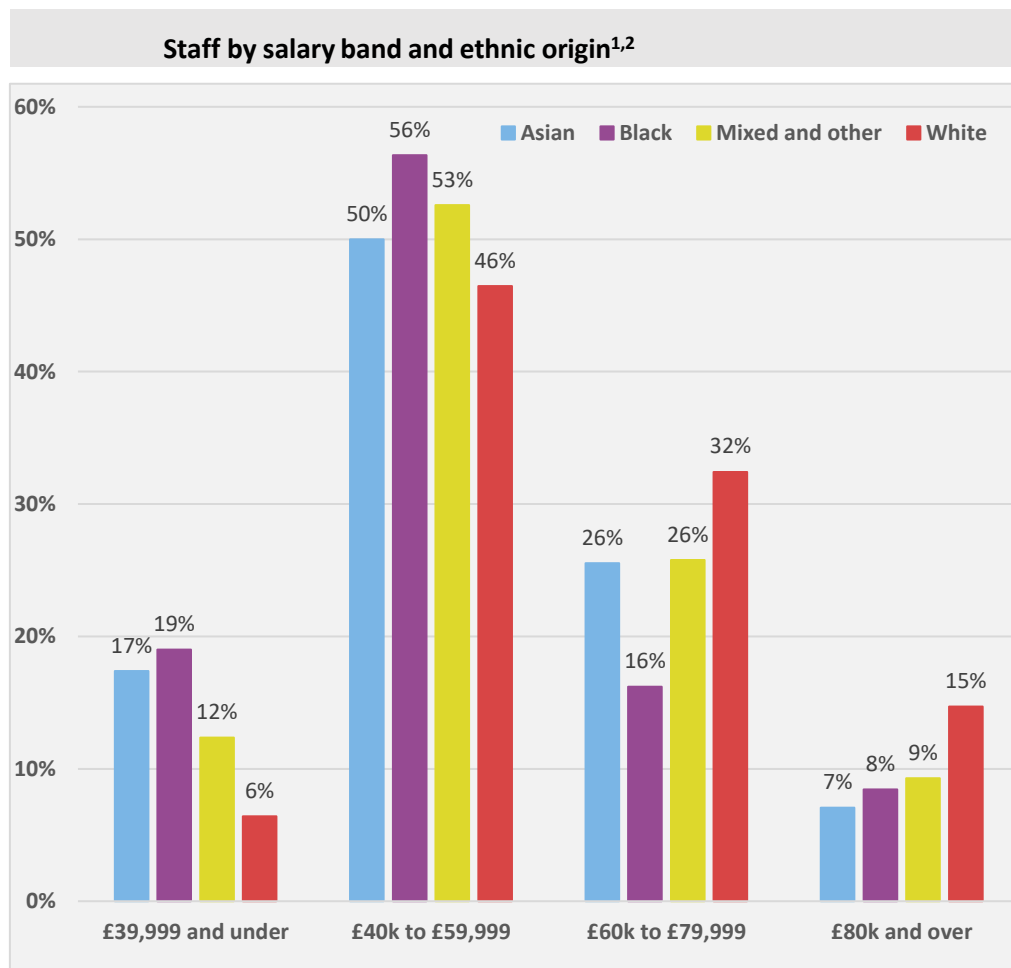
Ethnicity salary breakdown

The chart (right) shows the proportion of staff by salary band for the separate ethnic groups at the GLA. In response to feedback, the GLA have included details of White staff in the graph.

In all, 50% of Asian or Asian British staff earn between £40k and £60k, in line with the average for all staff at the GLA (48%). Just over half (56%) of Black or Black British staff, and those from Mixed and Other ethnic backgrounds (53%), also earn between £40k and £60k. It is also the most frequent income banding for White staff (46%).

A higher proportion of those with a known ethnicity, from Asian (17%), Black (19%) and mixed and other (6%) backgrounds earn £40,000 and under compared to White staff (6%).

The proportion of White staff whose income is in the higher salary bands (32% earn £60k to £79,999 and 15% £80k and over) was higher than Asian staff (26% and 7% respectively), Black staff (16% and 8% respectively) and staff from mixed and other backgrounds (26% and 9% respectively).

Staff by salary band and ethnic origin[1,2]

[1] Salaries have been grouped into bands of £20k, and £80k and above, to reduce suppressions and protect anonymity.
[2] Mixed and 'Other' ethnicities have been combined to reduce suppressions and protect anonymity.

Ethnicity grade breakdown

The chart (right) below 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 17% (24 staff) of Black staff were in the lowest grades, compared to 10% (10) from mixed and other backgrounds, 9% (17) of Asian and 4% (33) of White staff.

Amongst staff in the highest grades, White staff had the highest proportion in staff in grades 12 and over (19% or 141 staff), followed by staff from mixed ethnic backgrounds (16%), other ethnic groups (14%), Asian staff (13%) and Black staff (12%).

The grade band that the most Asian (18%), Black (21%) and staff from other ethnic groups (31%) work in was Grade 9. For staff from mixed ethnic backgrounds (21%) this is was Grade 8; for White staff this was split between Grades 9 and Grade 10 (both 19%).

Across all ethnic groups, the majority of staff work between grades 7 and 10 (inclusive). In all 61% of both Asian and White staff sit in these grades and 54% of Black staff. The figure for Mixed and Other staff combined was 64% of staff.

GLA Grade	White	Asian or Asian British	Black or Black British	Mixed	Other	BAME	All Staff[3]
Staff by grade and ethnic origin[1,2]							
Grades 5 and under	33	17	24	10		51	84
Grade 6	45	23	14	6		43	88
Grade 7	59	18	12	9		39	98
Grade 8	112	31	27	13	5	76	188
Grade 9	137	33	30	9	11	83	220
Grade 10	138	30	8	10	5	53	191
Grade 11	69	9		14		23	92
Grades 12 and over	141	23	17	10	5	55	196
Total	734	184	142	61	36	423	1157

[1] Grades 5 and under, and Grades 12 and over, have been banded to reduce suppressions and protect anonymity.
[2] To protect anonymity and reduce suppressions due to low counts, some ethnic groups have been combined with others.
[3] All staff is of those with a known ethnic background.

Ethnicity salary breakdown, by directorate (1)

The tables (right) present salary information for Black, Asian and Minority Ethnic staff by directorate and for White staff by directorate on 30 September 2023. In response to feedback the GLA have included salary detail of White staff alongside Black, Asian and Minority Ethnic staff. This data is presented in slides 18 and 19.

Across all directorates, a higher proportion of White staff earn £60,000 and over compared to Black, Asian and Minority Ethnic staff.

In Housing and Land, the Mayor's Office and Resources, there is a higher proportion of White staff earning the highest salaries (£80k and over) compared to Black, Asian and Minority staff. In Communities & Skills and Strategy & Communications the proportion of staff earning the highest salaries was similar between White and Black, Asian and Minority Ethnic staff.

BAME staff by directorate and £20k salary band[1]

Salary range	AS	CO	C&S	GG	H&L	MO	Res	S&C
£39,999 and under	100%	58%	11%	11%	12%	0%	48%	17%
£40,000 to £59,999			59%	59%	56%	31%	27%	57%
£60,000 to £79,999	0%	42%	22%	30%	23%	38%	21%	14%
£80,000 and over	0%		8%		8%	31%	4%	11%

White staff by directorate and £20k salary band[1]

Salary range	AS	CO	C&S	GG	H&L	MO	Res	S&C
£39,999 and under	17%	50%	5%	43%	4%	0%	33%	4%
£40,000 to £59,999	66%		50%		43%	23%	28%	56%
£60,000 to £79,999	17%	50%	38%	45%	29%	23%	14%	30%
£80,000 and over			7%	12%	24%	54%	26%	10%

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

Ethnicity salary breakdown, by directorate (2)

On 30 September 2023, 24% 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 one percentage point 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 an Minority Ethnic background (10%) (Cabinet Office, 2023). In all, 53% of staff from Black, Asian and Minority Ethnic backgrounds groups are paid between £40 and £60k, in line with the proportion of all staff in the GLA staff, including those where ethnic background is unknown (48%).

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 19% of White staff.

Ethnicity staff by £10k salary band		
Salary range	Black, Asian and Minority Ethnic	White
£20,000 to £29,999	2%	1%
£30,000 to £39,999	15%	6%
£40,000 to £49,999	18%	15%
£50,000 to £59,999	35%	31%
£60,000 to £69,999	17%	28%
£70,000 to £79,999	5%	4%
£80,000 to £89,999	4%	7%
£90,000 to £99,999	2%	4%
£100,000 and over	1%	4%

Ethnic origin compared to London's working-age population

The GLA has published a comparison of the proportions of GLA staff in each ethnic group with the proportions in London's working-age population, to better understand representation of different ethnic groups within the GLA. The proportion of staff from Black (12%) and Mixed (5%) ethnic groups are higher than the proportions 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 6% in the working-age population, respectively.

GLA ethnic origin profile compared to London's working-age population[1]

■ % of staff in the GLA   ■ % of London's working age-population
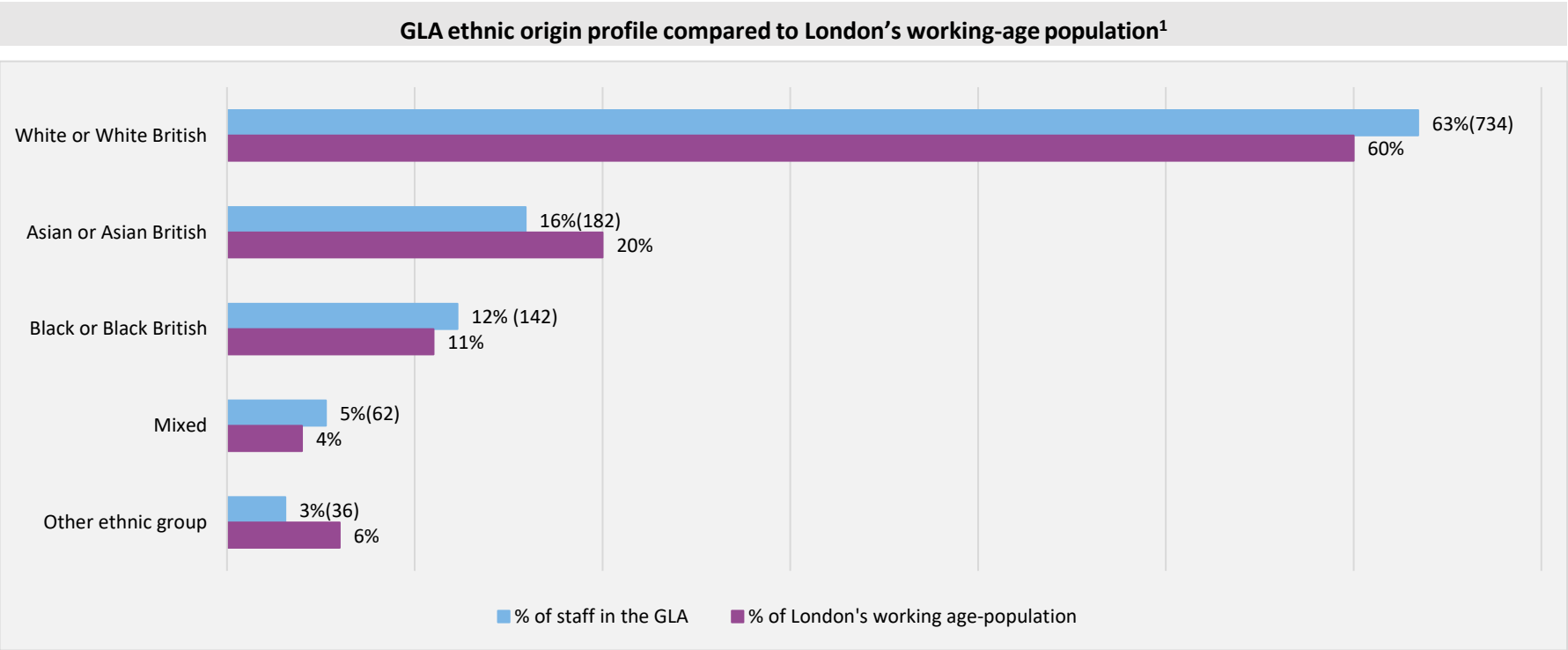
[1] Figures are based on those with a known ethnic background.

Disabled staff overview

The number of disabled staff has increased from 101 in March 2023 to 108 in September 2023. This corresponds to 9% of staff with a known disability status in September 2023. This is less than half of the proportion of disabled Londoners in London's working-age population (17%). The Census 2021, however states that 12% of London's working-age population has a disability.

The Chief Officer's Directorate (32%) has the highest proportion of disabled staff within their declared populations, followed by the Mayor's Office (15%). The lowest proportions were seen in Good Growth (6%), Housing and Land (7%), Resources and Assembly Secretariat (both 9%), all of which were slightly below than the GLA average. When excluding the Chief Officer's Directorate and Mayor's Office the overall range across the directorates is relatively even. At the time of reporting, 84% of staff had declared their disability status, and 15% had not.

Disabled staff by directorate (% and number)[1]

- % with Disability
- London Working Age Population
- % GLA Disabled Average
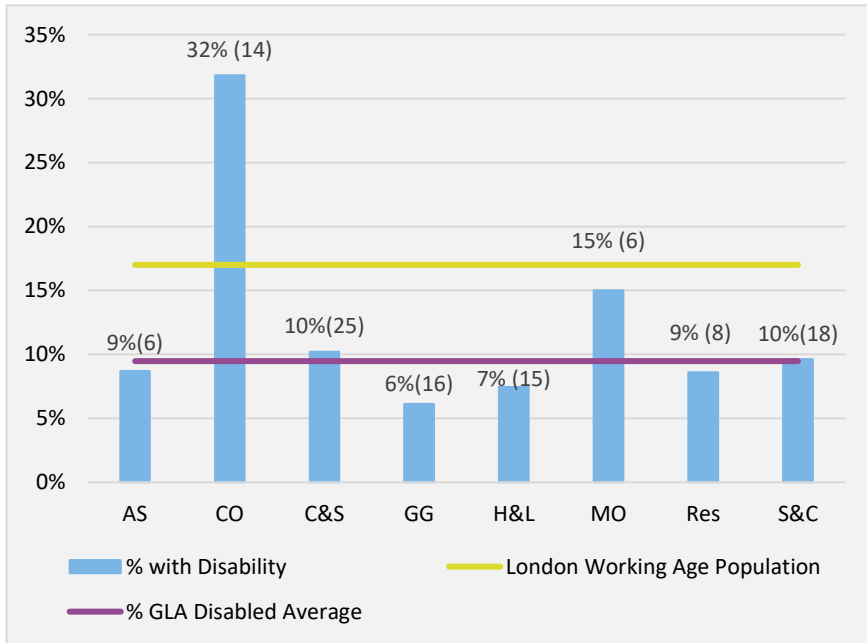
Disabled staff 2008 - September 2023[1]
(% plotted on graph and staff number shown for 2016-23)
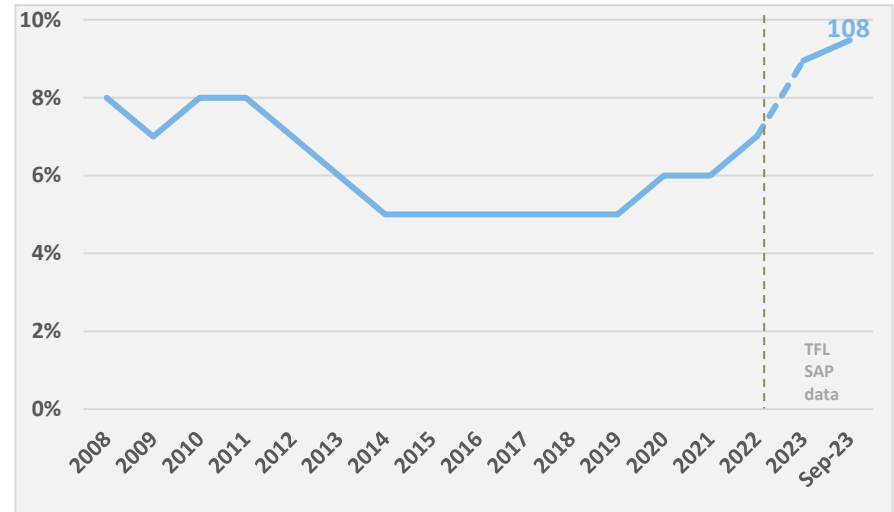
[1] Percentages for 2023 are based on the proportion of staff who with a known disability status. Previous years are compared to all staff.

Disability status salary breakdown, by directorate

The tables (right) present salary information for disabled staff by directorate and for non-disabled staff by directorate on 30 September 2023. In response to feedback the GLA have included salary detail of non-disabled staff alongside disabled staff. This data is presented in slides 22 and 23.

In the Chief Officer Directorate, a higher proportion of disabled staff earn £60k and over (57%) compared to non-disabled staff (40%). This was also seen in Communities and Skills (44% compared to 39%). In Good Growth proportions were similar (50% and 49% respectively).

A lower proportion of disabled staff in Strategy and Communications (28%) earn £60k and over compared to non-disabled staff (40%).

Disabled staff by directorate and £20k salary band[1]

Salary range	AS	CO	C&S	GG	H&L	MO	Res	S&C
£39,999 and under						0		
£40,000 to £59,999	100%	43%	56%	50%				72%
£60,000 to £79,999	0				100%			
£80,000 and over	0	57%	44%	50%	0	100%	100%	28%

Non-disabled staff by directorate and £20k salary band[1]

Salary range	AS	CO	C&S	GG	H&L	MO	Res	S&C
£39,999 and under	22%	7%	7%	5%	6%	0%	42%	7%
£40,000 to £59,999	60%	53%	54%	46%	48%	26%	33%	56%
£60,000 to £79,999	10%		31%	40%	25%	29%	14%	28%
£80,000 and over	8%	40%	8%	9%	20%	44%	11%	9%

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

Disability status salary breakdown

On 30 September 2023, 11% 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 the last report in 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 with the reported figure for Senior Civil Servants with a known disability status who were disabled (10%) (Cabinet Office, 2023).

In the GLA disability status does not appear to be a barrier to receiving higher pay. Of disabled staff, 15% earn £80k and over and 21% earn £70k and over. Amongst non-disabled staff, 12% earn £80k and over and 17% earn £70k and over.

| Disability status by £10k salary band		
Salary range	Disabled	Not Disabled
£20,000 to £29,999	11%	1%
£30,000 to £39,999		9%
£40,000 to £49,999	14%	16%
£50,000 to £59,999	32%	33%
£60,000 to £69,999	21%	24%
£70,000 to £79,999	6%	4%
£80,000 to £89,999	6%	6%
£90,000 to £99,999	9%	3%
£100,000 and over		3%

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

Sex overview

The number of female staff has increased from 809 reported in March 2023 to 845 in September 2023. 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.

The Chief Officer's Directorate has a particularly high proportion of staff who are female (80%). Other directorates are around the GLA average of 63%, with the exception of Resources where 37% of staff are female. The GLA is higher than that of the London working-age population which stands at 49.5%.

Female staff by directorate (% and number)
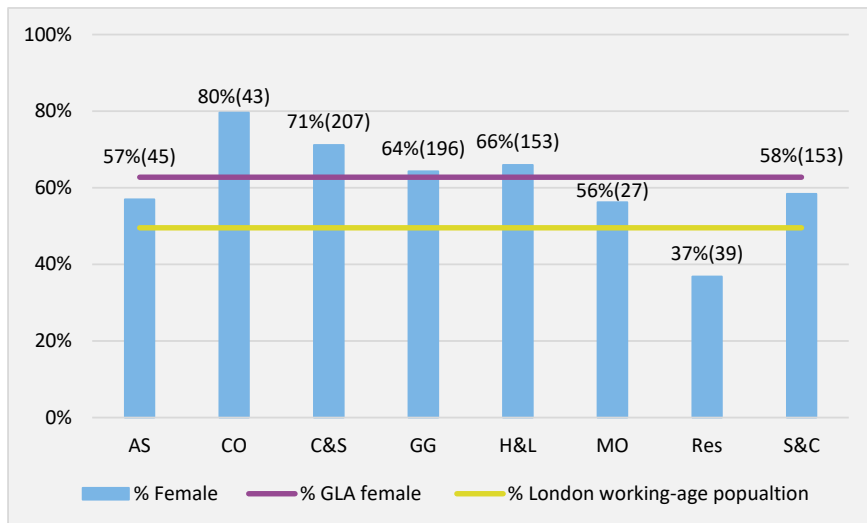
Female staff 2008 - September 2023
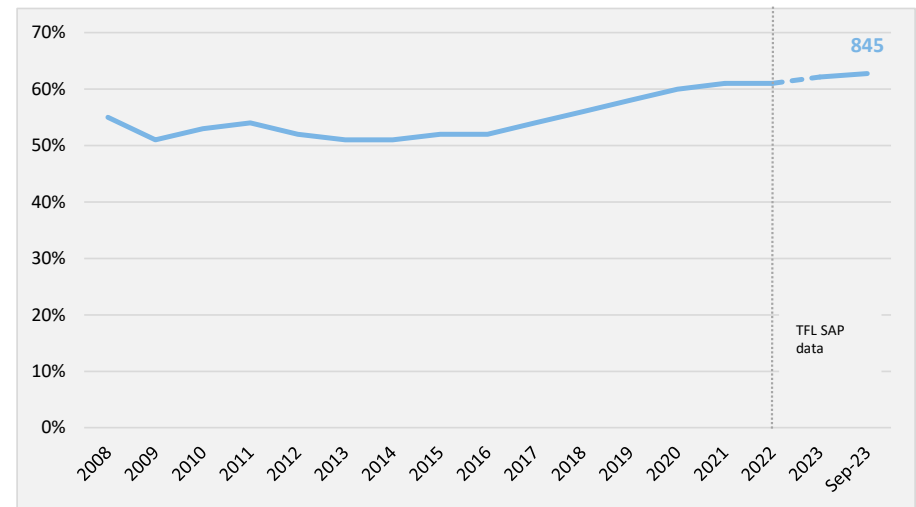
[1] Percentages for 2023 are based on the proportion of staff who with a known sex status. Previous years are compared to all staff. The vast majority of staff each year provide sex information as it is required for tax purposes.

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 through the use of 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 30 September 2023. In response to feedback the GLA have included salary detail of male staff alongside female staff. This data is presented in slides 25 and 26.

Across most directorates where numbers can be reported, a higher proportion of male staff than women earn £60,000 and over. In the Chief Officer Directorate, 40% of female staff earn over £60,000 compared to 55% of male staff. This was also seen in Communities and Skills (34% of female staff compared to 40% of male), Good Growth (44% of female compared to 50% of male), Housing and Land (39% of female compared to 49% of male), and Strategy and Communications (31% of female compared to 38% of male).

In Resources, the opposite trend was seen. In all, 27% of male staff earn £60k and over compared to 41% of female staff.

Female staff by directorate and £20k salary band[1]

Salary range	AS	CO	C&S	GG	H&L	MO	Res	S&C
£39,999 and under	18%	14%	12%	8%	10%	0	36%	13%
£40,000 to £59,999	60%	47%	54%	48%	52%	26%	23%	56%
£60,000 to £79,999		26%	28%	36%	25%	41%	23%	24%
£80,000 and over	22%	14%	6%	8%	14%	33%	18%	7%

Male staff by directorate and £20k salary band[1]

Salary range	AS	CO	C&S	GG	H&L	MO	Res	S&C
£39,999 and under	26%		6%	5%		0	45%	8%
£40,000 to £59,999		45%	51%	45%	51%		28%	54%
£60,000 to £79,999			32%	40%	27%	38%	16%	24%
£80,000 and over	74%	55%	11%	10%	23%	62%	10%	14%

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

Sex salary breakdown

On 30 September 2023, 55% of staff who earned £80k or more per annum (FTE salary) were female. Staff on salaries of £80k and above are generally members of the Senior Leadership Team, made up of Executive Directors, Assistant Directors and Heads of Service. Whilst below the proportion of all staff at the GLA who are female (63%), the proportion of female staff in senior positions at the GLA is above the figure reported amongst Senior Civil Servants (48%) (Cabinet Office, 2023). Female staff make up at least 55% of all £10k pay bands, except for those earning £90,000 to £99,999 where just under half were female (49%).

A lower proportion of female staff earn the salaries of £80,000 and above (10%) compared to male staff (14%). 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%	10%
£40,000 to £49,999	16%	15%
£50,000 to £59,999	34%	31%
£60,000 to £69,999	23%	23%
£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%

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

Age overview

The mean and median age of GLA employees on 30 September 2023 was 40 and 39 respectively. In all, 38% of the staffing population in the 30-39 age group. The next biggest group is the 40-49 category, accounting for 27% of the total staffing population. Of those aged 60 and over, 61% had six or more years of service. In contrast, 73% of staff aged 29 and under had under three years of service.

Staff breakdown by age (%)
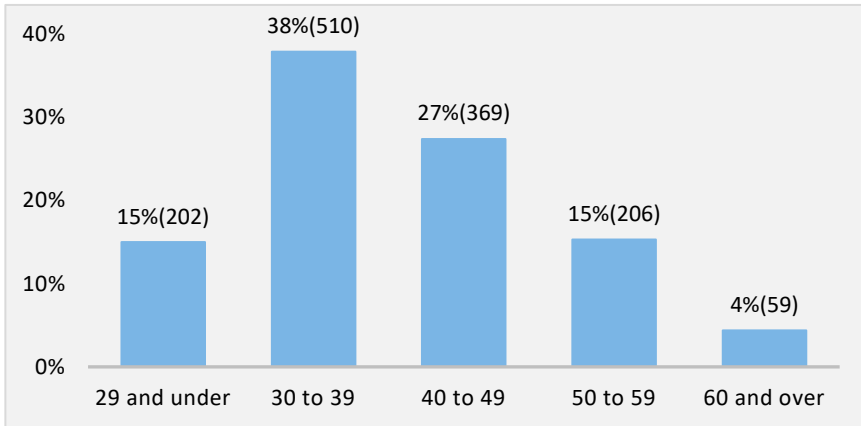
Staff length of service in years by age[1]
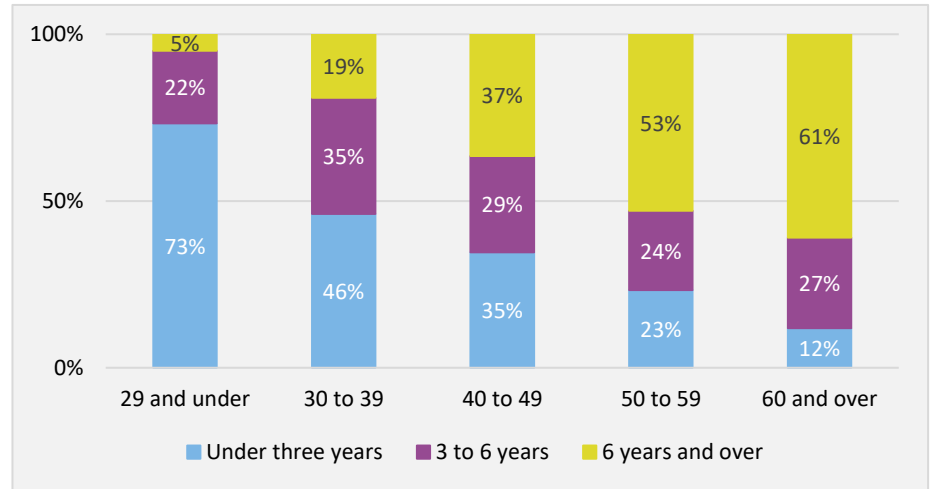
[1] A small number of staff do not have start dates noted in SAP. These have been excluded from this chart.

Salary breakdown by age (% and number)

Age range	£39,999 and under	£40k to £59,999	£60k to £79,999	£80k and over
29 and under	33%	59%	8%	0
30 to 39	6%	52%	35%	7%
40 to 49	7%	44%	32%	17%
50 to 59	15%	41%	23%	21%
60 and over	14%	39%	24%	24%

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

At the time of reporting there were 219 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; 28% 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 9% 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 (28%) in senior positions sits below the GLA average, but there has been progress since the previous report (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 G7 and above (49%) (Civil Service, 2023).

Senior staff 2016 – September 2023[1]
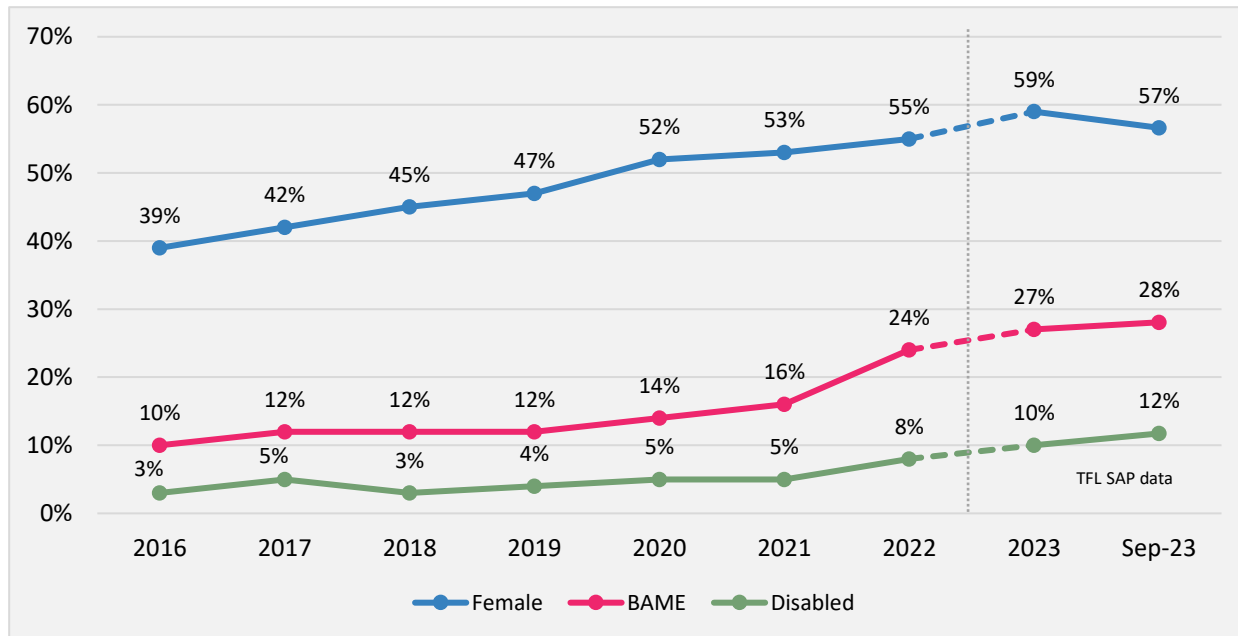
[1] Percentages for ethnicity, disability and sex for 2023 are based on the proportion of staff who with a known ethnic background or disability status. Previous years are compared to all staff. The vast majority of staff each year provide sex information as it is required for tax purposes.

Faith

On 30 September 2023, 78% of GLA staff had declared their faith status. Amongst staff who have declared their faith, 52% of staff did not follow one, 30% of staff were Christian and 8% Muslim. Hindu and other religions each made up 3% of staff. Jewish and Sikh staff each made up 2% of staff with a declared faith status, and Buddhist staff made up 1%.

In response to feedback from the July 2023 Oversight Committee salary information by faith has been included in this report. Around half of staff amongst each faith group earned between £40,000 and £59,999 (49% of those without a religion, 47% Christian and 50% of all other religions). A higher proportion of staff following all other religions (18%) earned below £40,000 than other groups, especially compared to those who were not religious (6%).
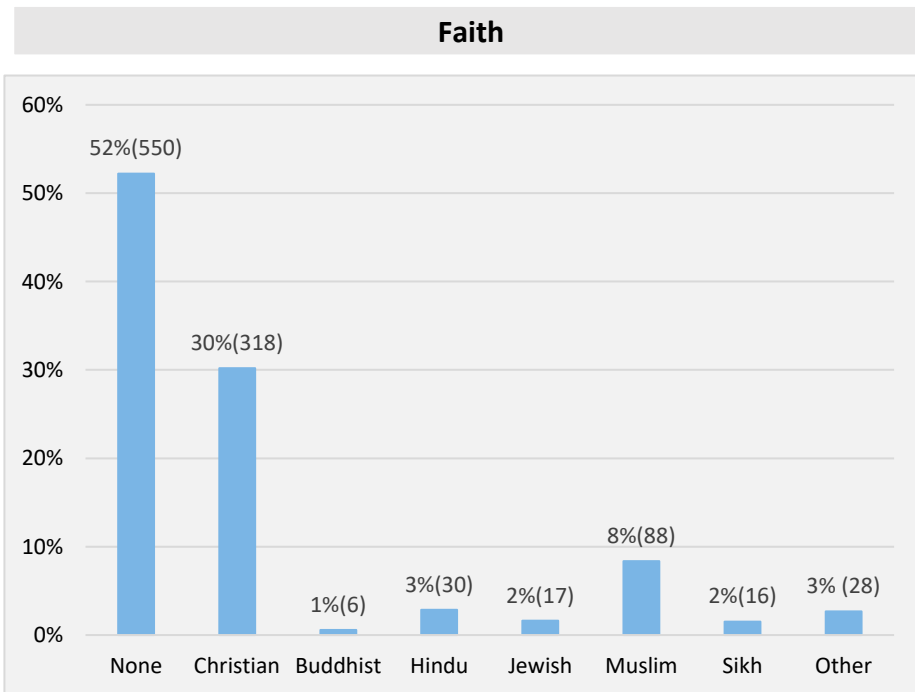
Faith

Faith salary breakdown[1]

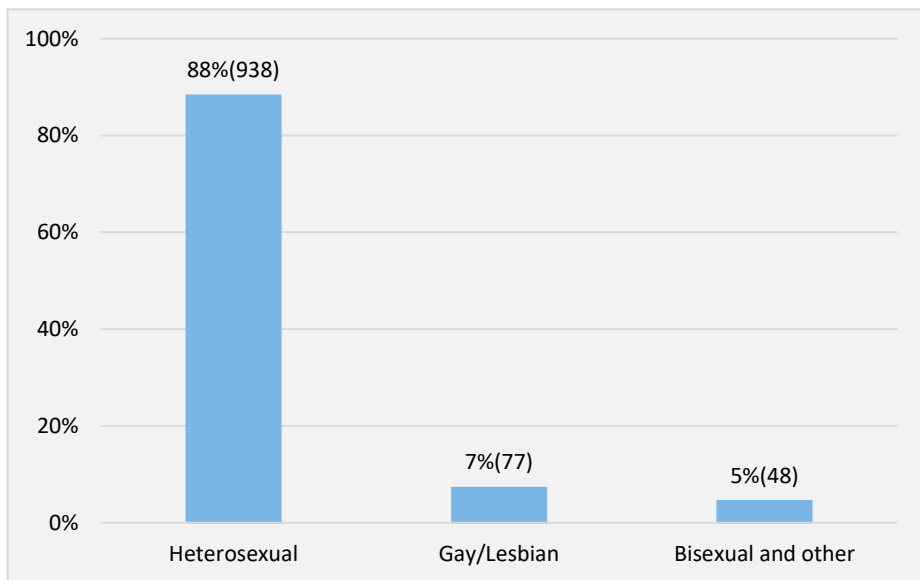| Faith	£39,999 and under	£40k to £59,999	£60k to £79,999	£80k and over
None	6%	49%	33%	13%
Christian	14%	47%	27%	12%
All other religions	18%	50%	23%	9%

[1] To reduce the need to supress data, Buddhist, Hindu, Jewish, Muslim, Sikh and Other religions have been grouped.

Sexual orientation

On 30 September 2023, 79% of GLA staff had declared their sexual orientation. Of those with a known sexual orientation, 88% identify as heterosexual, 7% identify as gay or lesbian and 5% identified as bisexual or recorded their sexual orientation as 'other'. Overall, of staff with a known sexual orientation, 12% identified as being lesbian, gay, bisexual or 'other' (LGBO). This is higher than the proportion reported in the Civil Service (6%) (Cabinet Office, 2023).

In response to feedback from the July 2023 Oversight Committee salary information by sexual orientation has been included in this report. Of staff who earn salaries of £80k and over, 16% 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 (16%) compared with those who were heterosexual (11%) and the proportion of all staff including those who have not declared their sexual orientation (12%).

Sexual orientation

Sexual orientation salary breakdown[1]

Sexual Orientation	£39,999 and under	£40k to £59,999	£60k to £79,999	£80k and over
LGBO	6%	50%	28%	16%
Heterosexual	11%	48%	30%	11%

[1] To reduce the need to supress data Gay or Lesbian, and Bisexual or other have been grouped into LGBO.

Recognition payments (1)

Staff who produce exceptional work can be recognised for this by means of a one-off payment. For the period April - September 2023, 45 recognition payments were made. This is similar to the number reported in September 2022 when 42 payments had been made across the first half of the year. Payments are of standard amounts, based on set criteria. This can be £350, £700, £1,000 or £1,500. For the period April - September 2023 the average payment was £869. The graph below shows the split of payments by value.

Value of recognition payments

Legend: ■ £350 ■ £700 ■ £1,000 ■ £1,500
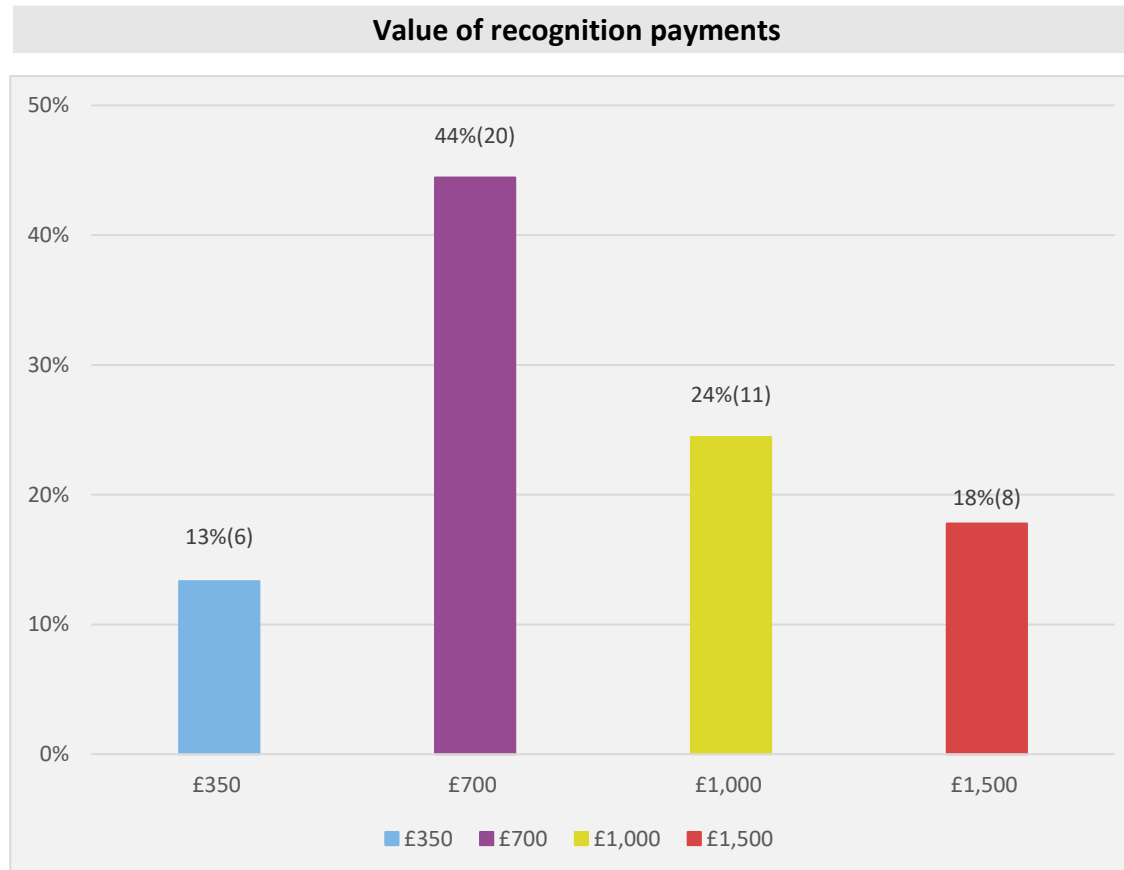
Recognition payments (2)

The charts below show the demographic split of staff receiving recognition payments for the period April - September 2023 and the average value of these payments. In all, 69% of these payments were made to female staff compared to 31% of male. This was higher than the proportion of female staff in the GLA. The average value of recognition payments made to female staff was £923 compared to £750 for male staff.

Of those with a known disability status, 12% who received payments were disabled. This is higher than the proportion of disabled staff in the GLA (9%). The average value of recognition payments made to disabled staff was £1,010 compared to £843 for those who were not disabled. Amongst staff with a known ethnic background, 24% who received recognition payments were from Black, Asian and Minority Ethnic backgrounds. This is lower than proportion of Black, Asian and Minority ethnic staff in the GLA (37%). The average value of recognition payments made to Black, Asian and Minority ethnic staff was £950 compared to £883 for White staff.
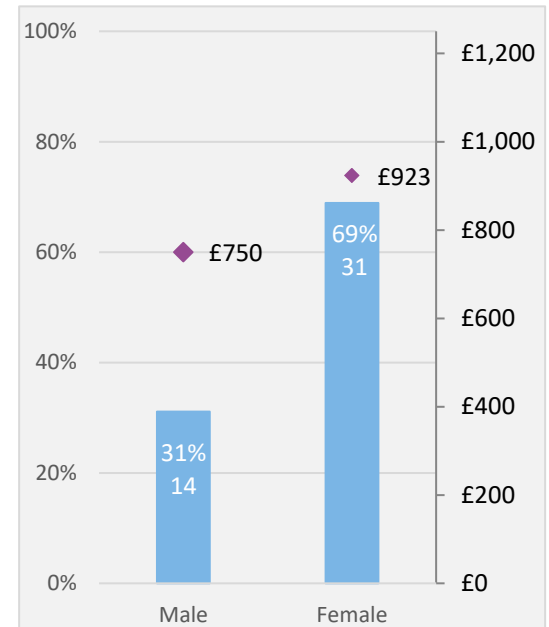
Proportion receiving and value of recognition payments by disability	Proportion receiving and value of recognition payments by ethnicity	Proportion receiving and value of recognition payments by sex
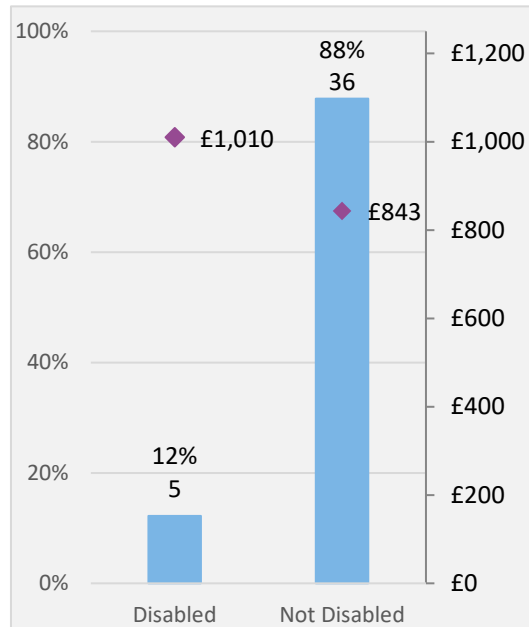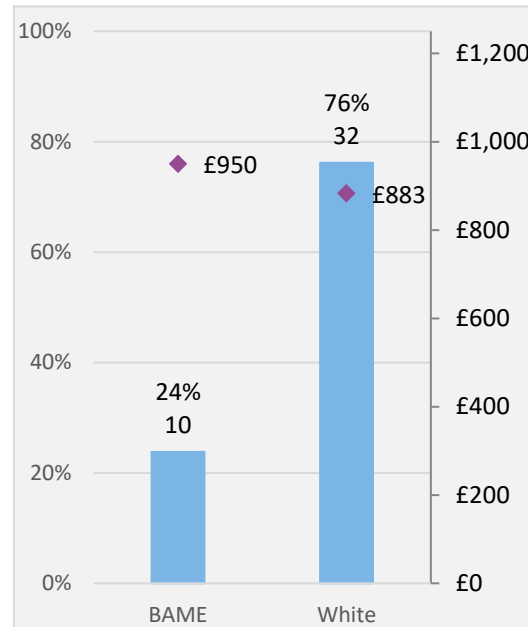
Equality, diversity and inclusion

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

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.* Slides 42-51 set out detail on activity through the Inclusion Programme during the reporting period.

As we approach 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 (1)

No.	Fast-Track Recommendations	Response	Status
1	Reaffirm the EDI Vision and Organisation Values	• EDI Statement developed by the Chief Officer and published in May 2022 • Workforce EDI Strategy *We Belong Here* – July 2022	In place
2	Remind all staff about the use of anonymous application sifting and diverse interview panels	• Inclusive Recruitment Briefings – compulsory for any hiring manager and supplements R&S training • Diverse recruitment panels (ethnicity and gender) monitored through quarterly corporate performance framework	In place
3	Lived Experience forum	• Our Moment Forum launched in September 2022 and meets monthly	In place
4	Evaluate the role of EDI in each directorate	• Budget review of investment in workforce EDI • Additional £0.7m secured for 2023-24 and 2024-5 • Three Senior Project Officers appointed to support directorates	In place
5	Set EDI objectives	• EDI objectives set for all staff and managers and reviewed for 2023-24	In place
6	Increase attendance for "Let's Talk About Race"	• Latest organisation-wide completion rate is 74% (up from 44% in March 2022)	In place and ongoing

Equality, diversity and inclusion (EDI): Independent Review Recommendations (2)

No.	Long Term Recommendations: EDI Strategy and EDI Action Plans	Response	Status
7	Define an EDI Statement	• Developed by the Chief Officer and published in June 2022	In place
8	Review the EDI requirements in the statement and assign an EDI budget	• Budget review of investment in workforce EDI • Additional £0.7m secured for 2023-24 and 2024-5	In place
9	Develop an EDI Strategy	• Workforce EDI Strategy 2022-25, *We Belong Here* shared July 2022 • 3 strategic aims focused on accountability, representation and inclusive culture	In place
10	Build an EDI Action Plan	• Corporate EDI Action Plan set for 2022-23 in July 2022 • Year 2 Corporate EDI Action Plan reviewed for 2023-24 in June 2023	In place
11	Create guidance on developing action plans	• Guidance produced in July • Data packs produced in August	In place
12	All Directorates to have EDI Action Plan	• EDI Essentials developed • Directorate EDI Action Plans in place in all directorates • Tested through Challenge Sessions	In place
13	All Units to have EDI Action Plan	• 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	Not in place

Equality, Diversity and Inclusion (EDI): Independent Review Recommendations (3)

No.	Long Term Recommendations: Accountability	Response	Status
14	Make EDI Objectives part of annual reviews	• Mandatory EDI Objectives in place for 2022-23 and reviewed for 2023-24	In place
15	All complaints of discrimination should be investigated and resolved	• People Function has a centralised casework team with increased resources • Policy review of the Dignity at Work policy part of the policy review schedule	In place
16	Review manager roles and responsibilities to ensure EDI is built in	• Comprehensive mandatory EDI objectives in place for 2022-23 and reviewed for 2023-24 • Inclusion Programme is a regular focus for Senior Leadership Forum quarterly conferences	In place

No.	Long Term Recommendations: Policy vs Process	Response	Status
17	Ensure consistency of approach to policy through clear processes and guidance	• EDI Essentials developed, reviewed and expanded and tested through three rounds of Challenge Sessions with EDs • Inclusive Recruitment Briefing Sessions • Corporate Performance Framework e.g. implementation of diverse recruitment panels monitored	In place in part
18	Provide guidance on how to manage policy issues	• Inclusive Conversations Guidance and Briefing Sessions supports conversations on workplace adjustments	In place in part
19	Policy reviews	• Employee Relations Centre of Excellence in People Function has developed a Policy Review Schedule for all HR policies	In place in part

Equality, Diversity and Inclusion (EDI): Independent Review Recommendations (4)

No.	Long Term Recommendations: Recruitment	Response	Status
20	All Hiring Managers to be given "Inclusive Recruitment" training	• Mandatory Inclusive Recruitment Briefings to supplement Recruitment and Selection training • EDI Learning Review scope incorporates training on recruitment to ensure that recommissioned training has inclusion as a central consideration	In place
21	Review Recruitment policy to embed EDI throughout	• SLT Task and Finish Groups (Inclusive Recruitment, Competency Framework, G10+ appointments) • Inclusive Recruitment Briefings • EDI Essentials (including ED oversight) tested through EDI challenge sessions • Policy Review Schedule	In place in part
22	Job requirements in job descriptions and person specifications to be reviewed for necessary skills/experience and inclusive language	• Inclusive Recruitment Guidance and Briefings • Job Families Project	Not yet in place
23	Diverse Interview Panels should be standardised through the recruitment policy	• EDI Essentials No. 3 • Monitored through the Corporate Performance Framework	In place
24	Utilise positive action to increase representation in interview pools	• GLA Recruitment Guidance, Inclusive Recruitment Guidance and Briefing • EDI Essentials No. 5 (ED Oversight at G10+ and AD Oversight at G9-)	In place
25	Ensure that Anonymous Applications are standard through the recruitment policy	• Inclusive Recruitment Guidance and Briefing	In place

Equality, Diversity and Inclusion (EDI): Independent Review Recommendations (5)

No.	Long Term Recommendations: Talent Management	Response	Status
26	Review Competency Framework	• SLT T&F Group on Competency Framework • Revised, simplified and online	In place
27	Build Talent Development Programme	• SLT T&F Group on Grades 2-4 Progression • Work undertaken with FM to facilitate career coaching and mentoring • Co-Sponsorship Programme • Career acceleration programme • SLT 360 degree feedback and coaching	In place in part
28	Make it standard practice to provide additional training after unsuccessful interviews	• EDI Essential No. 6 requires unsuccessful internal candidates to receive feedback and for directorates to address common themes	In place in part
29	Develop process for staff to challenge interview feedback	• EDI Essential No. 6 requires all unsuccessful internal candidates to be provided with good quality feedback	Not yet in place
30	Career coaches	• iCareer Coaching • Bespoke work with FM to facilitate career coaching and mentoring	In place in part
31	Create a growth culture	• Mandatory EDI Objective for managers • EDI Essentials (feedback) • Challenge Sessions testing directorate approach to developing Black, Asian and Minority Ethnic staff	In place in part

Equality, Diversity and Inclusion (EDI): Independent Review Recommendations (6)

No.	Long Term Recommendations: G10+ Intervention	Response	Status
32	All grade 8+ jobs should utilise positive action	• Positive statement on all job adverts highlighting ethnicity and disability as areas of under representation • SLT T&F Group on G10+ appointments – informing Inclusive Recruitment Guidance and Briefings • EDI Essentials No.5 (ED oversight of appointments at G10+ and AD oversight of appointments at G9-) • Aspiring High (Career Accelerated Development Programme) • Co-sponsorship Programme roll out	In place
33	Talent pipeline for Ethnic Minority staff	• Aspiring High (Career Acceleration Development Programme) • Co-sponsorship programme • EDI Essentials No. 5 and 13	In place
34	Diversity in Succession Planning	• Not yet considered	Not yet in place
35	Job Placement programme - identifying secondments in other units, directorates or other public services	• GLA Group Collaboration secondment and mentoring initiative	Not yet in place
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	• GLA recognised in Business in the Community's Race at Work Charter Survey Report as an example of best practice on leadership • GLA Group EDI Sub-Group (Collaboration Board) • GLA is a member of the London Equalities Network	In place

Equality, Diversity and Inclusion (EDI): Independent Review Recommendations (7)

No.	Long Term Recommendations: EDI Learning and Talent Programme	Response	Status
37	Expand "Let's Talk About Race"	• EDI Learning Review underway to replace EDI related learning curriculum	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	• All staff networks have both executive and mayoral sponsors to provide corporate support • 9 staff networks plus All-In, the GLA's Allies Initiative are supported corporately with funding and time to undertake their important work	In place
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) (1)

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' 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.

Equality, diversity and inclusion (EDI) (2)

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 four months, 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 race staff, and extended the provision to include Asian and Asian mixed race 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.

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. Work has also been undertaken to prepare our submission for the **Stonewall Workforce Equality Index 2024**.

Equality, diversity and inclusion (EDI) (3)

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.

Equality, diversity and inclusion (EDI) (4)

Genuinely inclusive culture

Developing a genuinely inclusive working culture is the second strategic objective in the strategy. Significant work is ongoing 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 of 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.

- **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 has been organised to focus on disability inclusion.

- **Improving practice on workplace adjustments:** Employee Relations and Complex Casework Centre of Excellence within the People Function leads on coordinating workplace adjustments that require purchasing any physical or software adaptation, and liaise with both TG and FM to ensure any purchasing is processed as quickly as possible. The People Function is also working closely with the Digital Experience Unit as part of the preparation for the IT Shared Service to ensure a smooth transition for disabled staff with workplace adjustments.

Equality, diversity and inclusion (EDI) (5)

- **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.

- **Continued the rollout of Let's Talk About Race**: 75% of staff (1,000 staff members) have taken part in a *Let's Talk About Race* facilitated workshop. The aim is to reach as close to 100% as is practically possible .

- **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. To date, 10 forums have taken place in which recurring themes are addressed. Progress on actions are discussed and monitored at the Inclusion Programme Steering Group.

Equality, diversity and inclusion (EDI) (6)

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 for applications in September. 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, reserving 50% of place for Black, Asian and Minority Ethnic and/or disabled applicants.

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), application of diverse recruitment panels and completion of 'Let's Talk About Race'.

- **Workforce data** highlights the representation of staff by equality-monitoring categories, which can highlight progress by individual group horizontally and vertically.

- **Pay gap data**, which highlights levels of under-representation, including intersectional analysis.

- **'Our Moment'** sessions are an opportunity for Corporate Management Team colleagues to test the impact of workforce EDI activity with staff across the organisation. To date, 10 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) (7)

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.

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. Disability Confident supports organisations to become more disability-inclusive. It helps employers to:

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

Equality, diversity and inclusion (EDI) (8)

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 is preparing to submit 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) (9)

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 the implementation of our inclusion programme. They also 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 2022-23 for all our staff networks:

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

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

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

- **Disability Network** – 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.

- **EU and International Staff Network** – Expanded their remit to include and advocate for international colleagues.

- **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.

Equality, diversity and inclusion (EDI) (10)

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

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

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 ongoing support and encouragement from the EDI & Culture team, in addition to a number of their established staff network peers.

National Inclusion Week took place in September and all of 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.

Several other staff groups have also been established during 2022-23, including the **Social Mobility** and **Climate Change Action Groups**.
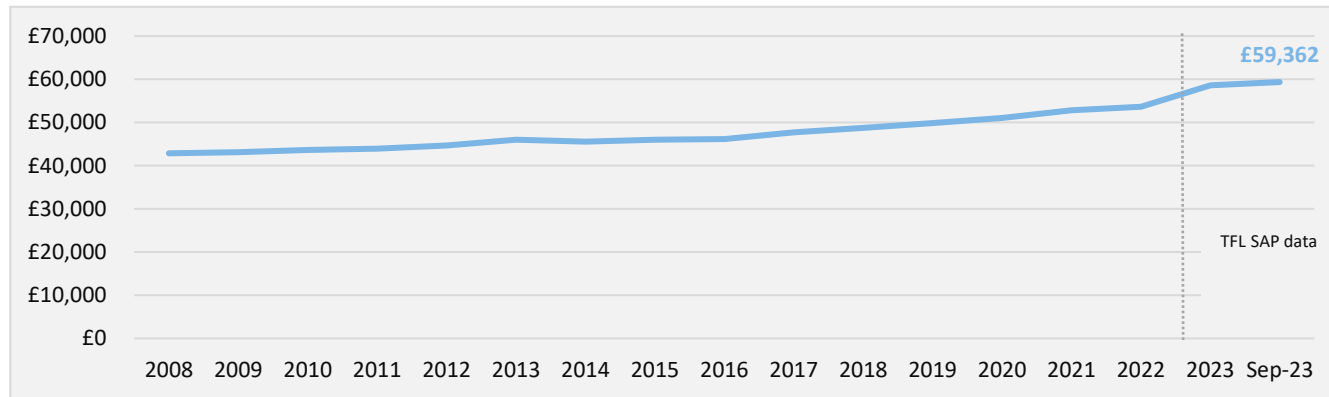
Salary breakdown

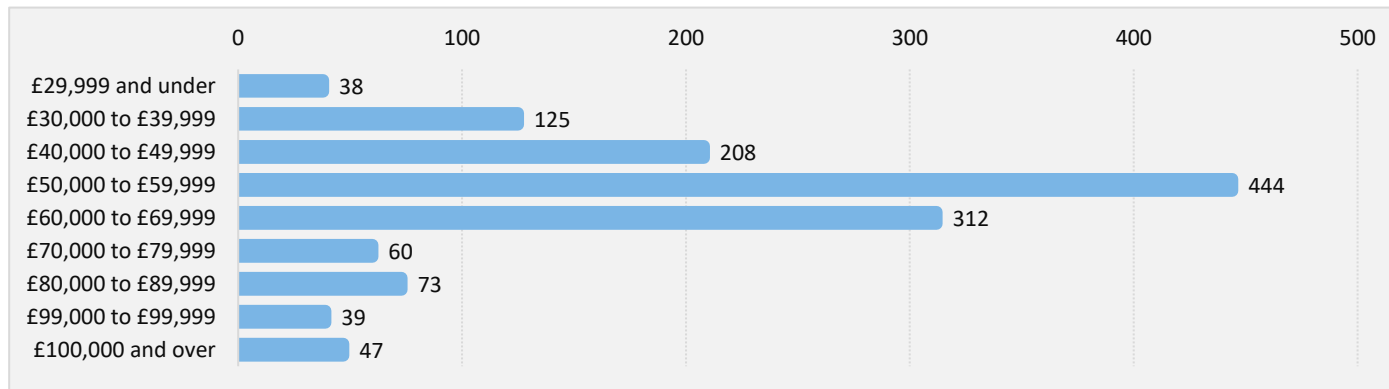*This section provides an overview of the salaries paid to GLA employees.*

Staffing profile: salary overview

In September 2023, the mean salary in the GLA was £59,362 per annum, and the median FTE salary was £56,548. This is reported on the basis of FTE salaries, in order to align with requirements for pay gap reporting. The rise seen since March 2023 is due to the annual pay award.

Mean salary 2008 - September 2023

Number of staff by salary band

Salary band	Number of staff
£29,999 and under	38
£30,000 to £39,999	125
£40,000 to £49,999	208
£50,000 to £59,999	444
£60,000 to £69,999	312
£70,000 to £79,999	60
£80,000 to £89,999	73
£99,000 to £99,999	39
£100,000 and over	47

Staffing profile: salary overview by directorate

In March 2023 the mean salary in the GLA was £58,573 and the median salary was £55,441. In all, 48% of the staffing population earned between £40k and £60k, while 58% of the total staffing population earned between £30k and £60k. Those earning over £70k account for 16% 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 9:1. The table below shows the proportion of staff within different salary bands in each directorate. Percentages are displayed, rather than the count of the number of employees, to minimise the risk of disclosure.

	Salary breakdown by directorate (%)[1]								
Salary banding	Assembly Secretariat	Chief Officer Directorate	Communities and Skills	Good Growth	Housing and Land	Mayor's Office	Resources	Strategy and Communications	Total
£29,999 and under	0	4%	3%	3%	3%	0	3%	3%	3%
£30,000 - £39,999	22%	11%	7%	4%	5%	0	39%	8%	9%
£40,000 - £49,999	35%	28%	15%	13%	7%	2%	19%	20%	15%
£50,000 - £59,999	25%	15%	38%	34%	44%	21%	8%	35%	33%
£60,000 - £69,999	10%	22%	25%	33%	19%	15%	16%	22%	23%
£70,000 - £79,999	0	7%	3%	5%	7%	17%	3%	2%	4%
£80,000 - £89,999	1%	4%	5%	4%	10%	2%	5%	5%	5%
£90,000 - £99,999	1%	2%	1%	3%	3%	10%	6%	3%	3%
£100,000 and over	5%	7%	1%	1%	3%	33%	3%	2%	3%

[1] Due to rounding not all columns add to 100%

54

Recruitment

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

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

Recruitment (1)

GLA currently has two recruitment channels:

TfL	Havas People
Taleo Recruitment System	Engage Applicant Tracking System
Manages external recruitment & onboarding	Manages internal, executive (G13+) & talent recruitment

As part of the shared services IT transition scheduled for 2024-25, the GLA plans to bring all recruitment onto one system – **SAP Success Factors*** – which will bring numerous benefits to the organisation.

*SAP Success Factors is a talent management and human capital management (HCM) software. This will be used to manage various aspects of HR operations, including recruitment, employee performance, HR analytics, payroll and learning activities.

This section of the report covers the demographic breakdowns of external recruitment over the period. When presenting recruitment data, the applied and shortlisted figures reflect those who applied for external posts over the period.

However, please note the following key information when reviewing the recruitment data in the next set of slides:

- The variety in recruitment channels currently makes it difficult to accumulate all the relevant data in an efficient way.

- For Executive Recruitment, hiring managers may want to use an executive search function or head-hunting company, which requires procurement of services resulting in a lack of accessible data.

- The GLA has advertised and moved through to offer seven executive roles and eight non-executive roles.

- However, as these roles are managed outside the standard recruitment channels, the diversity data is not currently available and has not been reflected in the following slides.

- The small number of external applicants (including those who applied to positions in G13 and above and apprentices/interns) may not be reflected in the application and shortlisted data.

- "Joiners" reflects external new starters who have started with the GLA since 1 April 2023.

- Over the period the GLA has 145 new starters; of these, seven were in posts G13 and above.
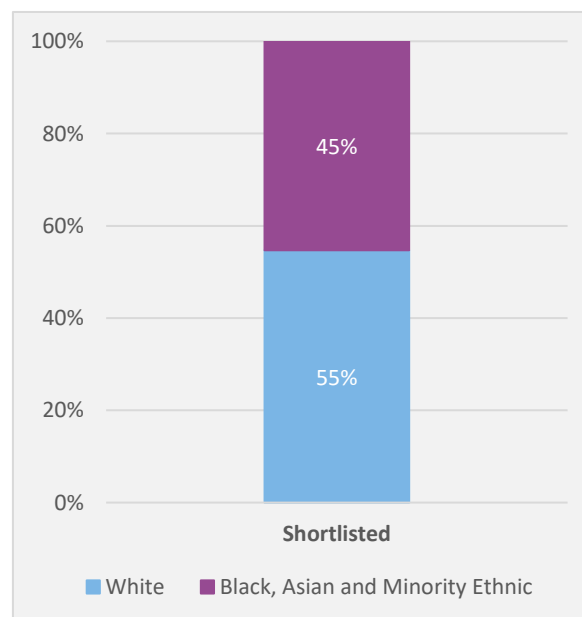
Recruitment, by ethnicity

In the reporting period (April to September 2023) over half (61%) of external applicants were from Black, Asian and Minority Ethnic groups. A lower proportion of candidates from Black, Asian and Minority Ethnic groups (45%) were among the shortlisted, compared to applicants. The proportion of new joiners with a known ethnic background who were from Black, Asian and Minority Ethnic backgrounds (45%) was in line with the proportion who were shortlisted, and higher than the proportion in the GLA workforce (37%). The declaration rate amongst new starters is lower than that of the GLA (60% compared to 87%). This is expected as new starters may not have yet had time to update their personal details.

**Applied by ethnicity**
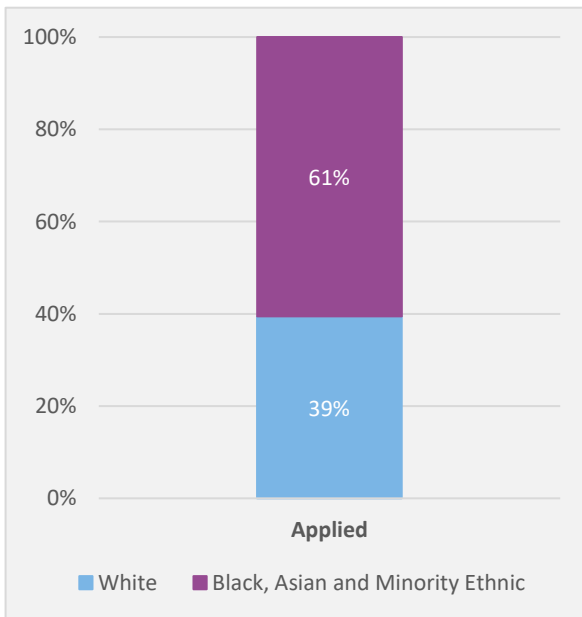
Shortlisted by ethnicity

Joiner by ethnicity
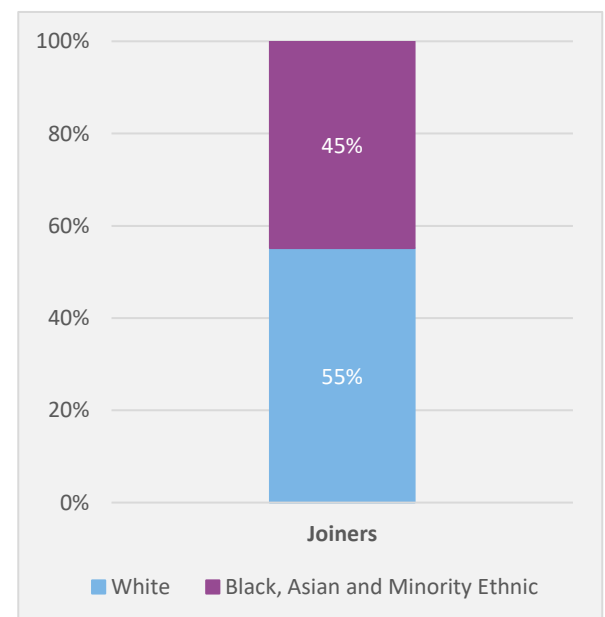
Recruitment, by disability status

In the reporting period (April to September 2023) disabled applicants accounted for 8% of external applicants with a known disability status. A higher proportion of candidates with a known disability status were amongst those shortlisted in the period (14%) compared to applicants. In all, 9% of joiners in the period with a known disability status were disabled. This is in line with the proportion of disabled staff across the whole GLA (9%). The declaration rate amongst new starters is lower than that of the GLA (55% compared to 84%). This is to be expected as new starters may not have yet had time to update their personal details.

Applied by disability status
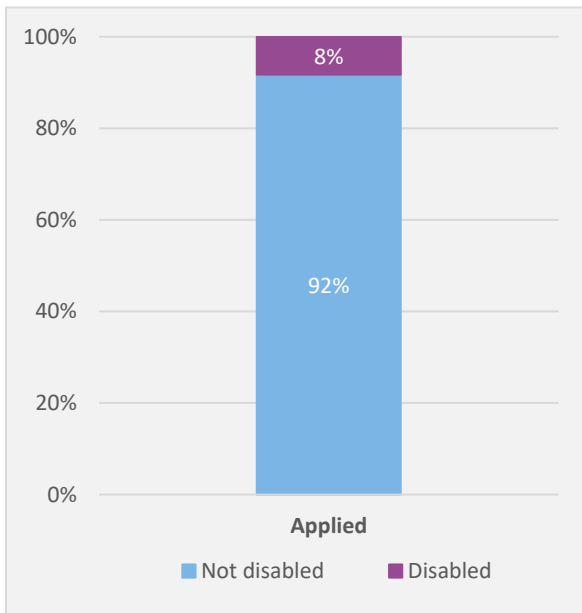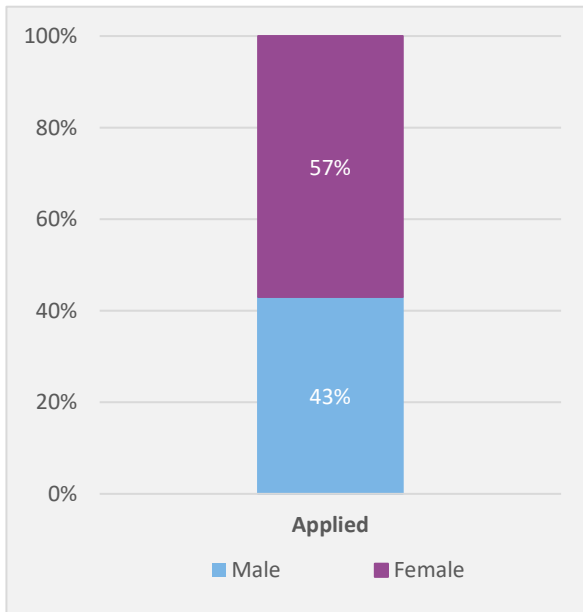
Shortlisted by disability status
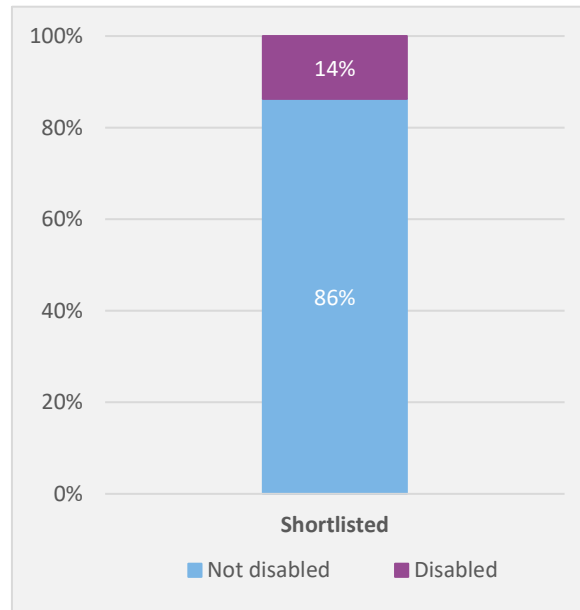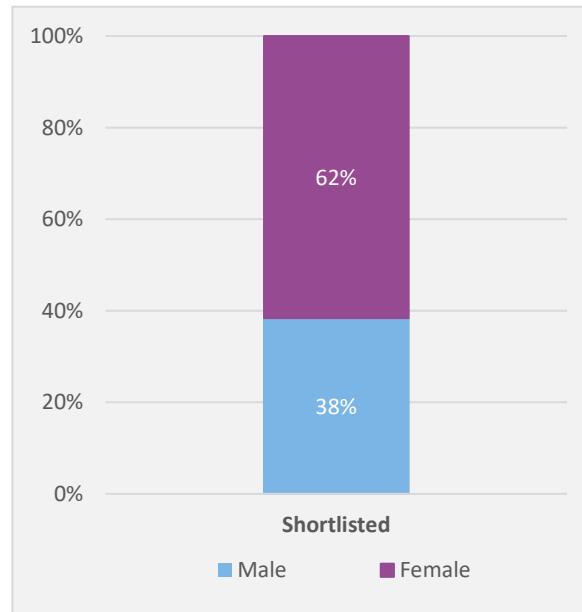
Joiner by disability status
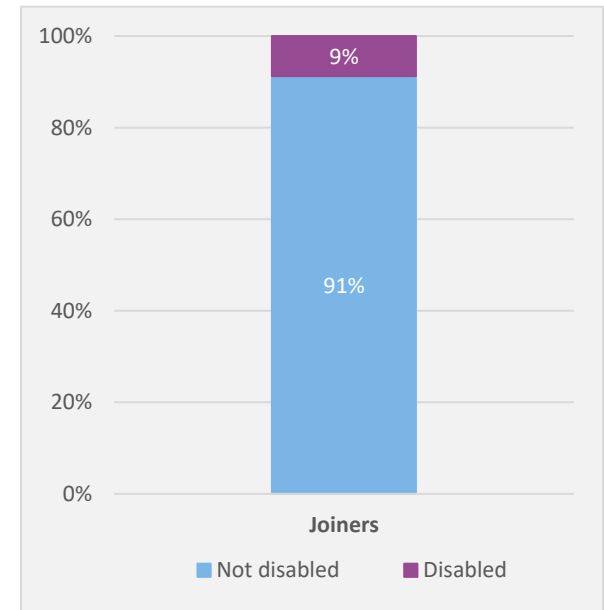
Recruitment, by sex

In the reporting period (April to September 2023) 57% of external applicants with a known gender identity and excluding 'other' were female. A higher proportion of female staff went on to be shortlisted (62%). In all, 65% of joiners in the period were female. This is higher than the proportion of female staff across the whole GLA (37%). Sex was known for 100% of new joiners, as it is required for tax purposes. Amongst applicants and those shortlisted 98% declared their gender.
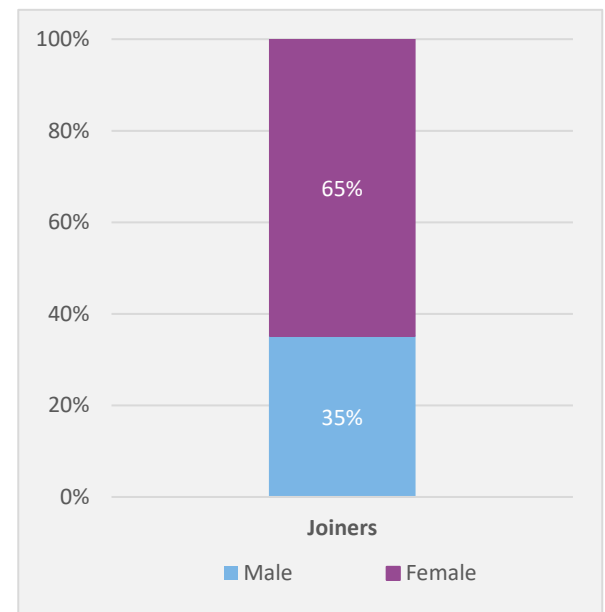
Applied by sex[1]

Female	57%
Male	43%

Male ■ Female ■

Shortlisted by sex[1]

Female	62%
Male	38%

Male ■ Female ■

Joiner by sex

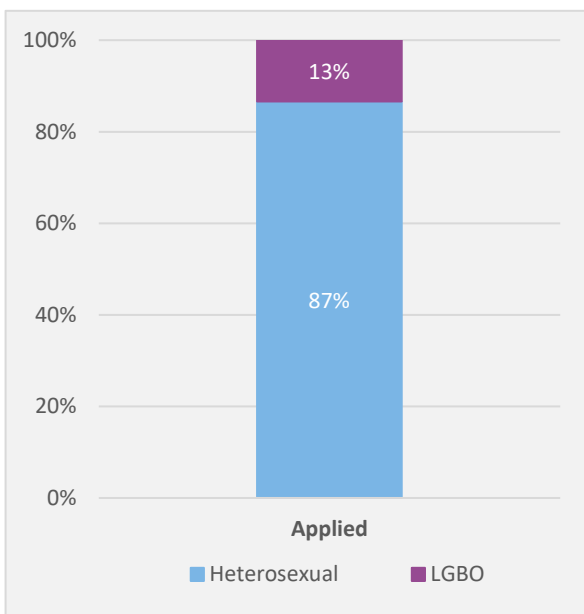|	
Female	65%
Male	35%

Male ■ Female ■

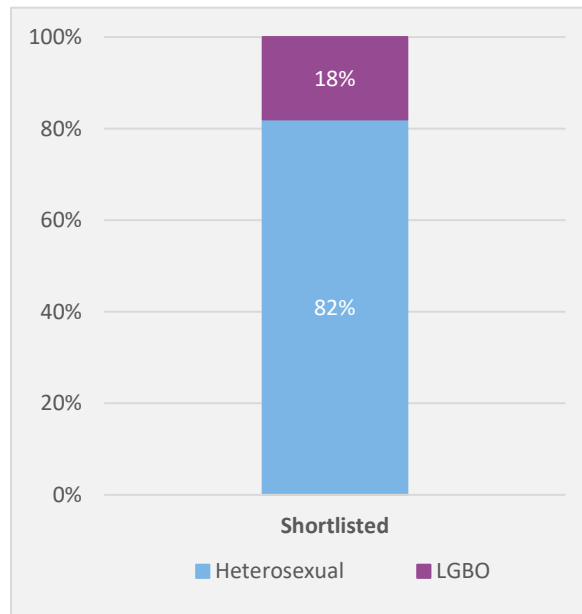[1] *Totals exclude those who said their gender identity was 'other'.*

Recruitment, by sexual orientation

In the reporting period (April to September 2023) 13% of external applicants with a known sexual orientation described their identity as Lesbian, Gay, Bisexual and Other sexualities (LGBO). A higher proportion of applicants who were shortlisted described their identity as LGBO. In all, 24% of joiners in the period with a known sexual orientation identified as LGBO. This is higher than the proportion of LGBO staff across the whole GLA (12%). The declaration rate amongst new joiners was 54% compared to 79% across all GLA staff. This is expected as new starters may not have yet had time to update their personal details.
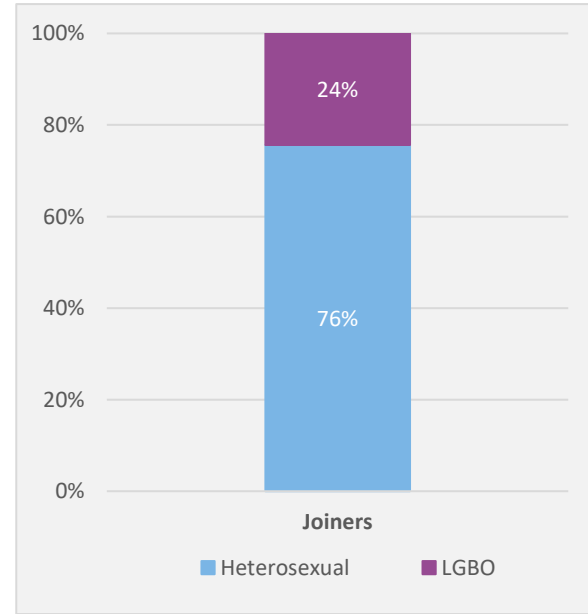

Applied by sexual orientation

- LGBO: 13%
- Heterosexual: 87%

Applied

Legend: Heterosexual, LGBO

Shortlisted by sexual orientation

- LGBO: 18%
- Heterosexual: 82%

Shortlisted

Legend: Heterosexual, LGBO

Joiner by sexual orientation

- LGBO: 24%
- Heterosexual: 76%

Joiners

Legend: Heterosexual, LGBO

Recruitment, by faith

In the reporting period (April to September 2023) amongst those with a known faith, 36% were Christian, 30% followed other faiths and 34% were not religious. Amongst those shortlisted 28% were Christian, 21% followed other religions and 51% were not religious. In all 57% of joiners in the period with a known faith status did not follow a religion, 20% of new starters were Christian and 23% followed other religions. The proportion who followed no religion (57%) and other religions (23%) were slightly higher than the proportion across all GLA staff. The number of new starters who were Christian was below all GLA staff (20% of new joiners compared to 30% of all staff). The declaration rate amongst new starters is lower than that of the GLA (51% compared to 78%). This is to be expected as staff may not have yet had time to update their personal details.
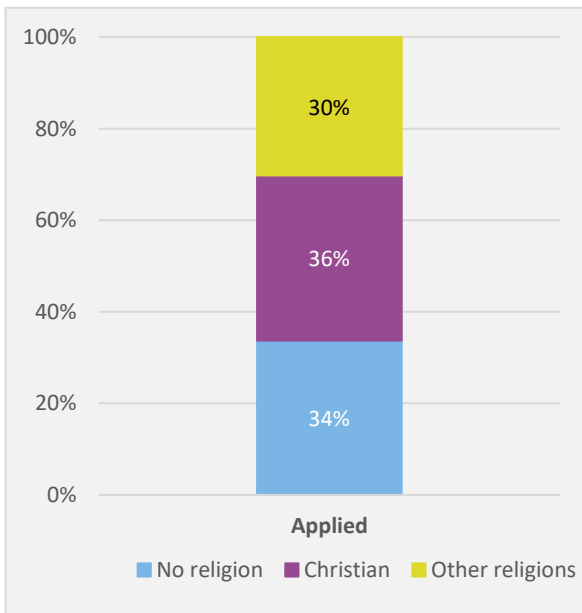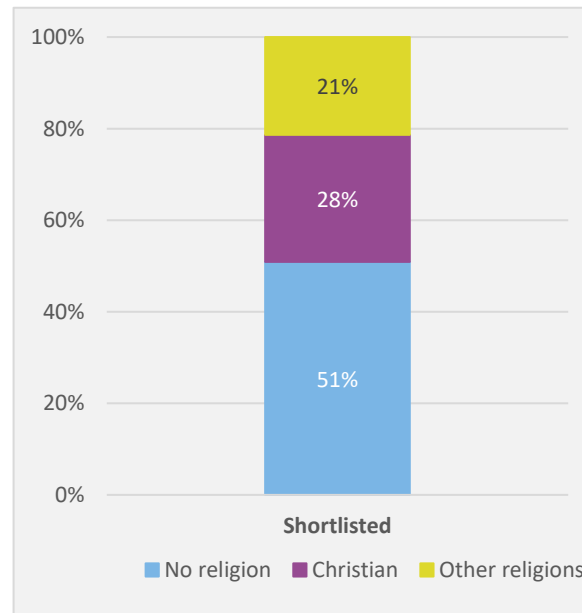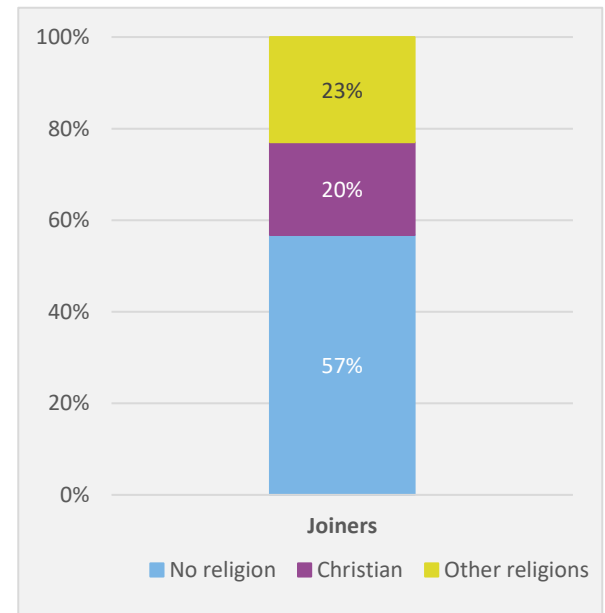
Recruitment: initiatives and improvements (1)

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 Mary Harpley in 2021 to examine whether there are structural barriers that prevent our Black, Asian and Ethnic Minority staff, particularly our Black staff, from 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, Diversifying and BAME Jobs, demonstrating a positive action to increase representation in interview pools
- all hiring managers have been given "inclusive recruitment" training – the briefings were introduced to ensure GLA recruitment practices are fully inclusive, and to help managers understand how to ensure diverse candidate polls, mitigate bias and learn where to gain further support
- planned review of job requirements in job descriptions and person specifications.

Recruitment: initiatives and improvements (2)

Continuation of prioritising Newham residents and working with Our Newham Work
As part of the planning consent for the move to City Hall, there are local labour provisions set out in the Section 106 Agreement. paragraph 2.2 of Schedule 4 requires the following commitments by the GLA:

To use reasonable endeavours to:

(ii) achieve a target of 50% employment of Local Residents for End User Phase Jobs;

(iv) procure the advertisement of all new End User Phase Jobs, Apprenticeships and Internships for the End User Phase that become available once the works comprising that phase have commenced via Workplace (now called 'Our Newham Work') at least 7 days and up to 14 days in advance of advertising externally; and

(v) in the enactment of the provisions of sub-paragraphs (iv) above, undertake recruitment for those jobs to be advertised with Our Newham Jobs as defined by sub-paragraph (iv) through the following processes:

Processes

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

Recruitment: initiatives and improvements (3)

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

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.

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.

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: apprenticeships and internships

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

Business Administration

21 BA apprentices started their apprenticeship in September 2023

59% of successful apprentices are from an ethnic minority background & 18% identify as disabled
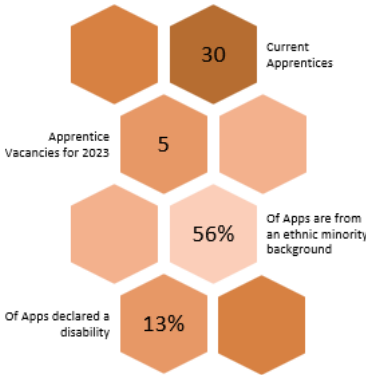
Project Management

5 PM apprentices started their higher-level 4 apprenticeship in March 2023

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

Finance

2 Finance apprentices undertaking accountancy at levels 3 and 4

Bespoke finance development scheme training our future accountants for the GLA

- 30 — Current Apprentices
- 5 — Apprentice Vacancies for 2023
- 56% — Of Apps are from an ethnic minority background
- 13% — Of Apps declared a disability

Directorate	Headcount	Current Apprenticeships*
Assembly Secretariat	79	1
Chief Officer	54	3
Communities and Skills	291	6
Good Growth	305	9
Housing and Land	232	3
Mayor's Office	48	1
Resources	106	2
Strategy and Communications	231	5
Grand Total	1346	30

Includes 2 internal staff on apprenticeships

Internships + Future Talent
In support of the Mayor's commitment to help young people into employment following the pandemic, we have five Intern roles within the GLA. They were paid more than the London Living Wage and employed for a minimum of 11 months to learn on the job from experienced professionals and gain crucial work experience needed to support their future employment/career path.

Our Talent team is also working on a new Talent Strategy for 2024 to support the current and future needs of the GLA.

Learning and development

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

Learning and development (1)

Learning and development remain a key priority. The team is focused 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. We will continue to work across the organisation in developing the learning curriculum and adapting the delivery methods.

Key updates

Mentoring
- Plans are in place to implement a new GLA Group Mentoring Programme which aims to enable mentoring matches for colleagues across the GLA group. This will be facilitated by a new GLA Group Mentoring Hub which will allow for the searching, matching and provision of support for mentoring. The programme is due to launch in early 2024.

Safeguarding
- A new e-learning module has been available to staff from April 2023. It is aimed at all staff who work with at-risk adults and young people to ensure they are safe and protected from abuse and harm. In addition, a facilitated learning module specifically designed for Designated Safeguarding Leads was launched in June.

EDI learning review:
- 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.

360 Leadership Assessment Programme
- Our Senior Leadership Team is participating in a 360 Leadership Assessment Programme. All have been offered three coaching sessions to make sense of their 360 assessment results and impact as well as three group workshops: Lead Self, Lead Others and Leading for the Future. These will take place from October 2023.

Aspiring High:
- A new accelerated development programme, Aspiring High, is launching for staff grade 9 and below. This is aimed at staff who are motivated to develop their careers and have the potential to take up more senior roles in the GLA. The application process began in October 2023 with the curriculum commencing in January 2024.

Induction and mandatory training
- Ongoing development of the new corporate induction and mandatory training is in progress and set to launch in April 2024. The new arrangement means that a majority of the mandatory training courses are consolidated into two days of facilitated induction.

Wellbeing

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

Wellbeing (1)

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	
Mental health advocacy	• 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 MHAs has been recently formed and this group will focus on planning activities to raise awareness and to explore innovative ways to support positive mental health for staff. • The GLA has funded quarterly peer-support sessions for MHAs to attend. These sessions will provide individual MHAs with access to professional advice and guidance and will also provide an opportunity to share good practice and learn from each other.
Employee assistance provider (EAP) support	• The CV&WS provides contract management of our current EAP provider (VHG). Meeting monthly to review the staff-engagement figures and to identify recurring themes. • From the data gathered, the CV&W Specialist has commissioned quarterly wellbeing webinars and so far, has delivered sessions on stress management and building resilience, and managing change and a bespoke mental health awareness webinar for staff network leads. Further support may be commissioned from the EAP provider and/or other external organisations to address specific wellbeing themes that emerge over the coming months.

Wellbeing (2)

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

Themes	
Bespoke emotional support	• 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&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 18 months.
Sports clubs and wellbeing activities	• 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. • 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&WS will be working closely with the sports club/activity leads to take part in a wellbeing showcase in the new year to raise awareness among staff and to boost club membership.
Financial wellbeing	• Given the ongoing cost of living challenges, the focus on financial wellbeing will be maintained after consulting with staff to understand the nature of support required. Online financial wellbeing resources will be considered as a potentially more cost-effective alternative/supplement to webinars.