

MAYOR OF LONDON

GLA Workforce Report

Workforce data report, 1 April to 30 September 2024



LONDONASSEMBLY

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Legend

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

* These are two separate directorates. However, because the Chief Officer's directorate is small, its data is incorporated into Corporate Resources and Business Improvement in some of our outputs (e.g. diversity data by directorate, or salary by directorate etc).

Data sources

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

Ethnic group	% of working-age population
White	57.9%
Black, Asian and Minority Ethnic (total)	42.1%
<i>Black, Asian and Minority Ethnic comprises (% of working-age population):</i>	
Asian/Asian British	20.3%
Black/African/Caribbean/Black British	11.4%
Mixed/multiple ethnic groups	3.7%
Other ethnic groups	6.8%

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

Disability	% of working-age population
Disabled	18.2%

Headcount

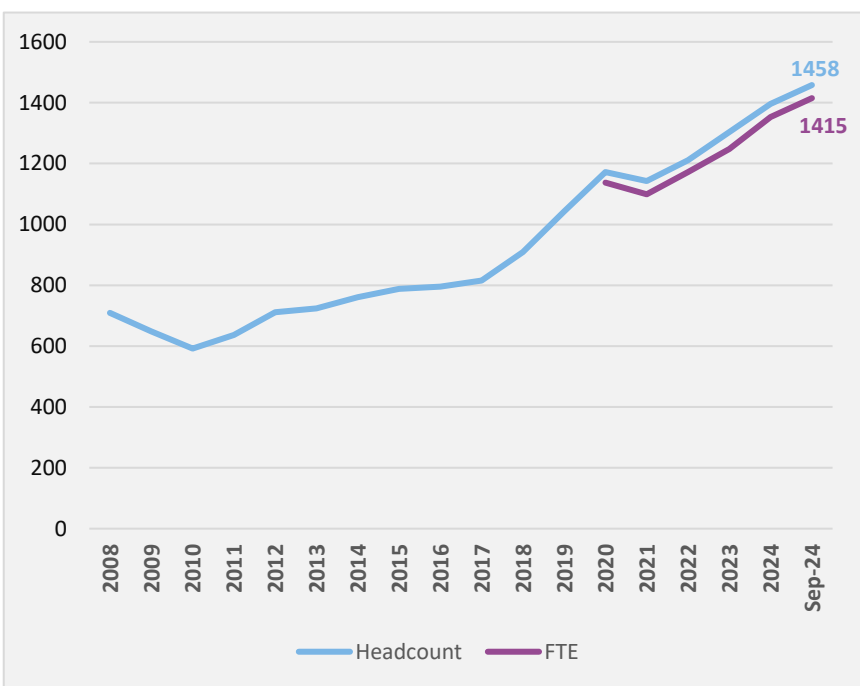
This section provides an overview of the GLA headcount for the period of this report.

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

Headcount

The chart below shows the headcount from March 2008 to September 2024. The total headcount (i.e., our number of employees) on 30 September 2024 was 1,458; and the headcount FTE was 1,415. In March 2024, the headcount was 1,396 and headcount FTE was 1353. This is an increase of 62 for both the headcount and headcount FTE since March 2024. It is important to note that 21 additional posts were transferred into the GLA from the London Fire Brigade to help form the London Resilience Unit, which sits in the Strategy & Communications directorate.

GLA staff 2008-24¹



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

² With the exception of September 2024, all other dates reflect data as of March each year.

Headcount – by directorate

The chart below shows the headcount by directorate from 2021 to 2024. In March 2024, the GLA reorganised all enabling functions to sit together to support an integrated, improved offer for GLA staff and elected members. The Chief Finance Officer's directorate, and Corporate Resources and Business Improvement were established. Certain teams from the Chief Officer's directorate, and Strategy and Communications, were moved to the new Corporate Resources and Business Improvement directorate.

Staffing profile by directorate 2021-24³

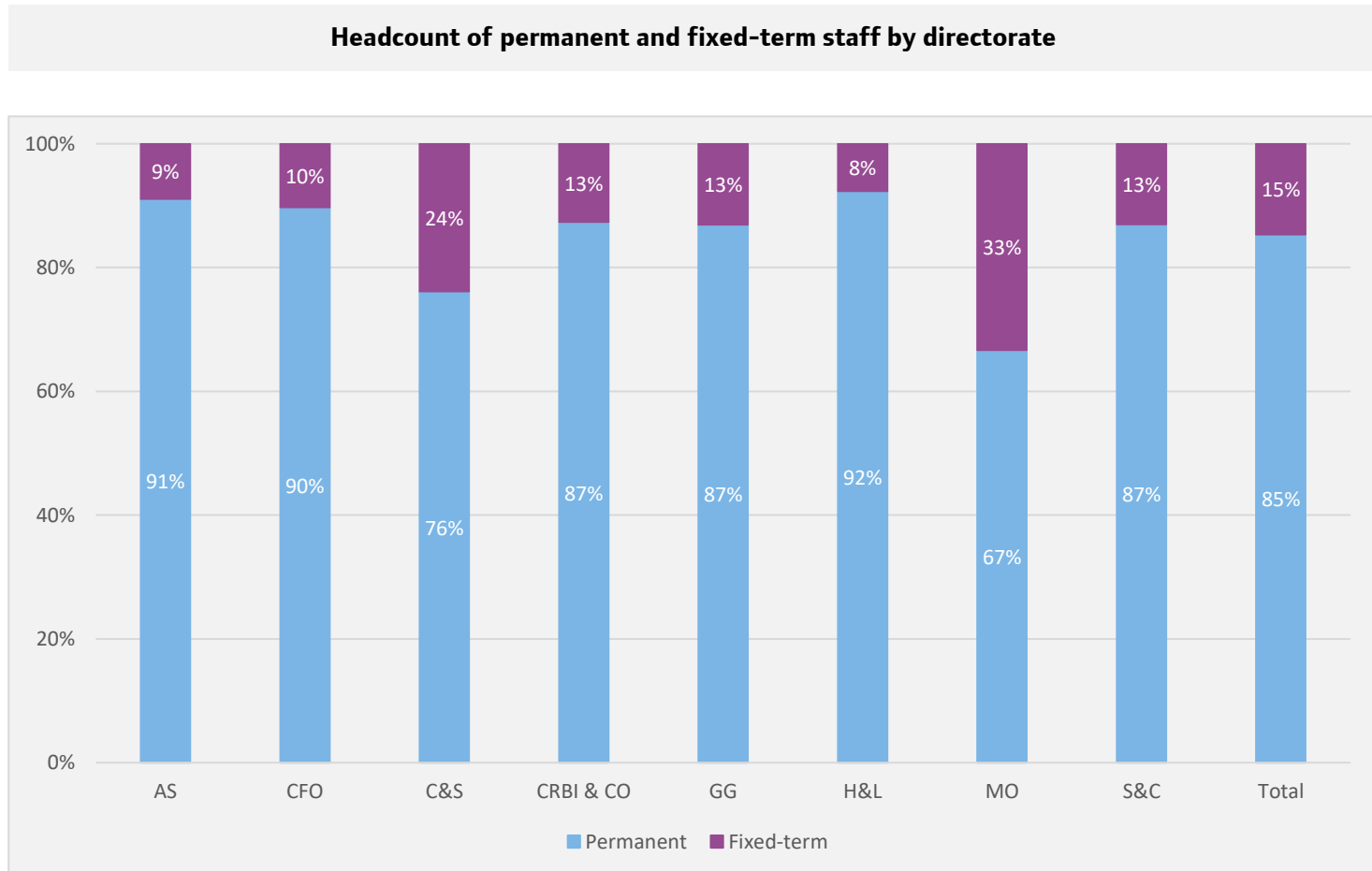
Directorate	Mar-21	Mar-22	Mar-23	Mar-24	Sep-24
Assembly Secretariat	72	74	90	82	90
Chief Officer*	43	56	42	2	4
Chief Finance Officer's directorate				40	39
Corporate Resources & Business Improvement				179	186
Communities & Skills	192	214	263	304	306
Good Growth	285	303	310	321	329
Housing & Land	181	190	216	227	236
Mayor's Office	55	44	45	46	45
Resources	144	143	116		
Strategy & Communications	171	187	221	195	223

³ All numbers are whole numbers (number of employees) and not FTE.

*Chief Officer was excluded from the Chief Officer directorate in March 2023.

Headcount of permanent and fixed-term staff by directorate

On 30 September 2024, 15% of GLA employees were on fixed-term contracts and 85% were on permanent contracts. The Mayor's Office (33%) had the highest proportion of staff on fixed-term contracts, followed by Communities and Skills (24%). The lowest proportion was seen in Housing and Land (8%), followed by the Assembly Secretariat (9%) and the Chief Finance Officer's directorate (10%).



GLA establishment – agency workers on 30 September 2024

Agency headcount on 30 September 2024 was 109 in total, and 105 FTE. The number of agency staff across the GLA has fallen by 12% (eight staff) since the last workforce report in March 2024. Overall, 56 agency staff have joined the GLA, and 64 have left, since April 2024.

The number of agency staff was equivalent to 7% of staff (total headcount of employees and agency staff). This is lower than the proportion in March 2024 and September 2023 (both 8%). Of agency staff working on 30 September, 66% were covering established posts, i.e. providing cover directly for a post that is vacant and held on the establishment. The rest (33%) were not working against established posts but have been brought in to deliver urgent and/or specialist work. These are described as ‘off-establishment’ in the table below.

Corporate Resources and Business Improvement was the directorate with the most agency staff (41), equivalent to 18% of staff (employees and agency staff) working in the directorate. The directorate with the highest proportion of agency staff was the Chief Finance Officer’s directorate, where 26% (14) were agency. All other directorates were around or lower than the GLA average (7%). There were no agency staff in the Mayor’s Office and one in Housing and Land.

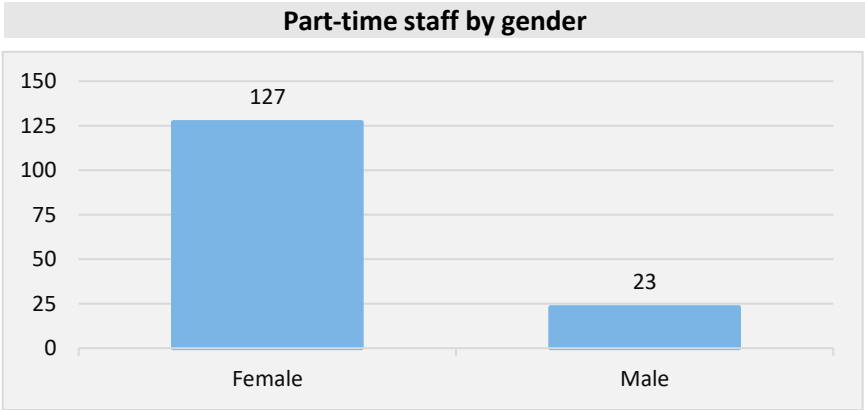
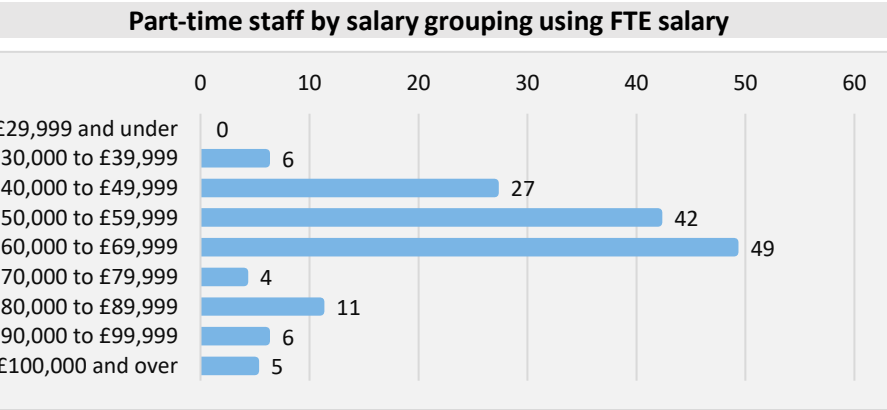
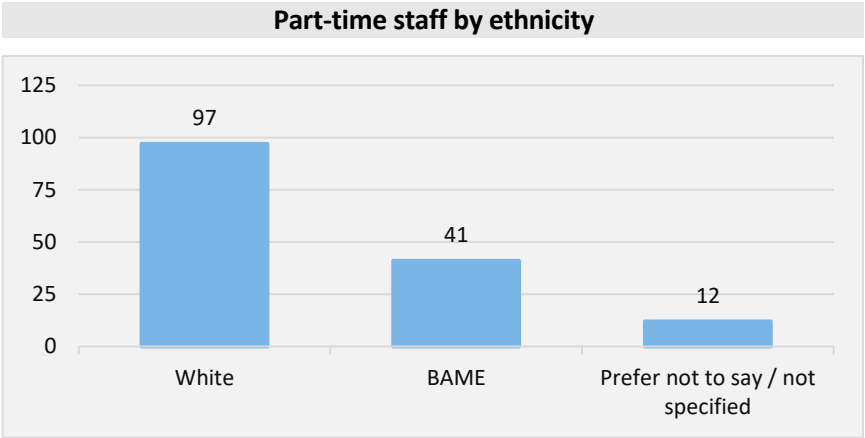
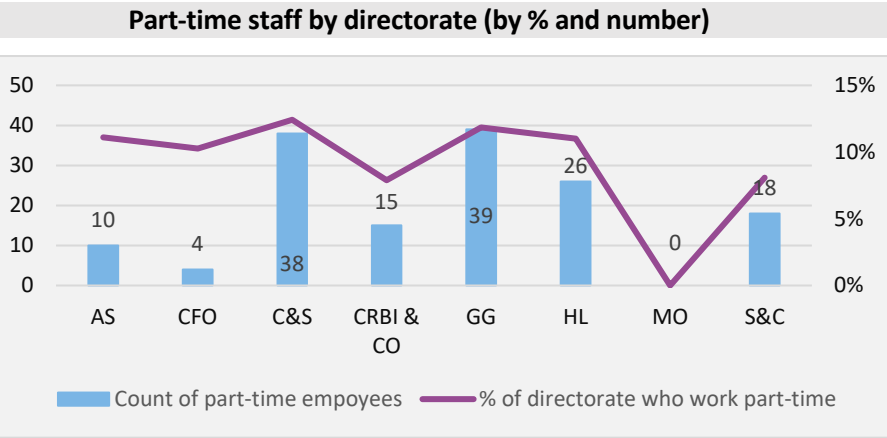
Number of agency staff (headcount) held against established posts or off establishment on 30 September 2024

Directorate ¹	Funded via established post	Not funded via staff establishment	Total (Headcount)	Total (FTE)	% held against established posts	% off establishment	Proportion of staff compared to headcount
Assembly Secretariat	8	0	8	7.4	100%	0%	8%
Chief Finance Officer’s Directorate	10	4	14	14.0	71%	29%	26%
Communities and Skills	13	5	18	17.6	72%	28%	6%
Corporate Resources and Business Improvement	23	18	41	40.6	56%	44%	18%
Good Growth	13.6	6.4	20	17.7	68%	32%	6%
Housing and Land	1	0	1	1.0	100%	0%	0.4%
Mayor's Office	0	0	0	0	0	0	0%
Strategy and Communications	4	3	7	7.0	57%	43%	3%
Total	72.6	36.4	109	105.3	66%	33%	7%

¹ Chief Officer’s directorate excluded from the table. There were no agency staff in the Chief Officer’s directorate.

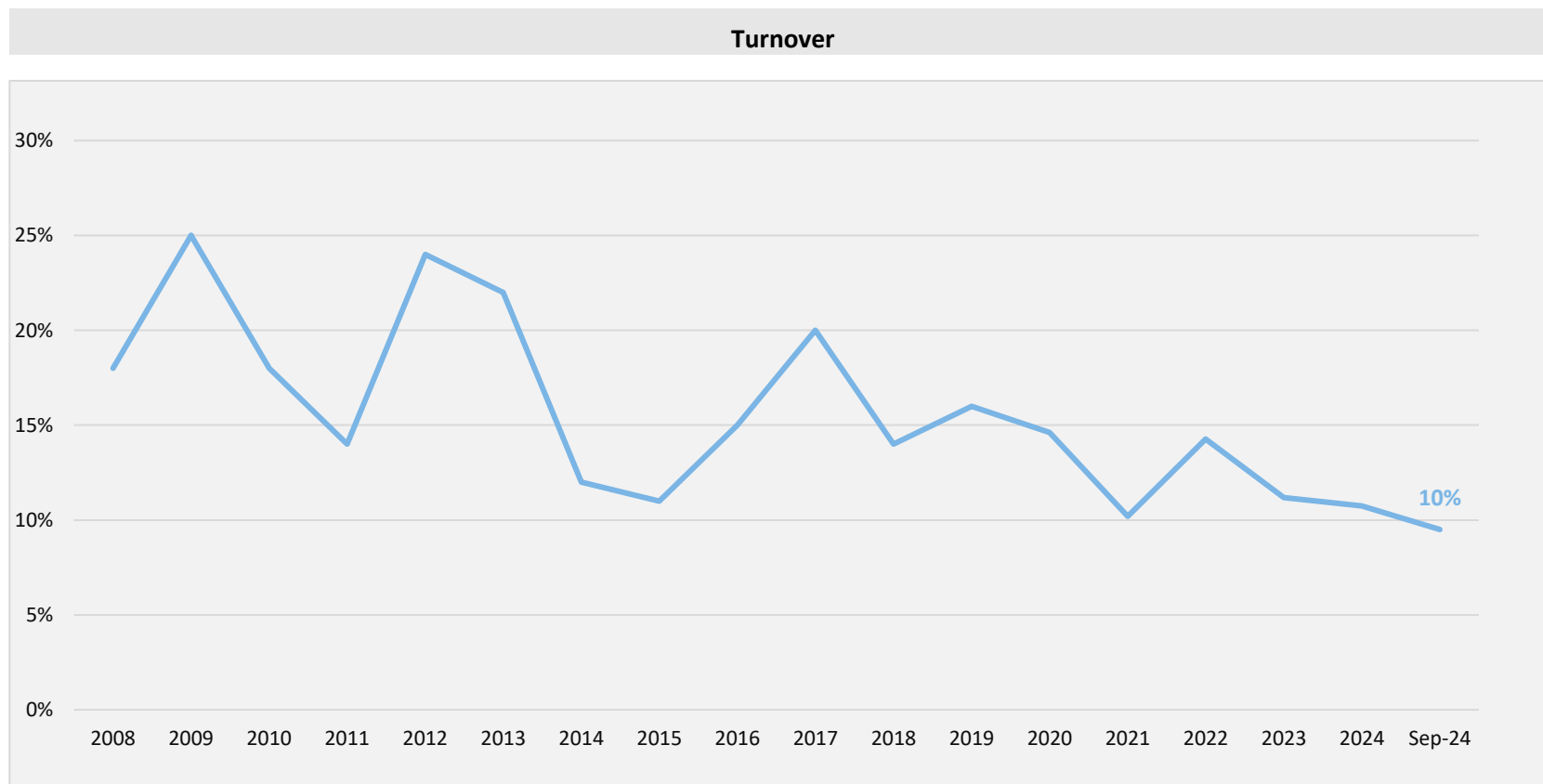
Part-time staff analysis

Part-time staff are defined as anyone contracted to work fewer than 37 hours per week. As an inclusive employer, the GLA is open to requests for part-time working and job-sharing. There were 150 staff working part time (10% of staff headcount), working the equivalent of 105.2 FTE staff. On average, part-time staff work 0.53 FTE hours per week. Of the 150 part-time staff, 127 were female (equivalent to 85% of part-time workers, against a GLA population of 64% with a known sex who were female). There are 41 part-time staff who have declared they are from Black, Asian and Ethnic Minority backgrounds, representing 30% of the part-time population with a known ethnic background. This compares to the 38% of the GLA staffing population with a known ethnic background who are from Black, Asian and Ethnic Minority backgrounds. Within the GLA, working part-time is not a barrier to being appointed to a senior role, with 22 part-time staff earning the equivalent of £80,000 or more per year. This represents 15% of part-time staff – the same proportion of full-time staff earning £80,000 or more per year. Amongst the most senior staff, five part-time staff were earning the equivalent of £100,000 and over (accounting for 8% of all staff earning at this level).



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 current staff who left the organisation over the period; and the total number of staff at the end of the given period. Turnover is based on an annual calculation over a 12-month rolling period; the overall turnover figure for the GLA at 30 September 2024 was 10%. This is one percentage point lower than turnover reported in March 2024, and two percentage points lower than September 2023 (12%). The most recent public sector turnover figures from Brightmine (formerly XpertHR) show a median turnover rate of 17.5% in public-sector organisations for the 12 months prior to September 2023 (Brightmine, 2023).



Leavers: 1 April to 30 September

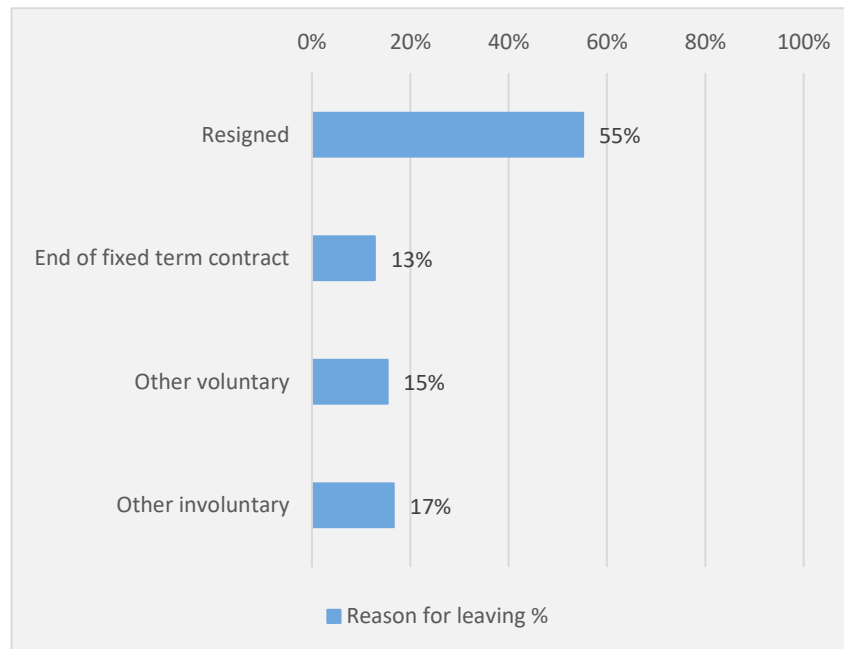
Between 1 April 2024 and 30 September 2024, there were 78 leavers from the GLA. Good Growth accounted for 24% (19 leavers) of this – which is in line with the proportion of GLA staff working in the directorate on 30 September (23%). Corporate Resources and Business Improvement, and the Chief Officer’s directorate, accounted for 19% of leavers (15 leavers) - slightly above the proportion of GLA staff (13%). Strategy and Communications accounted for 18% of leavers (14 leavers), relatively in line with its proportion of GLA staff (15%). Housing and Land accounted for 6% of leavers (five leavers), despite its proportion of GLA staff being 16%.

The most common reason for leaving over the period from 1 April to 30 September 2024 was resignation. In all, 43 leavers (55% of all leavers in the period) resigned. Other voluntary reasons accounted for 15% (12 leavers). Ending of fixed-term contracts accounted for 13% of leavers over the period (or 12% of all leavers). Other involuntary reasons accounted for 17% (13) leavers over the period. We monitor the leavers questionnaire to understand the reasons for those resigning, but this is not presented in mid-year reports.

Leavers by directorate

Directorate	Total leavers	Leavers % of total	Directorate proportion of GLA headcount
Assembly Secretariat	4	5%	6%
Chief Finance Officer’s directorate	2	3%	3%
Communities and Skills	11	14%	21%
Corporate Resources and Business Improvement, and Chief Officer’s directorate	15	19%	13%
Good Growth	19	24%	23%
Housing and Land	5	6%	16%
Mayor’s Office	8	10%	3%
Strategy and Communications	14	18%	15%

Reason for leaving



Demographic breakdown

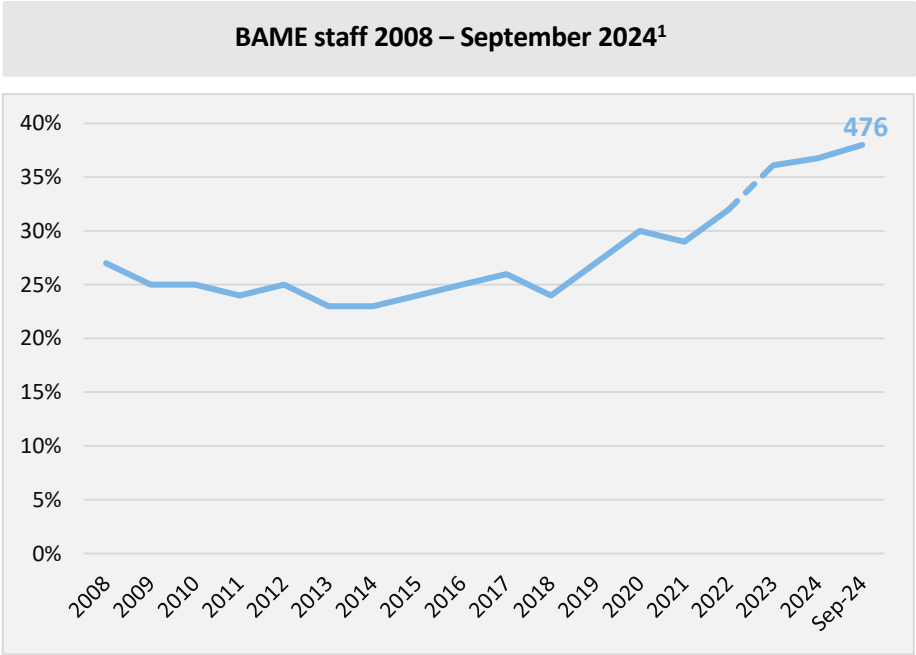
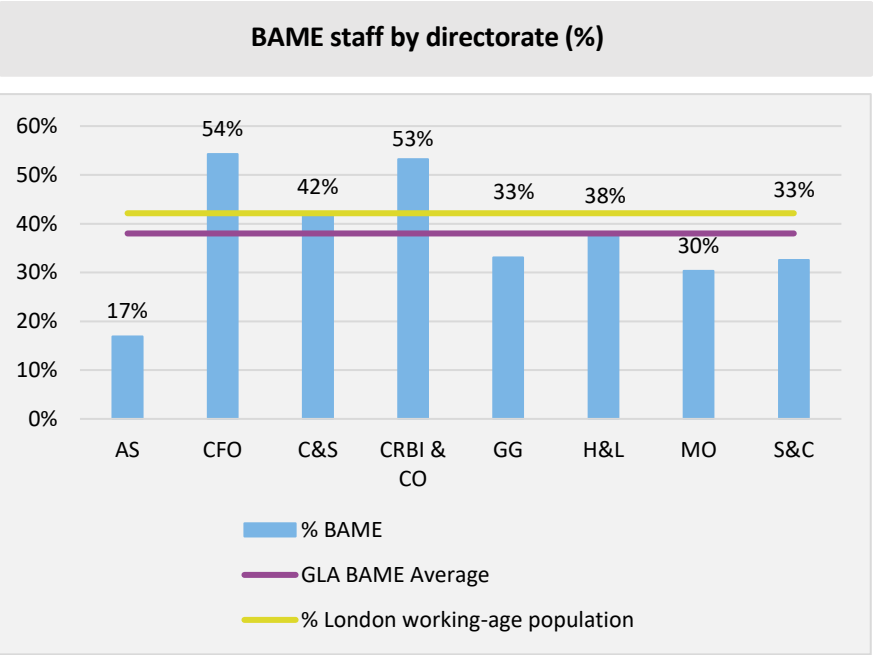
This section provides an overview of the demographic make-up of our workforce.

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 2024, 476 employees were from Black, Asian and Minority Ethnic backgrounds. (This is a rise from 441 reported in March 2024.) This represents 38% of those who have declared their ethnic background. Since the previous report in March 2024, the proportion of staff from a Black, Asian and Minority Ethnic background has risen by one percentage point. At the time of reporting, 86% of staff had declared their ethnicity, and 14% had not declared.

Over half of staff in the Chief Finance Officer’s directorate (54%) and the Corporate Resources and Business Improvement directorate (53%) with a known ethnic background were from Black, Asian and Minority Ethnic backgrounds. The Assembly Secretariat (17%) was the directorate with the lowest proportion of staff from Black, Asian and Minority Ethnic backgrounds.

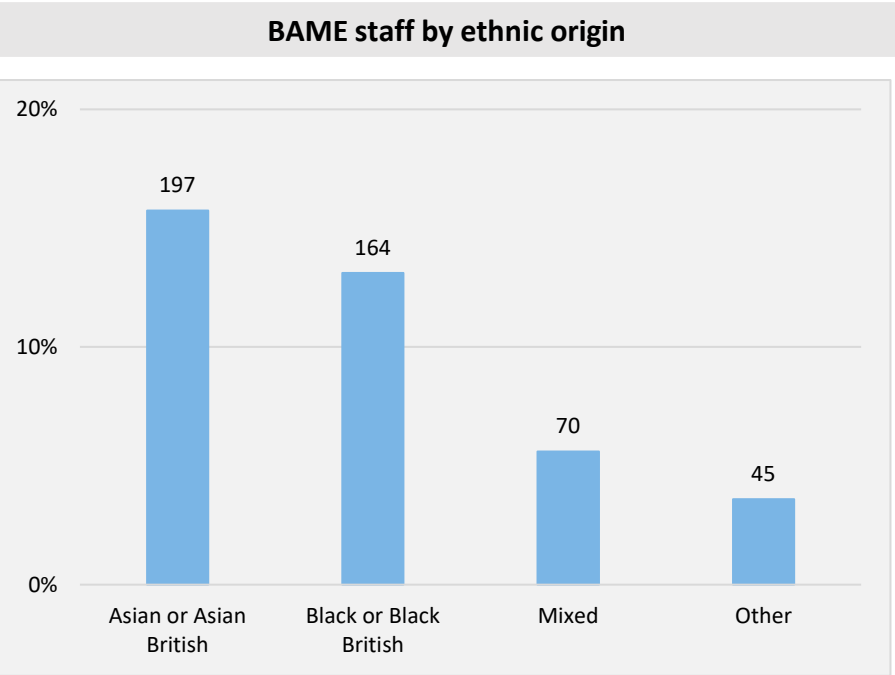


¹ Percentages for 2023 onwards are based on the proportion of staff with a known ethnic background. Previous years are compared to all staff.

Black, Asian and Minority Ethnic breakdown

The chart below gives an overview of the ethnicity breakdown of our Black, Asian and Minority ethnic workforce. Of the 476 staff from Black, Asian and Minority Ethnic backgrounds, 197 are Asian or Asian British; and 164 are Black or Black British. These two ethnic groups account for 29% of the GLA workforce with a known ethnic background. They also account for 76% of all Black, Asian and Minority Ethnic staff.

The table on the right shows split of specific ethnic groups, by directorate.



Of directorates that can be reported, the Chief Finance Officer’s directorate had the highest proportion of Asian or Asian British staff (31%) within the directorate workforce. Corporate Resources and Business Improvement, and the Chief Officer’s directorate, had the highest proportion of staff from Black or Black British backgrounds (24%).

Of directorates that can be reported, Communities and Skills had the highest proportion of staff from mixed ethnic backgrounds (9%), and Strategy and Communications had the highest proportion of staff from other ethnic backgrounds (6%).

Ethnic origin of staff by directorate ¹						
Directorate	White	Asian or British Asian	Black or Black British	Mixed	Other	Total
AS	59	5		7		71
CFO	16	11		8		35
C&S	159	46	38	24	9	276
CRBI & CO	73	34	38		11	156
GG	196	37	27	20	13	293
H&L	129	40	26	7	7	209
MO	23			10		33
S&C	120	20	21	7	10	178
Total	775	197	164	70	45	1251

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

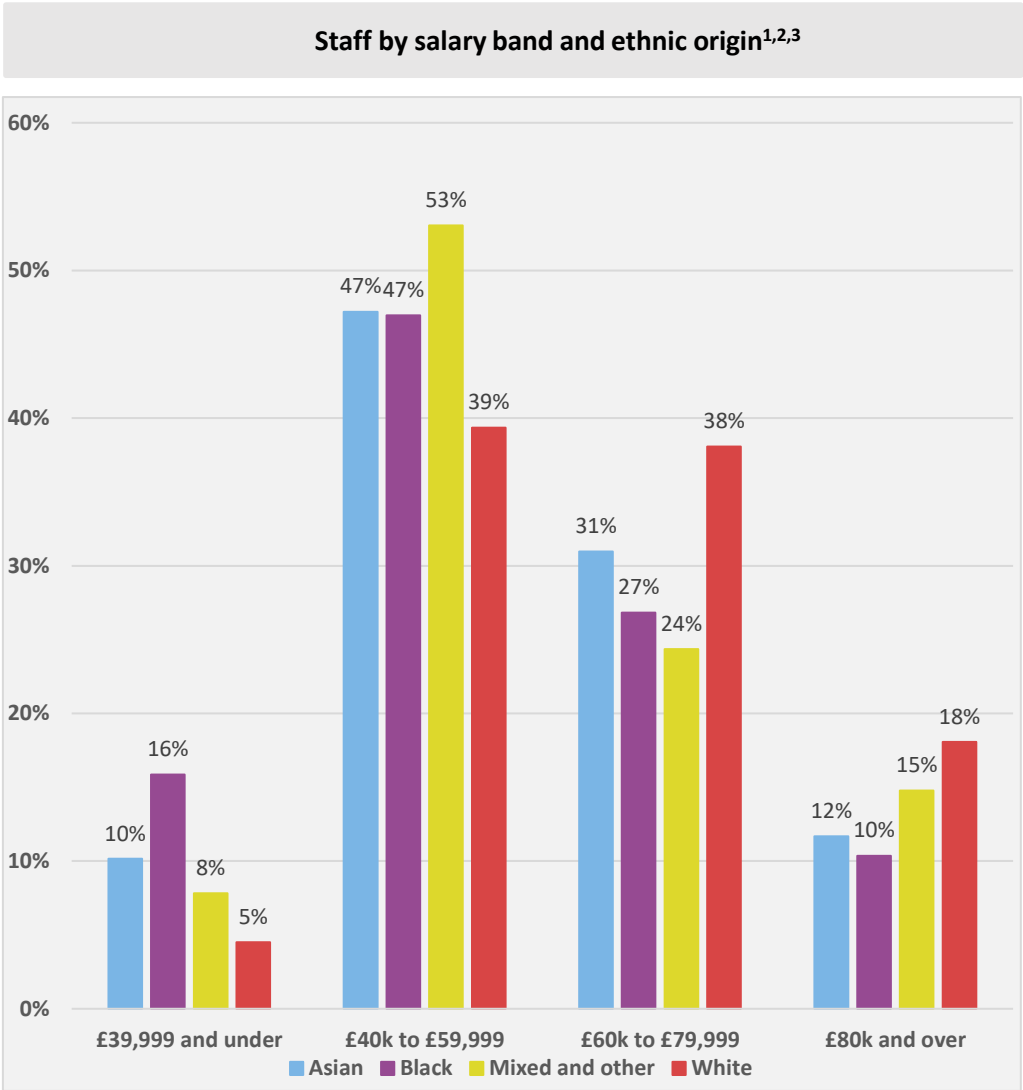
Salary breakdown by ethnic group

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.

Just under half of Asian or Asian British, and Black or Black British (both 47%) earn between £40k and £60k. Over half of mixed and ‘other’ staff earn between £40k and £60k. This compares to 39% of White staff, and 44% of all staff across the GLA (including those whose ethnic background is unknown).

Black staff were the ethnic group with the highest proportion of staff earning £39,999 and under (16%), followed by Asian (10%), mixed and ‘other’ (8%) and White staff (5%).

The proportion of White staff whose income is in the higher salary bands (38% earn £60k to £79,999 and 18% £80k and over) was higher than Asian staff (31% and 12% respectively), Black staff (27% and 10% respectively) and staff from mixed and ‘other’ backgrounds (24% and 15% respectively).



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

² Due to rounding columns may not add to 100% and therefore quoted figures may not align with the tables.

³ Mixed and ‘Other’ ethnicities have been combined to reduce suppressions and protect anonymity.

Ethnicity salary breakdown, by directorate

The tables (right) present salary information for Black, Asian and Minority Ethnic staff by directorate, and for White staff by directorate, on 30 September 2024. To protect against data disclosure, data by directorate is shown in £20,000 salary bands. The next slide presents the whole organisation by £10k salary bands.

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

In Strategy and Communications, a slightly higher proportion of Black, Asian and Minority Ethnic staff earned £80k and over than White staff. Communities and Skills proportions on the highest salaries (£80k and over) were similar between ethnic groups.

There were higher proportions of White staff earning the highest salaries in the Corporate Resources and Business Improvement, and Chief Officer directorates; Good Growth; and Housing and Land.

Numbers are too low to report the proportions earning £80k and over in the Assembly Secretariat, the Chief Finance Officer's directorate and the Mayor's Office.

BAME staff by directorate and £20k salary band ^{1,2}								
Salary range	AS	CFO	C&S	CRBI & CO	GG	HL	MO	S&C
£39,999 and under	100%	47%	7%	24%	8%	8%	0%	10%
£40,000 to £59,999			53%	42%	55%	40%	100%	59%
£60,000 to £79,999	0%	53%	29%	24%	30%	39%		17%
£80,000 and over	0%		11%	10%	7%	14%		14%

White staff by directorate and £20k salary band ^{1,2}								
Salary range	AS	CFO	C&S	CRBI & CO	GG	HL	MO	S&C
£39,999 and under	15%	50%	51%	14%	36%	23%	0%	58%
£40,000 to £59,999	58%			37%			30%	
£60,000 to £79,999	27%		39%	34%	49%	45%		31%
£80,000 and over		50%	10%	15%	15%	32%	70%	12%

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

² Due to rounding columns may not add to 100% and therefore quoted figures may not align with the tables.

Ethnicity salary breakdown

On 30 September 2024, the proportion of staff earning between £50,000 and £69,999 was the same, at 58%, for Black, Asian and Minority Ethnic staff, and White staff. For earnings between £50,000 and £59,999, this accounted for 34% of Black, Asian and Minority Ethnic staff and 30% of White staff. For earnings between £60,000 and £69,999, this accounted for 25% of Black, Asian and Minority Ethnic staff and 28% of White staff.

A higher proportion of Black, Asian and Minority Ethnic staff earned £49,999 and under (26%) than White staff (17%). This was reversed for earnings of £80k and over: a higher proportion of White staff were paid in this range (16%) than Black, Asian and Minority Ethnic staff (12%).

Staff on salaries of £80k and above are generally members of the Senior Leadership Team (SLT), made up of Executive Directors (EDs), Assistant Directors (ADs) and Heads of Service. Among the total staff with a known ethnic background earning £80k or more a year, 29% were from Black, Asian and Minority Ethnic backgrounds. This is higher than the proportions reported in March 2024 (25%) and September 2023 (24%).

This was also higher than the reported figure for senior civil servants, with a known ethnicity status, who are from a Minority Ethnic background (11%) (Cabinet Office, 2024). We have benchmarked staff on £80k and over against equivalent levels at the Senior Civil Service, made up of up directors (who are ultimately responsible for the policy work of their team) and director generals (who oversee directors).

Ethnicity staff by £10k salary band ^{1,2}		
Salary range	Black, Asian and Minority Ethnic	White
£39,999 and under	12%	5%
£40,000 to £49,999	15%	13%
£50,000 to £59,999	34%	30%
£60,000 to £69,999	25%	28%
£70,000 to £79,999	3%	6%
£80,000 to £89,999	6%	8%
£90,000 to £99,999	4%	4%
£100,000 and over	2%	4%

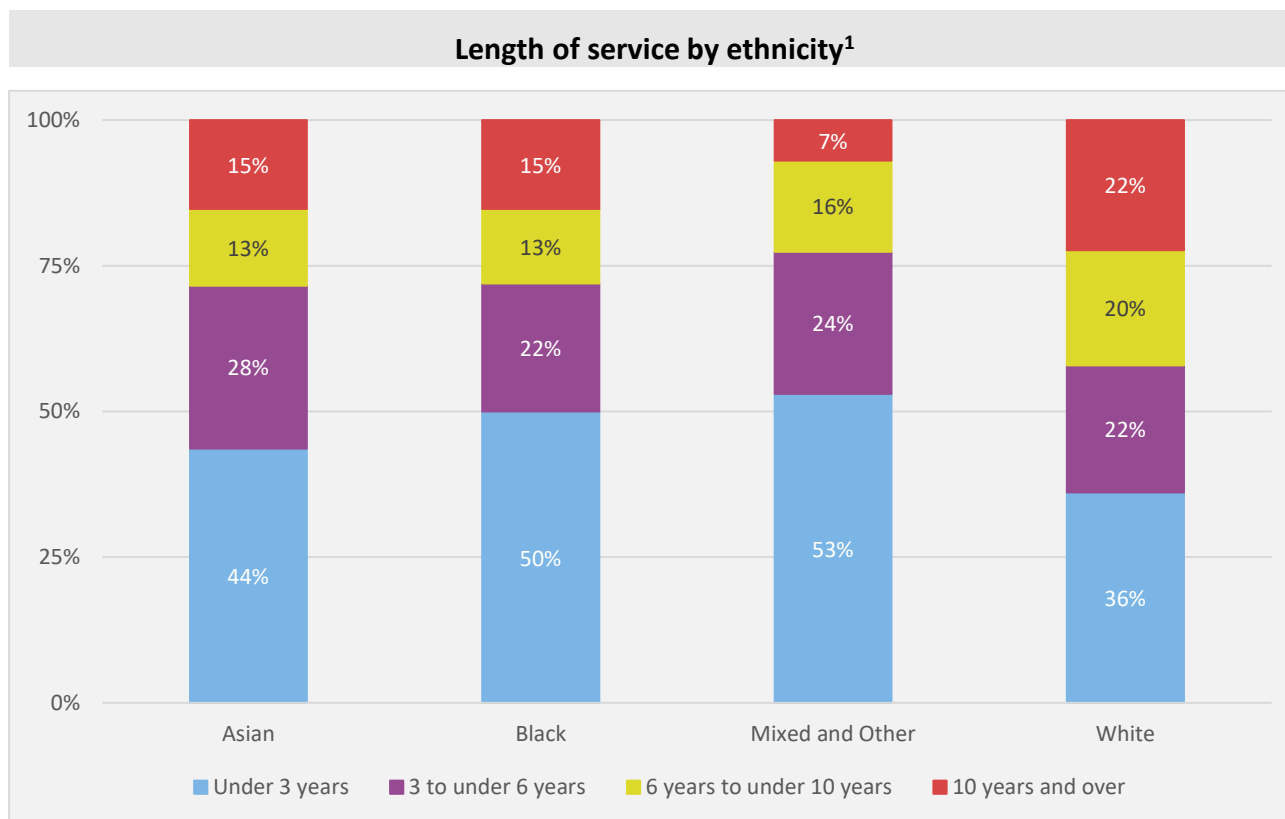
¹ Some salary bands have been grouped to protect anonymity and reduce suppressions for low counts.

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Length of service by ethnicity

On 30 September 2024, the proportion of staff who had been at the GLA for under three years was greater among those from Black (50%), Asian (44%) and mixed and 'other' ethnic backgrounds (53%) than among White staff (36%). In contrast, 42% of White staff have been at the GLA for six years or more, compared to 28% of Black staff; 28% of Asian staff; and 23% of staff from mixed and 'other' ethnic backgrounds.

For White staff, the mean length of service was five years. This compares to 2.95 years amongst Black staff; 3.67 years for Asian staff; and 2.67 years for staff from mixed and 'other' ethnic backgrounds. The median length of service was 6.4 years amongst White staff; 5.4 years amongst Black staff; 5.3 years amongst Asian staff; and four years for staff from mixed and 'other' ethnic backgrounds.



¹ Due to rounding columns may not add to 100% and therefore quoted figures may not align with the graphs.

Ethnic origin compared to London’s working-age population

The GLA has compared the proportions of staff in each ethnic group with the proportions in London’s working-age population, to better understand the representation of different ethnic groups in its workforce. The proportion of staff from Black (13%) and Mixed (6%) 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%; for those from other ethnic groups, it is 3%. This compares to 20% and 6% in the working-age population, respectively. In the GLA, 62% of staff were White, compared to 59% of London’s working-age population.

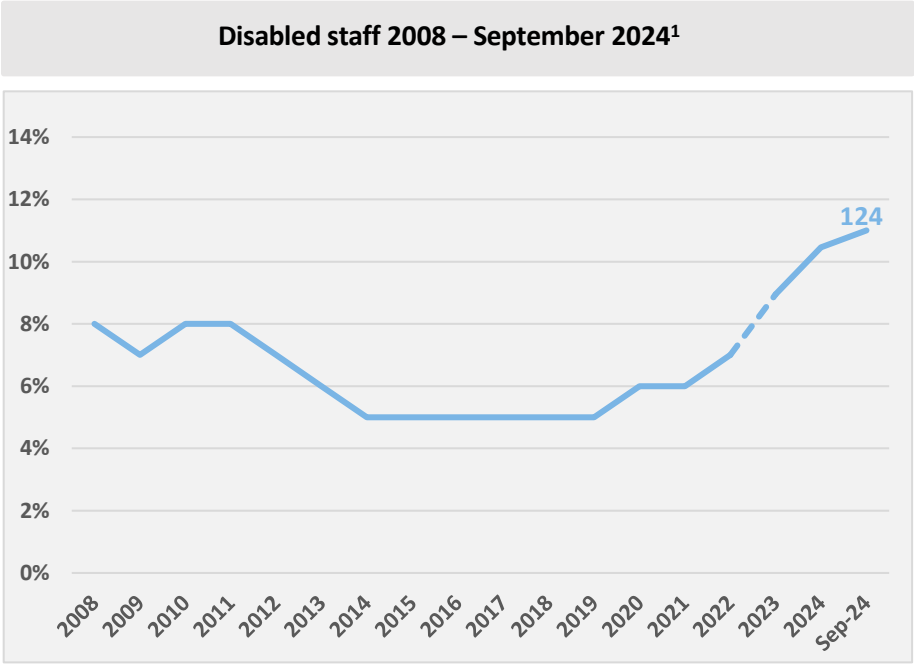
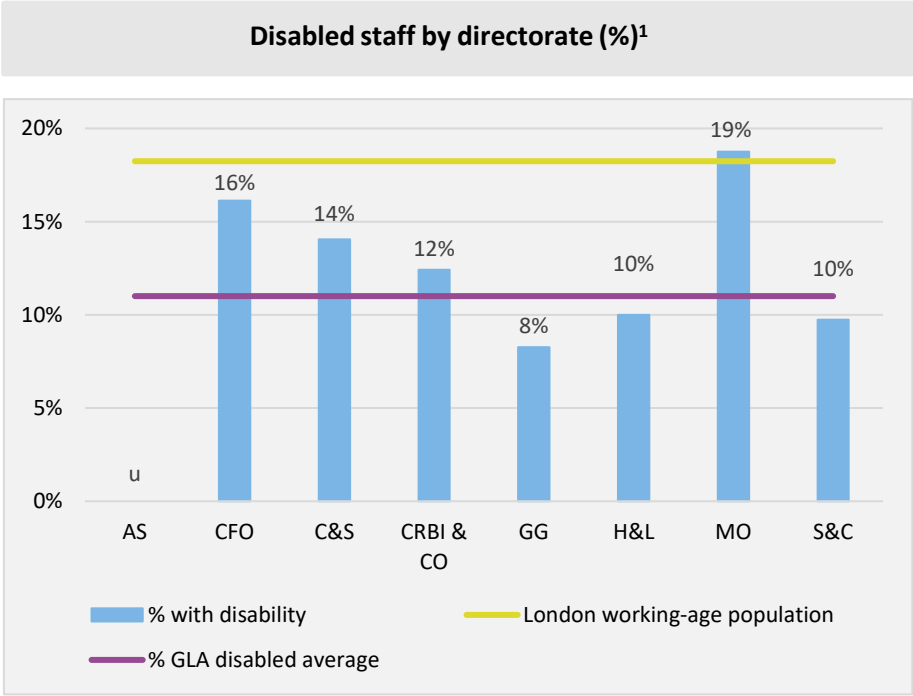


¹ Figures are based on those with a known ethnic background.

Disabled staff overview

The number of disabled staff has increased from 117 in March 2024 to 124 in September 2024. This corresponds to 11% of staff with a known disability status in September 2024. This is lower than the proportion of disabled Londoners in London’s working-age population (17%). This year, the number of disabled GLA staff is the highest recorded.

Of directorates that can be reported, the Mayor’s Office (19%) has the highest proportion of disabled staff within its declared workforce. This is followed by the Chief Finance Officer’s directorate (16%) and Communities and Skills (14%). The lowest proportion was seen in Good Growth (8%), although this is one percentage point higher than the March 2024 report. Sitting around the GLA average of 11% were Housing and Land (10%); Strategy and Communications (10%); and the Corporate Resources and Business Improvement, and Chief Officer directorates (12%). At the time of reporting, 77% of staff had declared their disability status.



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 2024. To protect against data disclosure, data by directorate is shown in £20,000 salary bands. The next slide presents the whole organisation by £10k salary bands.

In Corporate Resources and Business Improvement, and the Chief Officer's directorate, a greater proportion of disabled staff (50%) earn £60,000 and over than non-disabled staff (40%). This was also the case in Good Growth (67% of disabled staff compared to 59% of non-disabled staff).

In Communities and Skills, and Housing and Land, the proportion who earn £60k and over was similar between disabled (49% and 65% respectively) and non-disabled staff (47% and 66% respectively). Whilst in Strategy and Communications, a lower proportion of disabled staff earn £60,000 and over (33%) compared to non-disabled staff (45%).

Due to redaction, comparisons between those earning £60k and over cannot be made in the Assembly Secretariat, the Chief Finance Officer's directorate, and the Mayor's Office.

Disabled staff by directorate and £20k salary band ^{1,2}								
Salary Range	AS	CFO	C&S	CRBI & CO	GG	HL	MO	S&C
£39,999 and under								
£40,000 to £59,999			51%	50%	33%	35%		67%
£60,000 to £79,999					43%			
£80,000 and over	u	100%	49%	50%	24%	65%	100%	33%

Non-disabled staff by directorate and £20k salary band ^{1,2}								
Salary Range	AS	CFO	C&S	CRBI & CO	GG	HL	MO	S&C
£39,999 and under	14%		3%	20%	2%			5%
£40,000 to £59,999	62%	35%	50%	39%	39%	34%	23%	50%
£60,000 to £79,999	16%	35%	36%	29%	45%	38%		32%
£80,000 and over	9%	31%	12%	11%	14%	28%	77%	13%

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

² Due to rounding columns may not add to 100% and therefore quoted figures may not align with the tables.

Disability status salary breakdown

On 30 September 2024, the distributions across the salary bands were similar for disabled and non-disabled staff, although a slightly higher proportion of disabled staff earned the highest salaries.

Overall, 57% of disabled staff and 58% of non-disabled staff earned between £50,000 and £69,999. Meanwhile, 6% of both disabled and non-disabled staff were on lower salaries (£39,999 and under) and, 12% of staff in both groups earned between £40,000 and £49,999.

Staff on salaries of £80,000 and above are generally members of the SLT, made up of EDs, ADs and Heads of Service. A slightly higher proportion of disabled staff (19%) earned over £80k than non-disabled staff (17%). Of the total staff who earn £80,000 and over, 12.5% of those with a known disability status were disabled. This was similar to the proportion reported in March 2024 (12%) and compares to 11% across all staff at the GLA.

This was slightly higher than the reported figure for senior civil servants with a known disability status who were disabled (11%) (Cabinet Office, 2024). We have benchmarked staff on £80k and over against the Senior Civil Service who are made up of directors who are ultimately responsible for the policy work of their team and director generals who oversee directors.

Disability status by £10k salary band ^{1,2}		
Salary Range	Disabled	Not Disabled
£20,000 to £29,999	6%	1%
£30,000 to £39,999		5%
£40,000 to £49,999	12%	12%
£50,000 to £59,999	27%	30%
£60,000 to £69,999	30%	29%
£70,000 to £79,999	5%	7%
£80,000 to £89,999	7%	8%
£90,000 to £99,999	6%	5%
£100,000 and over	6%	4%

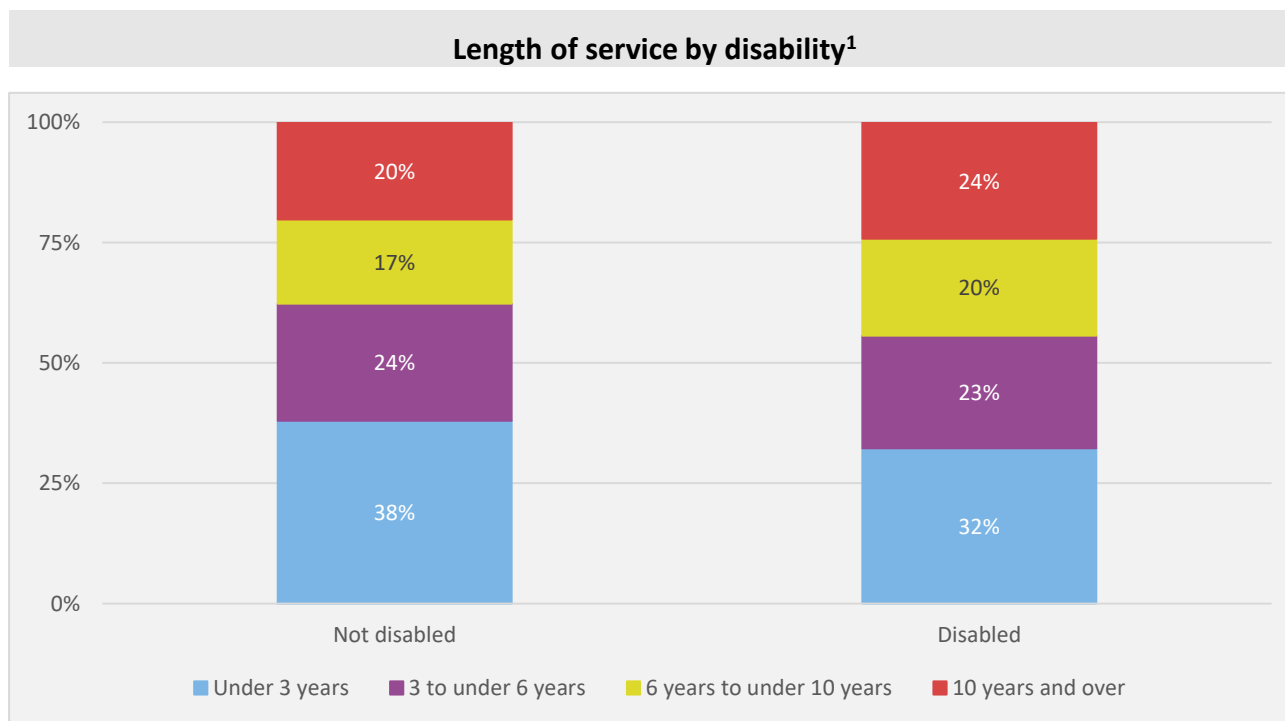
¹ Some salary bands have been grouped to protect anonymity and reduce suppressions for low counts.

² Due to rounding columns may not add to 100% and therefore quoted figures may not align with the tables.

Length of service by disability

On 30 September 2024, the mean length of service was 6.8 years for disabled staff, and 6.2 years for non-disabled staff. The median length of service was five years for disabled staff and 4.75 years for non-disabled staff.

A higher proportion of non-disabled staff (38%) have been at the GLA for under three years, compared to non-disabled staff (32%). Similar proportions have worked at the GLA for between three and six years (24% of non-disabled staff and 23% of disabled staff). A greater proportion of disabled staff have been at the GLA for six years or longer (44%) compared to non-disabled staff (37%).

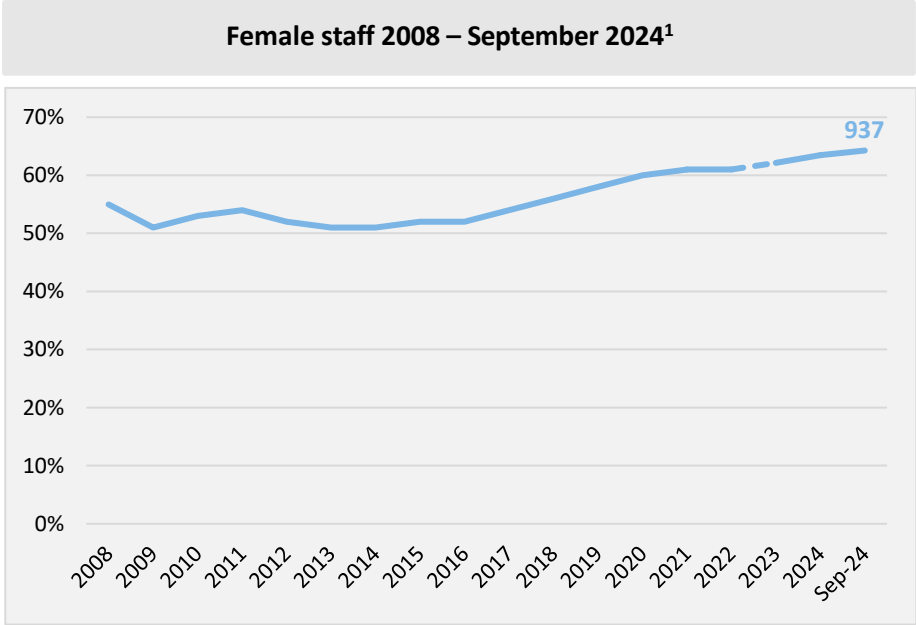
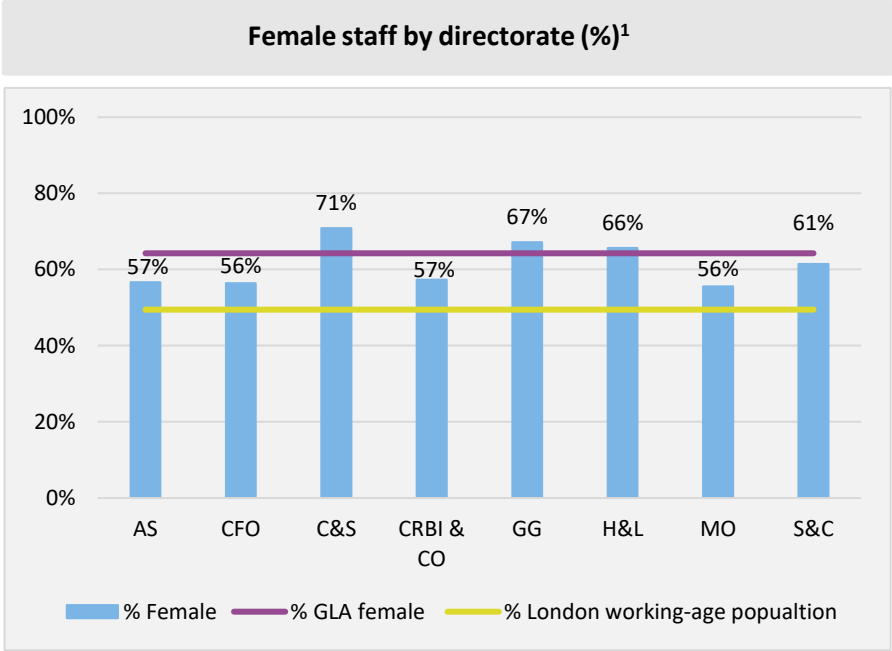


¹ Due to rounding columns may not add to 100% and therefore quoted figures may not align with the graphs.

Sex overview

The number of female staff has increased from 886 in March 2024 to 937 in September 2024. The proportion of staff in the GLA who are female has edged up one percentage point since March 2024 to 64% – the highest proportion yet recorded.

Communities and Skills has the highest proportion of female staff (71%). The Assembly Secretariat (57%), the Chief Finance Officer’s directorate (56%) and Corporate Resources and Business Improvement, and Chief Officer directorates (57%) are below the GLA average. Good Growth, Housing and Land, and Strategy and Communications were all within three percentage points of the GLA average. The proportion of female staff across each directorate, and the average across the GLA, is higher than that of London’s working-age population, which stands at 49.5%.



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 sex of staff by on 30 September 2024. To protect against data disclosure, data by directorate is shown in £20,000 salary bands. The next slide presents the whole organisation by £10k salary bands.

In directorates that can be reported, a higher proportion of women compared to men earn £80,000 and over in the Chief Finance Officer's directorate; and Corporate Resources and Business Improvement, and the Chief Officer's directorate.

In Good Growth, Housing and Land, the Mayor's Office, and Strategy and Communications, a higher proportion of men earn the highest salaries compared to women.

A similar, albeit higher, proportion of men in Communities and Skills earn £80,000 and over compared to women.

Female staff by directorate and £20k salary band^{1,2}

Salary range	AS	CFO	C&S	CRBI & CO	GG	HL	MO	S&C
£39,999 and under	20%		5%	11%	6%	6%		9%
£40,000 to £59,999	59%	32%	51%	46%	45%	35%	28%	59%
£60,000 to £79,999	10%	23%	34%	29%	38%	40%	20%	23%
£80,000 and over	12%	45%	10%	14%	10%	19%	52%	8%

Male staff by directorate and £20k salary band^{1,2}

Salary range	AS	CFO	C&S	CRBI & CO	GG	HL	MO	S&C
£39,999 and under	15%			43%				6%
£40,000 to £59,999	64%	35%	53%	26%	40%	30%		47%
£60,000 to £79,999		35%	35%	23%	45%	41%	30%	29%
£80,000 and over	21%	29%	12%	7%	15%	30%	70%	19%

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

² Due to rounding columns may not add to 100% and therefore quoted figures may not align with the tables.

Sex salary breakdown

On 30 September 2024, female staff made up the majority of each £10,000 salary band. The salary bands with the lowest proportion of female staff were those who earned between £30,000 to £39,999 and £100,000 and over. Female staff made up 54% staff in these salary bands. The salary band with the highest proportion of female staff was £50,000 to £59,999 and £40,000 to £49,999 where female staff made up 69% and 68% respectively of staff in the salary bands.

A higher proportion of male staff sat at both ends of the distribution of salary bands compared to female staff, particularly amongst the higher salaries.

Overall, 60% of female staff earned between £50,000 and £69,999. Whilst still over half, a lower proportion male staff earned between £50,000 and £69,999 (54%).

A slightly lower proportion of female staff (8%) earned under £39,999 and under compared to male staff (10%). Whilst around a fifth (19%) of female staff earned £70,000 and over compared to around a quarter (24%) of male staff.

Staff on salaries of £80,000 and above are generally members of the SLT, made up of EDs, ADs and Heads of Service. A lower proportion of female staff (14%) earned £80,000 and over compared to male staff (18%). This was higher to the proportion reported in March 2024 (10%).

Female staff made up 59% of staff earning £80,000 and over. This was higher than the reported figure for Senior Civil Servants who were female (48%) (Cabinet Office, 2024). We have benchmarked staff on £80k and over against the Senior Civil Service who are made up of directors who are ultimately responsible for the policy work of their team and director generals who oversee directors.

Sex by £10k salary band ^{1,2}		
Salary range	Female	Male
£29,999 and under	2%	2%
£30,000 to £39,999	5%	8%
£40,000 to £49,999	13%	11%
£50,000 to £59,999	33%	27%
£60,000 to £69,999	27%	26%
£70,000 to £79,999	5%	7%
£80,000 to £89,999	6%	8%
£90,000 to £99,999	4%	4%
£100,000 and over	4%	6%

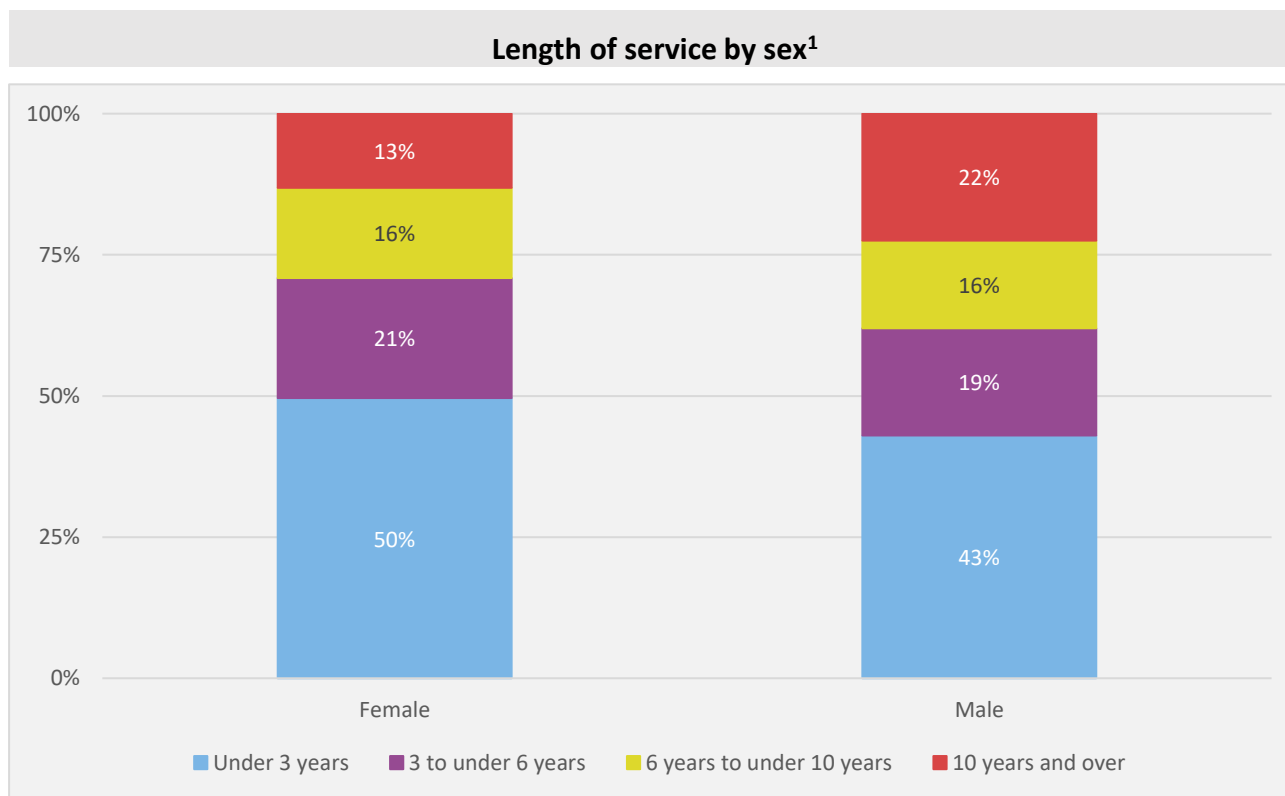
¹ Some salary bands have been grouped to protect anonymity and reduce suppressions for low counts.

² Due to rounding columns may not add to 100% and therefore quoted figures may not align with the tables.

Length of service by sex

On 30 September 2024, 50% of female staff had been at the GLA for under three years, compared to 43% for male staff. A larger proportion of male staff had been at the GLA for 10 years and over (22%) compared to female staff (13%).

The mean length of service was 4.8 years for female staff, and 6.1 years for male staff. The median length of service was three years for female staff and 4.4 years for male staff.



¹ Due to rounding columns may not add to 100% and therefore quoted figures may not align with the graphs.

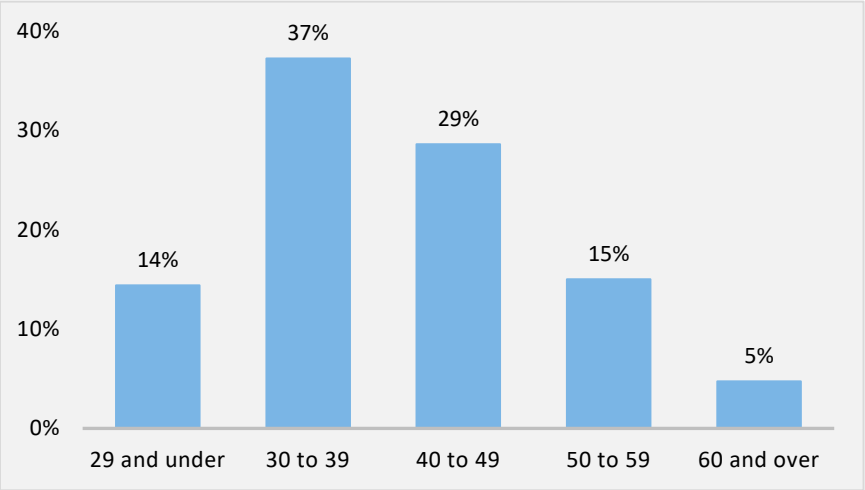
Age overview

The mean and median ages of GLA employees on 30 September 2024 were 40 and 39 respectively. In all, 37% of the staffing population were aged between 30 and 39, followed by 29% of staff who were aged between 40 and 49. Staff aged 29 and under, and 50 to 59, accounted for 14% and 15% of GLA staff respectively. Five percentage of staff in the GLA were aged 60 and over.

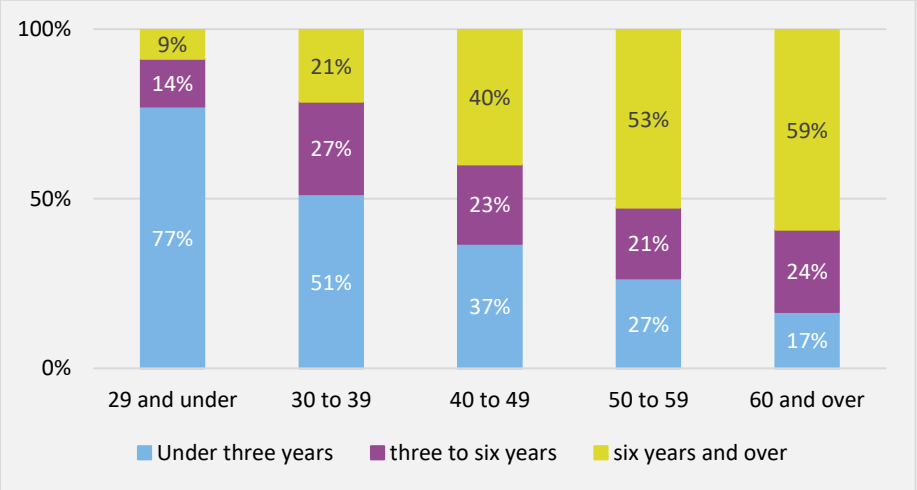
The mean and median lengths of service by age were: 2 years and 1.1 years for those aged 29 and under; 3.7 years and 2.75 years for those aged 30 to 39; 6.4 years and 5 years for those aged 40 to 49; 9 years and 6 years for those aged 50 to 59; and 9.2 years and 6.5 years for those aged 60 and over.

Over half of staff in each age group from 40-49 upwards earned £60,000 and over a year. Overall, 63% of staff aged 29 and under, and 48% of staff aged 30 to 39, earned between £40,000 and £59,999. Over a quarter (27%) of staff aged 29 and under earnt £39,999 and under.

Staff breakdown by age (%)^{1,2}



Staff length of service in years by age^{1,2}



Salary breakdown by age (%)^{1,2}

Age range	£39,999 and under	£40,000k to £59,999	£60,000 to £79,999	£80k and over
29 and under	27%	63%		10%
30 to 39	6%	48%	34%	13%
40 to 49	3%	36%	41%	20%
50 to 59	7%	33%	34%	25%
60 and over	13%	32%	38%	17%

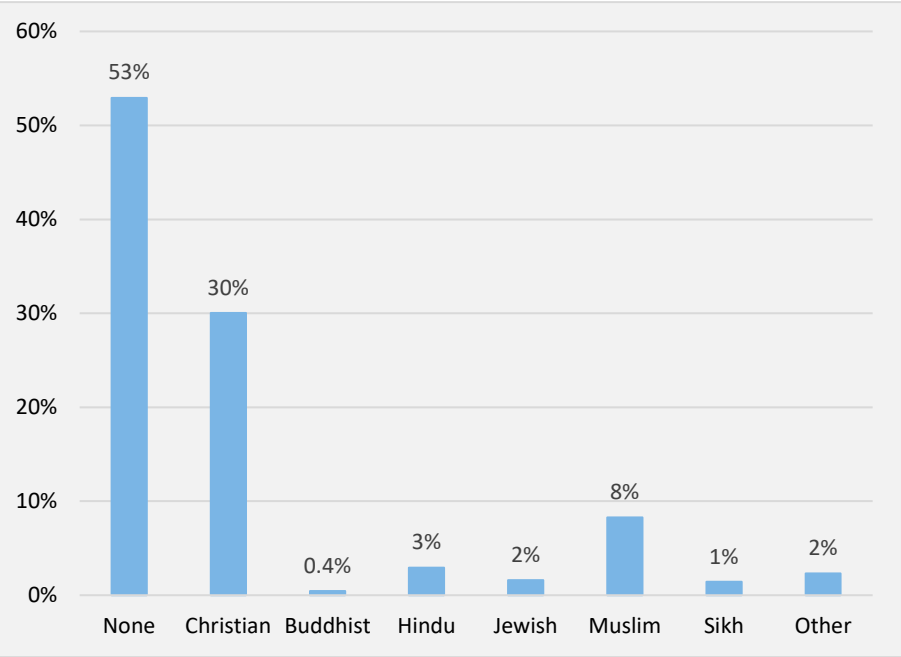
¹ Some salary bands have been grouped to protect anonymity and reduce suppressions for low counts.
² Due to rounding columns may not add to 100% and therefore quoted figures may not align with the tables/graphs.

Faith

On 30 September 2024, 77% of GLA staff had declared their faith or belief status. Amongst staff who have declared their faith, 53% said they did not follow one, 30% were Christian and 8% Muslim. Hindu staff accounted for 3% of those with a declared faith status, whilst Jewish, Sikh and ‘other’ staff each made up 2%. Buddhist staff accounted for less than 1% with a known faith status.

Across all faith groups, the most common salary banding was between £40,000 and £59,999, followed by £60,000 and £79,999. A greater proportion of staff who are Christian (17%) or not religious (16%) earnt £80,000 and over compared to those from all other religions (12%). A lower proportion of staff who are not religious earned £39,999 and under (4%) compared to Christian staff (9%) and those who follow any other religion (13%).

Faith^{1,2}



Faith salary breakdown^{1,2,3}

Age range	£39,999 and under	£40,000 to £59,999	£60,00 to £79,999	£80,000 and over
None	4%	42%	37%	16%
Christian	9%	41%	34%	17%
All other religions	13%	47%	29%	12%

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

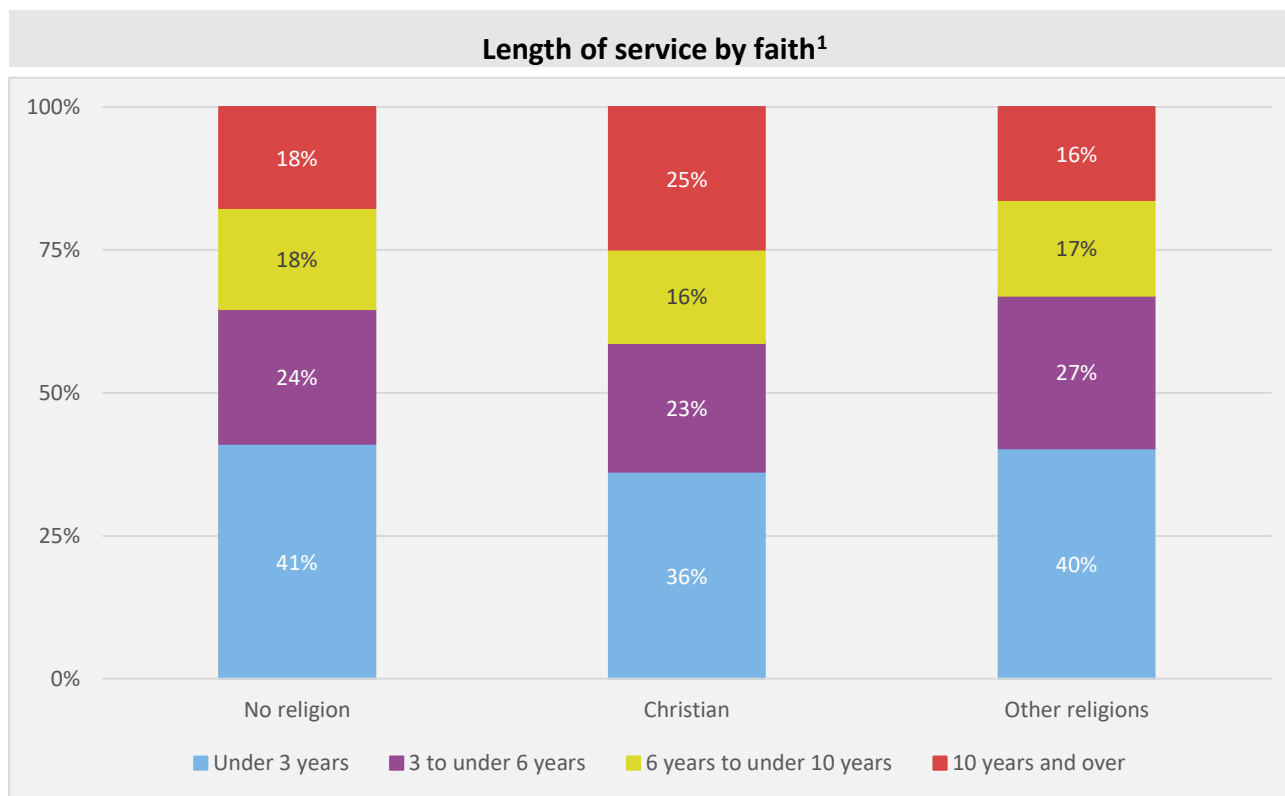
² Due to rounding columns may not add to 100% and therefore quoted figures may not align with the tables

³ To reduce the need to supress data, Buddhist, Hindu, Jewish, Muslim, Sikh and Other religions have been grouped.

Length of service by faith

On 30 September 2024, the median length of service for those not following a religion was 4.5 years. It was five years for Christian staff; and 4.5 years for those following any other religion or faith. The mean length of service for those who not following a religion was 5.5 years; 6.7 years for Christian staff; and 5.7 years for staff following any other religion or faith.

Of those serving 10 years and over, Christian staff made up the highest proportion (25%), compared to 16% for those following any other religion or faith, and 18% for those not following a religion. Among those with under three years of service, similar proportions were seen among those not following a religion (41%) and those following any other religion (43%); these were higher than the proportion of Christian staff (36%).



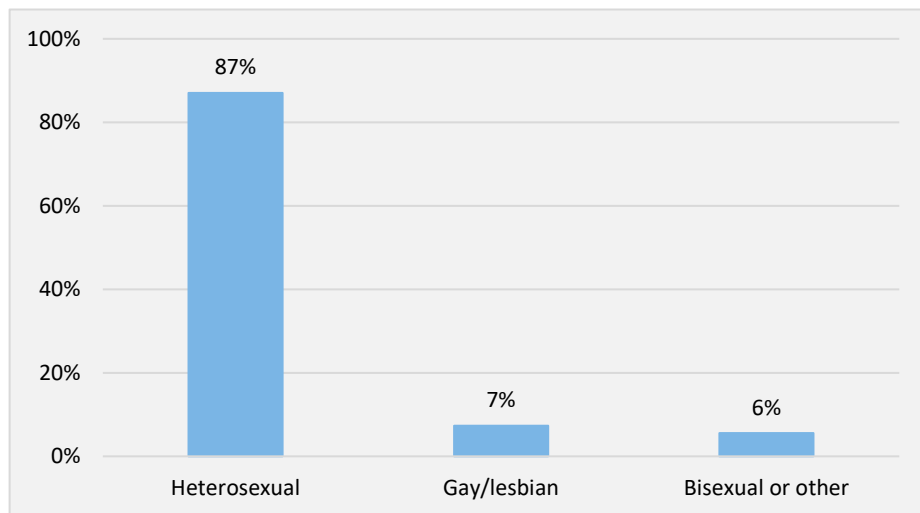
¹ Due to rounding columns may not add to 100% and therefore quoted figures may not align with the graphs.

Sexual orientation

On 30 September 2024, 78% of GLA staff had declared their sexual orientation. Of those with a known sexual orientation, 87% identify as heterosexual, 7% identify as gay or lesbian and 6% identified as bisexual or recorded their sexual orientation as 'other'. Overall, of staff with a known sexual orientation, 13% identified as being lesbian, gay, bisexual or 'other' (LGBO). This is higher than the proportion reported in the Civil Service (7%) (Cabinet Office, 2024).

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 SLT, made up of EDs, ADs 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, 2024). A higher proportion of LGBO staff earn salaries of £80k and over (19%) compared with those who were heterosexual (15%).

Sexual orientation^{1,2}



Sexual orientation salary breakdown^{1,2,3}

Sexual orientation	£39,999 and under	£40,000 to £59,999	£60,000 to £79,999	£80,000 and over
LGBO	7%	42%	32%	19%
Heterosexual	7%	43%	35%	15%

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

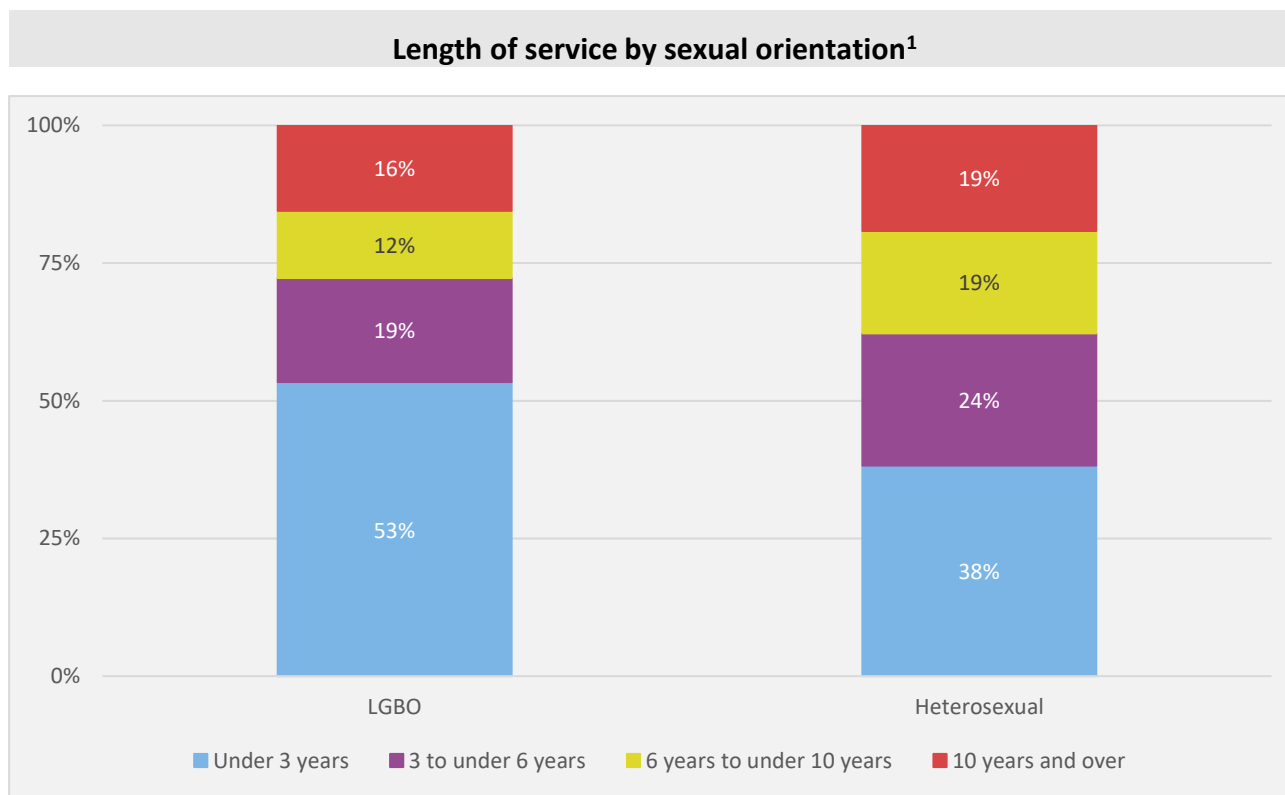
² Due to rounding columns may not add to 100% and therefore quoted figures may not align with the tables

³ To reduce the need to suppress data, gay or lesbian, and bisexual or 'other' staff have been grouped into LGBO.

Length of service by sexual orientation

On 30 September 2024, 53% of LGBO staff had under three years of service. This was higher than the proportion of staff who identified as heterosexual (38%). Similar proportions of heterosexual staff (19%) and LGBO (16%) had been at the GLA for 10 years and over.

The mean length of service was 4.7 years for LGBO staff, and 5.8 years for heterosexual staff. The median length of service was 2.6 years for LGBO staff, and 4.8 years for heterosexual staff.



¹ Due to rounding columns may not add to 100% and therefore quoted figures may not align with the graphs.

Recognition payments

Background

A recognition payment is a one-off payment to recognise exceptional effort or performance that goes above or beyond an individual's normal role. In June 2024, the GLA agreed changes to the governance and administration of recognition payments. The main changes include:

- allowing any GLA employee to nominate any colleague in any directorate (although line manager support is still required); previously, only line managers could nominate their direct report
- introducing panels led by the Directorate Leadership Team (DLT) to review and approve nominations at a directorate level
- publishing more data on recognition payment recipients.

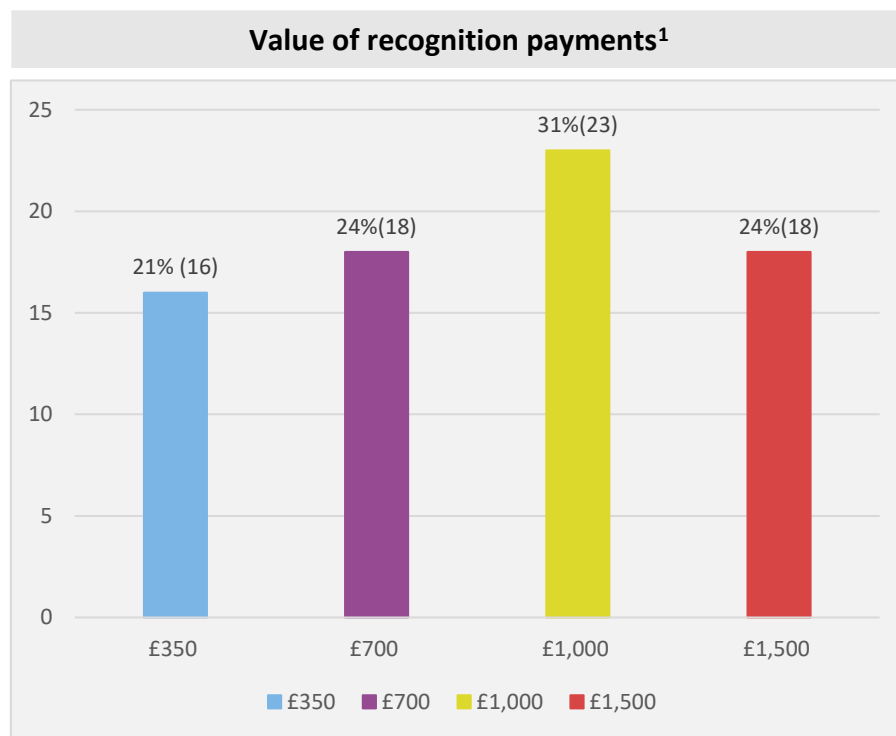
1 April – 30 September 2024 data:

During this period, 75 staff received recognition payments. This represents a 67% increase compared with the same period in 2023. The average payment value has increased from £869 to £909. The most common payment value was £1,000 representing 31% of payments made over the period (23 payments). The next slide presents data on recognition payments by demographics.

Next steps

On 7 November, the People Board met to discuss the trends arising from the latest recognition payment data and agreed several actions (non-exhaustive):

- The GLA senior leadership will reflect on whether all staff can access opportunities to undertake activity that might lead to higher levels of recognition payments.
- Promote the recognition payment scheme via the GLA Staff Networks and renewed advertisement in internal GLA communication channels.
- People Function to work with directorates to share learning and best practice.



¹ Due to rounding columns may not add to 100% and therefore quoted figures may not align with the graphs.

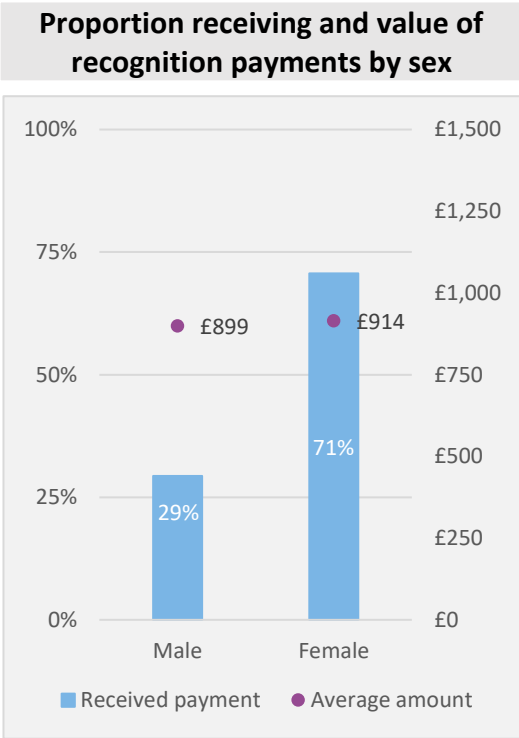
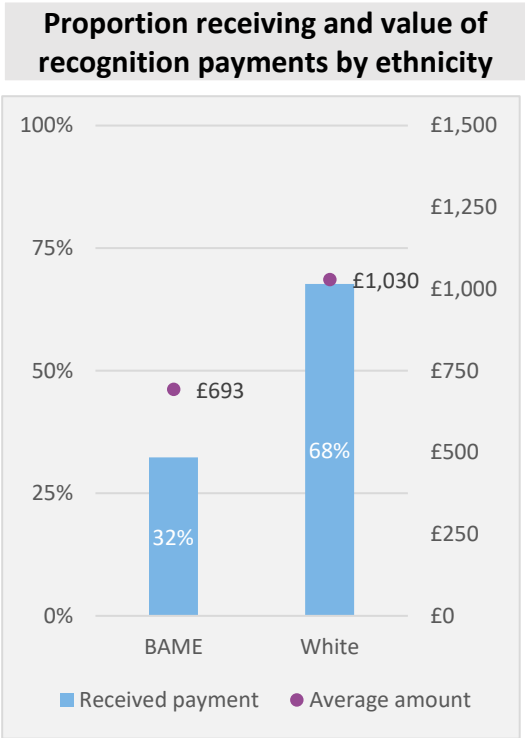
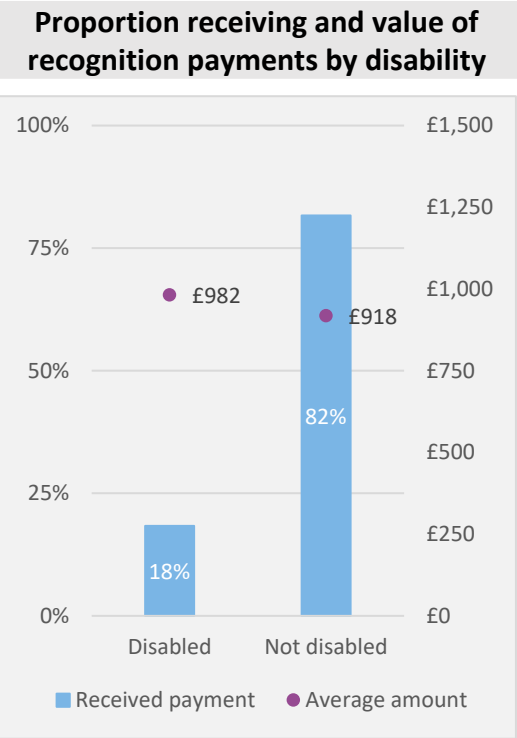
Recognition payments by demographic group

1 April – 30 September 2024 data: demographic breakdowns

A higher proportion of recognition payments was given to female staff (71%) compared with the same period in 2023 (69%). The average value of recognition payments was comparable between male and female staff, albeit slightly higher for female staff. Over the period the average payment was £914 for female staff and £899 for male staff. In the same period in 2023, the difference was wider in favour of female staff.

Of staff with a known ethnic background, 32% of those receiving recognition payments were from Black, Asian and Minority Ethnic backgrounds, higher than the proportion of staff in the same period in 2023 (24%). The average value of recognition payments made to Black, Asian and Minority Ethnic staff was £693, compared with £1,030 for White staff. This reverses the 2023 trend, when the average payment to Black, Asian and Minority Ethnic staff was higher than that made to White staff.

A higher proportion of recognition payments was given to disabled staff (18%) compared with the same period in 2023 (12%). The average value of recognition payments made to disabled staff was £956, compared with £923 for staff who were not disabled. The average value paid to disabled staff was slightly lower than in 2023 (£1,010).



Equality, diversity and inclusion

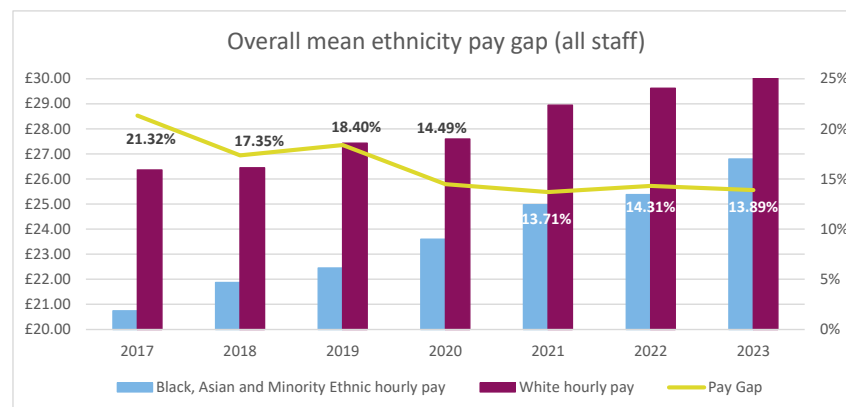
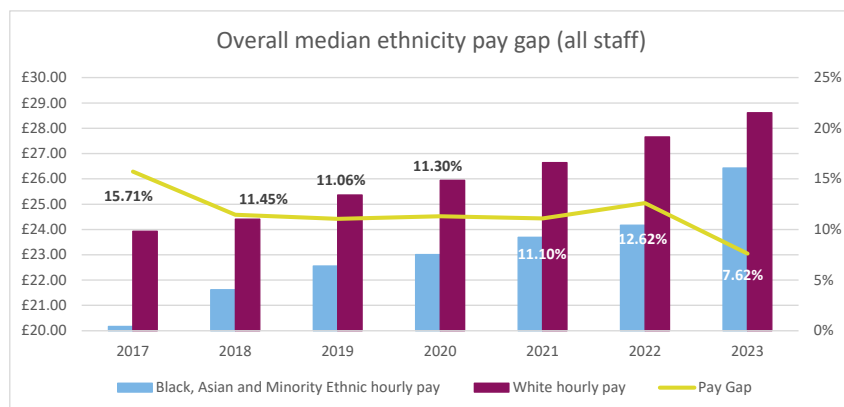
This section provides an overview of the key EDI activity undertaken within the reporting period.

Equality, diversity and inclusion (EDI)

Ethnicity pay gap 2023

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

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

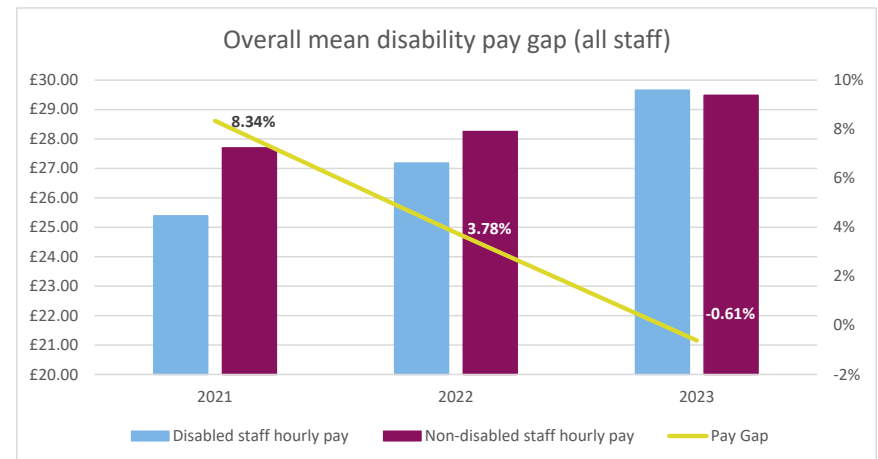
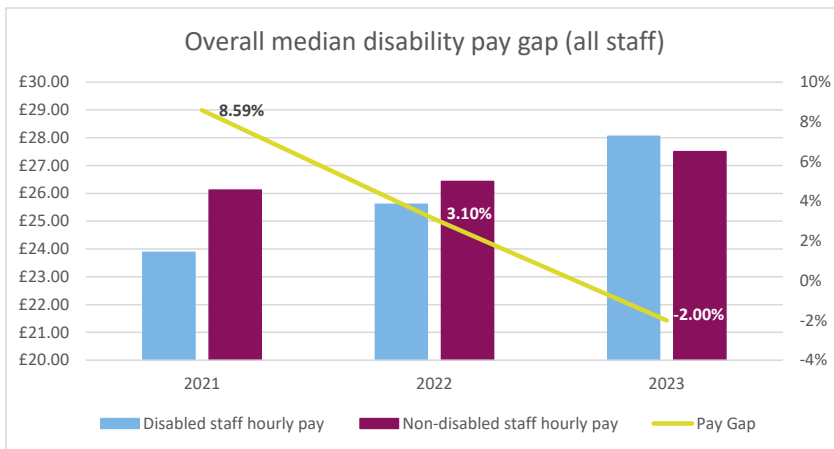


Equality, diversity and inclusion (EDI) (1)

Disability pay gap 2023

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

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

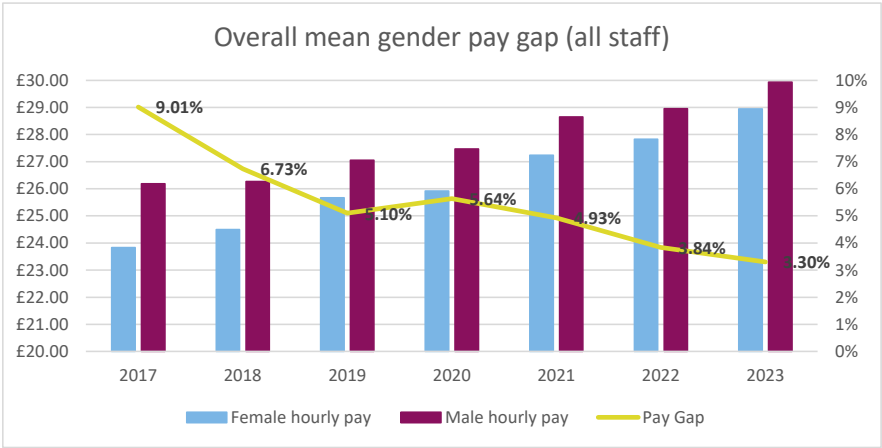
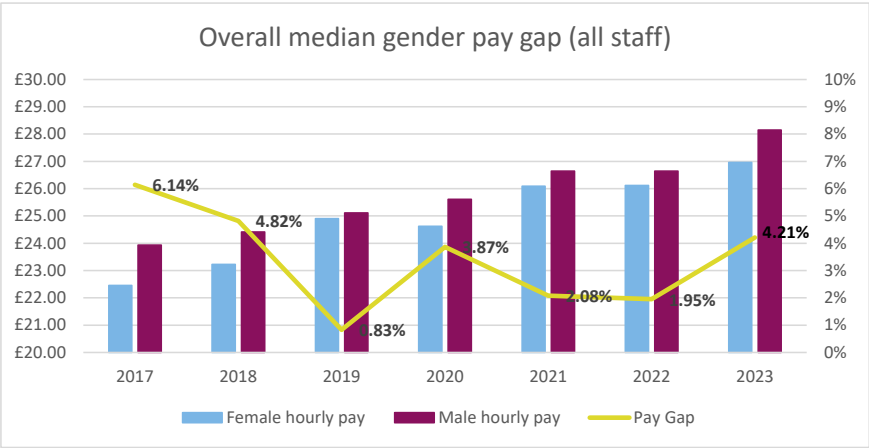


Equality, diversity and inclusion (EDI) (2)

Gender pay gap 2023

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

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



Equality, diversity and inclusion (EDI) (3)

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 out precise expectations, emphasising the GLA's pivotal role 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; these were accepted in full. The GLA's Inclusion Programme was set up in direct response to the recommendations; it was overseen by the Chief Officer (as the Senior Responsible Officer) together with a Steering Group, including the ED for Strategy and Communications and the AD for People. The Inclusion Programme consolidated all workforce EDI activity into a single programme; and set out a clear vision for the GLA's EDI ambitions for its workforce, in the Chief Officer's EDI Statement and a three-year workforce EDI strategy (2022-25), *We Belong Here*.

In the following slides, we set out an update on each recommendation made by The Equal Group in 2021, alongside an update on the GLA's response. Of the 42 recommendations, 37 are in place, three are partially in place and two are not yet in place. The Equal Group set out the recommendations against the themes listed below:

- fast-track recommendations
- long-term recommendations focused on:
 - EDI strategy and EDI action plans
 - accountability
 - policy versus process
 - recruitment
 - talent management
 - G10+ intervention
 - EDI learning and talent programme.

Equality, diversity and inclusion (EDI): independent review recommendations

No.	Fast-track recommendations	Response	Status
1	Reaffirm the EDI vision and organisation values	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Inclusive recruitment briefings – compulsory for any hiring manager, and supplements recruitment and selection training • Diverse recruitment panels (ethnicity and gender) monitored through quarterly corporate performance framework 	In place
3	Lived Experience forum	<ul style="list-style-type: none"> • Our Moment Forum launched in September 2022 and meets regularly 	In place
4	Evaluate the role of EDI in each directorate	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • EDI objectives set for all staff and managers, and reviewed for 2024-25 	In place
6	Increase attendance for Let's Talk About Race sessions	<ul style="list-style-type: none"> • Updated induction process, to formalise timings of Let's Talk About Race facilitated sessions 	In place

No.	Long-term recommendations: EDI strategy and EDI action plans	Response	Status
7	Define an EDI statement	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Budget review of investment in workforce EDI Additional £0.7m secured for 2023-24 and 2024-5 	In place
9	Develop an EDI strategy	<ul style="list-style-type: none"> Workforce EDI Strategy 2022-25, We Belong Here shared July 2022 Three strategic aims focused on accountability, representation and inclusive culture Work on developing a new 2025-28 EDI strategy is under way 	In place
10	Build an EDI action plan	<ul style="list-style-type: none"> Year 3 Corporate EDI action plan published in July 2024 	In place
11	Create guidance on developing action plans	<ul style="list-style-type: none"> Guidance produced in July 2023, and data packs shared on a quarterly basis 	In place
12	All directorates to have EDI action plan	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Units have not been required to have EDI action plans, although some do at unit level. Instead, assurance has been sought at ED and Directorate levels. 	In place

No.	Long-term recommendations: accountability	Response	Status
14	Make EDI objectives part of annual reviews	<ul style="list-style-type: none"> Mandatory EDI objectives (in place for 2023-24) reviewed for 2024-25 	In place
15	All complaints of discrimination should be investigated and resolved	<ul style="list-style-type: none"> People Function has a centralised casework team with increased resources Review of the Dignity at Work policy is part of the policy review schedule 	In place
16	Review manager roles and responsibilities to ensure EDI is built in	<ul style="list-style-type: none"> Comprehensive mandatory EDI objectives in place for 2023-24, and reviewed for 2024-25. Inclusion Programme is a regular focus for Senior Leadership Forum quarterly conferences 	In place

No.	Long-term recommendations: policy versus process	Response	Status
17	Ensure consistency of approach to policy through clear processes and guidance	<ul style="list-style-type: none"> EDI Essentials developed, reviewed, expanded and tested through challenge sessions with EDs Inclusive recruitment briefing sessions Corporate performance framework (e.g. implementation of diverse recruitment panels monitored) 	In place
18	Provide guidance on how to manage policy issues	<ul style="list-style-type: none"> Inclusive conversations guidance and briefing sessions support conversations on workplace adjustments 	Partially in place
19	Policy reviews	<ul style="list-style-type: none"> Employee Relations Centre of Excellence in People Function has developed a policy review schedule for all HR policies 	In place

No.	Long-term recommendations: recruitment	Response	Status
20	All hiring managers to be given inclusive recruitment training	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 Recruitment policy in line with TfL approach 	In place
22	Job requirements in job descriptions and person specifications to be reviewed for necessary skills/experience and inclusive language	<ul style="list-style-type: none"> Inclusive recruitment guidance and briefings Job Families project will incorporate this into the new approach 	Not yet in place
23	Diverse interview panels should be standardised through the recruitment policy	<ul style="list-style-type: none"> EDI Essential no. 3 Requirement for staff; emphasis now on effectively monitoring through TfL recruitment system 	In place
24	Use positive action to increase representation in interview pools	<ul style="list-style-type: none"> GLA recruitment guidance, inclusive recruitment guidance and briefing EDI Essential no. 5 (ED oversight at G10+ and AD oversight at G9-) 	In place
25	Ensure that anonymous applications are standard through the recruitment policy	<ul style="list-style-type: none"> Inclusive recruitment guidance and briefing 	In place

No.	Long-term recommendations: talent management	Response	Status
26	Review competency framework	<ul style="list-style-type: none"> • SLT task-and-finish group on competency framework • Revised, simplified and online 	In place
27	Build talent development programme	<ul style="list-style-type: none"> • SLT task-and-finish group on progression for grades 2-4 • Co-sponsorship programme • Career acceleration programme • SLT 360-degree feedback and coaching • Aspiring High Programme (AHP) (career-accelerated development programme) launched January 2024 	In place
28	Make it standard practice to provide additional training after unsuccessful interviews	<ul style="list-style-type: none"> • EDI Essential no. 6: requires unsuccessful internal candidates to receive feedback, and directorates to address common themes 	In place
29	Develop process for staff to challenge interview feedback	<ul style="list-style-type: none"> • EDI Essential no. 6: requires all unsuccessful internal candidates to receive good-quality feedback 	Partially in place
30	Career coaches	<ul style="list-style-type: none"> • iCareer coaching • Bespoke work with FM to facilitate career coaching and mentoring • GLA Group mentoring programme launched 	In place
31	Create a growth culture	<ul style="list-style-type: none"> • Mandatory EDI objective for managers • EDI Essentials (feedback) • Challenge sessions testing directorate approach to inclusion • Minority Ethnic Leadership Forum launched January 2024 • Focus now on monitoring effectiveness 	In place

No.	Long-term recommendations: G10+ intervention	Response	Status
32	All grade 8+ jobs should use positive action	<ul style="list-style-type: none"> • Positive statement on all job adverts highlighting ethnicity and disability as areas of under-representation • SLT task-and-finish group on G10+ appointments – informing Inclusive Recruitment Guidance and Briefings • EDI Essential no. 5 (ED oversight of appointments at G10+ and AD oversight of appointments at G9-) • AHP • Co-sponsorship programme rollout 	In place
33	Talent pipeline for Ethnic Minority staff	<ul style="list-style-type: none"> • AHP launched in January 2024 for grades 9 and below. 63 per cent of spots on the AHP tailored offer were allocated for Black, Asian and Minority Ethnic staff at Grades 9 and below. • Work under way to develop and launch Aspiring High Programme for Grades 10+ • Co-sponsorship programme • EDI Essentials nos. 5 and 13 	In place
34	Diversity in succession planning	<ul style="list-style-type: none"> • Individual talent initiatives have been rolled out, but wider succession planning depends on Job Families work 	Not yet in place
35	Job placement programme – identifying secondments in other units, directorates or other public services	<ul style="list-style-type: none"> • GLA Group Collaboration mentoring initiative launched • GLA Group Talent Portal launched, serving as the central hub for advertising secondment opportunities across the GLA Group 	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 the GLA	<ul style="list-style-type: none"> • 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

No.	Long-term recommendations: EDI learning and talent programme	Response	Status
37	Expand Let's Talk About Race sessions	<ul style="list-style-type: none"> • EDI learning review under way to replace EDI-related learning curriculum • Let's Talk About Race reviewed, and new facilitators recruited for delivery 	In place
38	Develop management and allies training	<ul style="list-style-type: none"> • EDI learning review under way to replace EDI-related learning curriculum 	In place
39	Develop unconscious bias training into conscious inclusion training	<ul style="list-style-type: none"> • EDI learning review under way to replace EDI-related learning curriculum 	In place
40	Use staff networks to raise awareness, and use momentum to develop content for other EDI areas	<ul style="list-style-type: none"> • All staff networks have both executive and mayoral sponsors to provide corporate support • Ten staff networks, plus All-In (the GLA's Allies Initiative), are supported corporately with funding and time to do their important work • Monthly Staff Network Forum held to support chairs in delivery 	In place
41	Provide education on intersectional identities	<ul style="list-style-type: none"> • EDI learning review under way to replace EDI-related learning curriculum 	Partially in place
42	Create cultural awareness content	<ul style="list-style-type: none"> • New online EDIC Hub launched in September, along with a new interactive EDIC events calendar • Events organised throughout the year to mark and celebrate key EDIC occasions 	In place

Equality, diversity and inclusion (EDI) (4)

Inclusion Programme

The GLA's Inclusion Programme was 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. It 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, We Belong Here (2022-25). This encompasses three key strategic objectives that resonate with both the Mayor's strategic direction and recent independent reports. **In 2024-25, 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 ED for Corporate Resources and Business Improvement, and the AD for People.

Workforce EDI strategy – We Belong Here

The strategy sets our three clear strategic aims:

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

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

Equality, diversity and inclusion (EDI) (5)

We Belong Here – implementation, April-September 2024

Within the Inclusion Programme, annual corporate action plans are developed to address areas requiring improvement. Our corporate action plan for 2024-25 (year three) was released in July 2024. Following an exhaustive analysis of both quantitative and qualitative data, race equality and disability equality remain central corporate priorities of equal significance.

In the past year, our efforts have been concentrated on expanding and enhancing the initiatives of years one and two. During this period, we've reviewed the corporate EDI action plan for year three; conducted a corporate pulse survey, which included dedicated questions on inclusion; and organised a corporate programme of events to mark National Inclusion Week. This includes hosting a staff network marketplace in the London Living Room; an informative session, hosted by consulting firm Inclusive Employers, on support for staff networks; and an inclusion webinar focusing on being an inclusive colleague. We also held our second Minority Ethnic Leaders Forum in July, aimed at supporting our senior leaders. In August, we set up an Advisory Group made up of 12 core senior Minority Ethnic leaders, to help drive this work and ensure the forums are informed by lived experience.

Each directorate has completed their EDI Essentials returns; and reviewed their EDI action plans for 2024-25. These action plans outline their strategies for meeting the EDI Essentials and the corporate EDI action plan, and for responding to directorate-specific challenges. These were tested through EDI challenge sessions led by the Chief Officer in July 2024. The next round of sessions will be in January 2025. After submitting for the **Stonewall Workforce Equality Index 2024**, we successfully achieved a Gold Award, and ranked 60 out of 246.

Equality, diversity and inclusion (EDI) (6)

Accountability

Developing greater individual and collective accountability in EDI is one of three strategic objectives in the workforce EDI strategy, We Belong Here (2022-25).

- **EDI Essentials review:** the EDI Essentials are a basket of priority actions representing a minimum level of performance on workforce EDI, with Executive Directors providing assurance on their implementation. These are reviewed at the EDI challenge sessions.
- **Mandatory EDI performance objectives reviews:** mandatory EDI objectives for all staff and managers are in place; this includes ensuring an EDI objective is in place for new staff during their probation period.
- **Challenge sessions:** the Chief Officer conducts EDI challenge sessions with Executive Directors, holding them to account for their performance on workforce EDI. This includes the EDI Essentials and EDI action plan; findings from the pulse survey; and assurance on talent development, focused this time on the progression of disabled staff.
- **Strengthening governance:** to better oversee and steer our EDI work, a new EDI&C Strategic Board has been established. The board consists of key stakeholders from across the organisation, including staff networks, chairs of directorate-level EDI working groups, HR colleagues, Unison colleagues, and other key stakeholders.
- **Minority Ethnic Leaders Advisory Group:** After the establishment of the Minority Ethnic Leaders Forum in January 2025, a new advisory group was established in August 2024. This ensure that lessons and insights form the forums are being effectively implemented across the organisation.

Equality, diversity and inclusion (EDI) (7)

Genuinely inclusive culture

Developing a genuinely inclusive working culture is the second strategic objective in the strategy. Significant efforts are being made 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 (CMT's weekly communication to all staff). An intranet page on the Inclusion Programme houses all the documentation set out here, together with progress updates.

- **Corporate inclusion-focused pulse survey:** In July 2023, the GLA conducted a pulse survey with inclusion-focused questions. These continue to be included, with six core questions being added into pulse surveys. The survey captured data on the culture of the organisation, the balance between work and home life, and belonging at the GLA. The survey saw rates relatively in line with the 2023 findings, but with a 5% increase in achieving work-life balance.
- **Improving practice on workplace adjustments:** The Employee Relations and Complex Casework Centre of Excellence within the People Function collaborates closely with colleagues in the Digital Experience Unit and IT Shared Services, to ensure staff workplace adjustments are implemented effectively. This includes facilitating the procurement of equipment from the TfL catalogue to guarantee system compatibility.
- The casework team also oversees the coordination of workplace adjustments requiring external assessments for neurodiverse conditions. This extends to procuring physical aids, software adaptations, and training as needed. Additionally, the team liaises with the Transport Group, Facilities Management and external suppliers to ensure all purchasing and implementation processes are completed promptly and efficiently.
- **National Inclusion Week:** The EDI and Culture Team led a corporate programme of events to mark National Inclusion Week for the first time in 2023. This is now marked as an annual occasion; the second annual National Inclusion Week was held in September 2024. The event included a staff network marketplace in the London Living Room, a range of events led by our Staff Networks, and the first Staff Network Summit hosted by Inclusive Employers.
- **New EDI Hub:** The EDI and Culture Team have created a new EDI Hub, a one-stop online shop with details of training, policies, blogs and other EDI-related content. The Hub ensures that EDI is accessible to staff; and outlines how staff can get involved in making the GLA a more inclusive organisation.
- **New interactive online EDI calendar:** There are many EDI events held across the organisation by the EDI and Culture Team, staff networks, and directorates. A new interactive calendar, hosted on the EDI Hub, has been launched to promote events and ensure staff are aware of the activity taking place across the organisation.

Equality, diversity and inclusion (EDI) (8)

- **Recommissioned and expanded bespoke emotional support for Black, Asian and Minority Ethnic staff:** A new provider has been commissioned to provide support for all Black, Asian and Minority Ethnic staff in Mind in the City, Hackney and Waltham Forest. This launched in May 2023.
- **Continued the rollout of Let's Talk About Race:** Delivery model was reviewed and revised in 2023 to enhance delivery. This included the recruitment of new facilitators, and additional sessions set for 2024-25. Recognition payments were awarded to facilitators in June 2024. Between 1 April and 30 September, there were 10 Let's Talk About Race training sessions.
- **EDI learning offer:** We are in the process of redesigning the corporate EDI learning curriculum, which aims to promote awareness and build capability. This includes a review of mandatory training and training for managers.
- **Our Moment** sessions are an opportunity for the Chief Officer and members of the CMT to test the impact of workforce EDI activity with staff across the organisation. Forums take place regularly, and registration details are shared on the intranet and via Core Brief. Staff attend to share their experience of workplace inclusion, and recurring themes are addressed. Progress on actions are discussed and monitored at the Inclusion Programme Steering Group.

Equality, diversity and inclusion (EDI) (9)

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:** ED oversight of recruitment to roles at grades 10 and above, and grades 9 and below – including at shortlist and appointment stages.
- **Recruitment scrutiny:** ED-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:** Aspiring High launched in January 2024. This 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 is progressing well and features a positive action element, whereby 63% of spots were allocated for Black, Asian and Minority Ethnic staff, and 17% of spots were allocated for disabled staff.
- **Minority Ethnic Leaders Forum:** This launched in January 2025. The second forum, in July 2024, focused on bringing together and celebrating the GLA's Minority Ethnic leaders; and identifying blockers and challengers experienced by those in the group

Performance and success measurement

The Inclusion Programme Steering Group (IPSG), led by the Chief Officer, oversees the Inclusion Programme and drives progress against the strategy. The Inclusion Programme looks at experience across all protected characteristics, and at how these identities overlap. There is more to do here, but performance against the strategy is currently measured against several sources of quantitative and qualitative data:

- **Corporate performance framework** features nine performance indicators tracking representation, including at grades 10 and above and at SLT levels.
- **Workforce data** highlights the representation of staff by equality-monitoring categories, which can highlight progress by individual group horizontally and vertically.
- **Pay gap data**, which highlights levels of under-representation, including intersectional analysis.
- **Our Moment** sessions are an opportunity for CMT colleagues to test the impact of workforce EDI activity with staff across the organisation. There were two forums between 1 April and 30 September, and recurring themes are being captured to ensure that appropriate action is taken. Progress on actions are discussed and monitored by CMT and the People Function at fortnightly IPSG meetings.

Equality, diversity and inclusion (EDI) (10)

Supporting staff networks

The GLA's staff networks are a vital part of GLA life, and an important source of support for colleagues. The networks also support the GLA to become a more inclusive, accessible and anti-racist place to work; and achieve its ambitions around EDI and belonging. All staff networks are key stakeholders for the GLA's EDI strategy and implementing our inclusion programme. They provide a constant opportunity for all staff to develop their knowledge and understanding of lived experience beyond their own, which is a requirement in the 2023-24 EDI objective for all staff.

Below are a few highlights, from 1 April to 30 September, for some of our staff networks:

- **All-In, Allies Initiative:** During National Inclusion Week 2024, All-In held 'Stand Up Against Harassment' training with the Suzy Lamplugh Trust. All-In Cheerleaders are an integral part of the Our Moment forums, chairing each session alongside members of SLT.
- **Carers and Parents' Network:** Collaborated with the Climate Action Group on 'Coping with Eco-Anxiety – Practical Tools for Parents', and with the neurodiversity sub-group for a wellbeing session in City Hall during National Inclusion Week 2024.
- **Christian Network:** Hosted celebratory events with staff, including staff picnics and an Easter celebration; supported International Women's Day; and hosted group faith sessions. Annual Summer Picnic.
- **Staff Network for Disability:** Celebrated Deaf Awareness Week 2024 with a series of inspiring stories shared on the intranet. Collaborated with Carers and Parents' Network and the neurodiversity sub-group for a wellbeing session during National Inclusion Week 2024.
- **EU and International Staff Network:** Continued to focus on their support and advocacy for international colleagues. Held lunch and learn session on the 'Power of Language – Multilingualism and Accent Prejudice', with professors Rob Drummond and Panos Athanasopoulos to celebrate and discuss multilingualism.
- **GLA Pride Network** – Celebrated asexual inclusion with a lunch and learn session with asexual activist Yasmin Benoit. Organised GLA Pride attendance at London Pride 2024. Collaborated with GLA Family LGBTQ+ Networks to organise a summer picnic. Celebrated the unveiling of the Fourth Plinth artwork in Trafalgar Square.
- **Race Equity Network** – Continued to celebrate the spoken word with their ongoing session, 'Speak, Spoke, Spoken', which celebrates creative writing through theories of change. Celebrated and spotlighted an array of key dates, including East and South Asian Heritage Month and Latin American Heritage Month; and highlighted both Windrush Day 2024 and World Refugee Day 2024. They also created the agenda for 2024's Black History Month.

Equality, diversity and inclusion (EDI) (11)

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

Wellbeing Network: The Wellbeing Network has held an array of lunch and learn sessions for staff members on health and wellbeing, including 'Coping with Health Anxiety', 'Talk+ Men's Health Panel', and 'Bevis Allen: My Holistic Approach to Health & Wellbeing.' They also highlighted Samaritans Awareness Day with a session on 'The Power of Listening for Samaritans Away Day'.

Muslim Network: Since becoming a network in June 2023, they have held two consecutive Iftar celebrations at City Hall, and have been recognised as a top 10 Muslim Employee Network in June 2024. They have held safe space sessions with Mind for their members throughout the year.

Other work:

Women's Network: Celebrated International Women's Day 2024. Collaborated with the Climate Action Group on a lunch and learn session, 'Climate Crisis, Gender Crisis'. The Women's Network also have had a series on women's health, including menopause cafés; a session on menstrual health, at both home and work; and a lunch and learn session, 'Women Living with HIV and AIDS'. They have created a Leadership Series in collaboration with Reed Talent Solutions, with sessions on how to gain leadership experience and step into leadership within the GLA. They also held an in-person career development event with Reed.

National Inclusion Week took place in September, and all the above staff networks took part in a Staff Network Marketplace in London's Living Room at City Hall. The event was well attended, and provided staff with an opportunity to meet the different networks and to sign up for membership, where appropriate. All networks are provided with an ED sponsor, and a Mayoral sponsor. Consulting firm Inclusive Employers was also invited to host two webinars for all GLA staff members: 'Being an Inclusive Colleague' and 'Courageous Conversations and Creating Psychological Safety in the Workplace'. A Staff Network Leadership Summit was held for National Inclusion Week 2024, with Inclusive Employees leading on an interactive workshop with staff network leads.

Salary breakdown

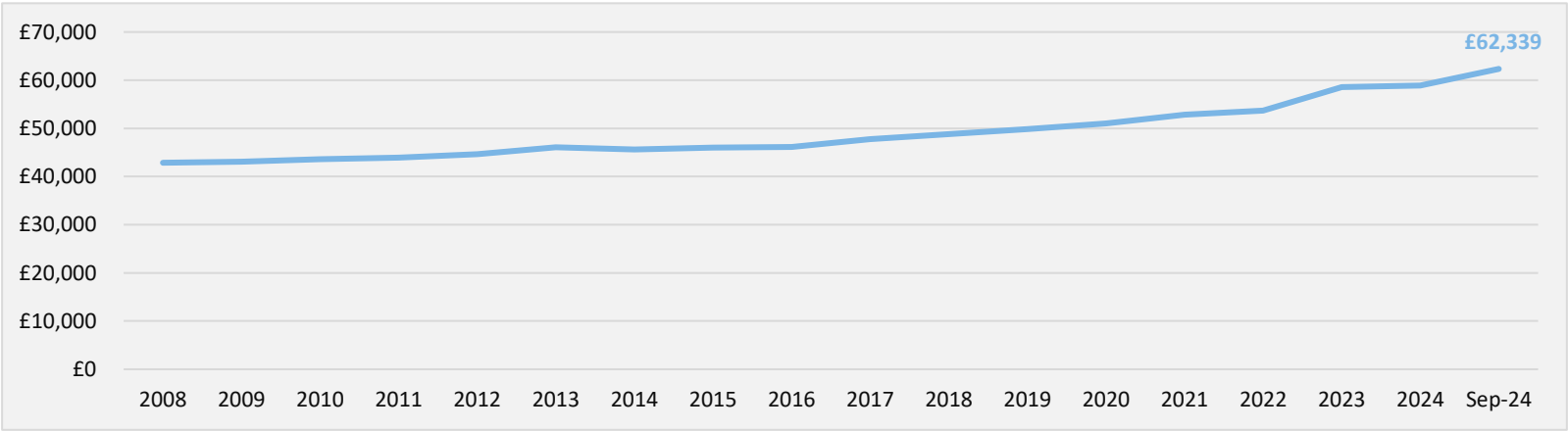
This section provides an overview of the salaries paid to GLA employees.

Staffing profile: salary overview

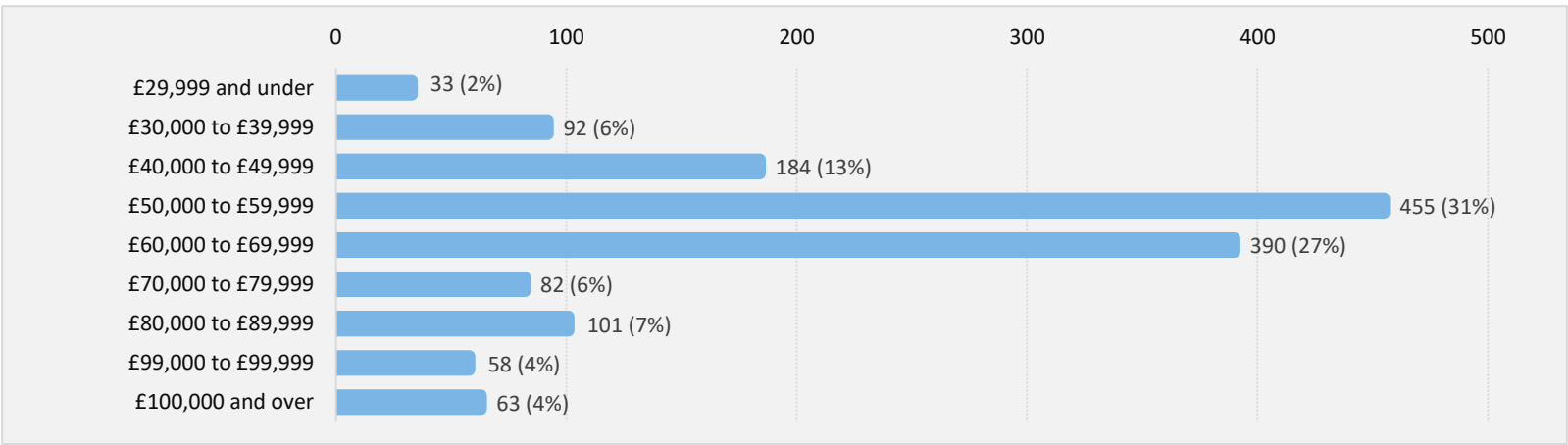
On 30 September 2024, the mean FTE salary in the GLA was £62,339 per annum, and the median FTE salary was £59,093. In 2008 the mean FTE salary was £42,865. When adjusted for inflation¹, this equates to £67,897 as of September 2024.

Since the previous report in March 2024, the annual pay award has been implemented.

Mean salary 2008 – September 2024



Number of staff by salary band



¹ Inflation adjustment is based on the Consumer Price Index (CPI)

Staffing profile: salary overview by directorate

On 30 September 2024, 58% of staff across the GLA earnt between £50,000 and £69,999. Over half of staff in Communities and Skills (64%), Good Growth (70%), Housing and Land (58%) and Strategy and Communications (60%) were within the same salary range.

A quarter of staff in Corporate Resources and Business Improvement, and the Chief Officer’s directorate, and 18% of the Assembly Secretariat, earnt £39,999 and under, compared to 9% of staff across the GLA.

Those earning over £70k account for 21% of staff. These are generally more senior staff (Grades 12 and above). A higher proportion of staff in the Chief Finance Officer’s directorate (38%), Housing and Land (30%) and the Mayor’s Office (71%) earnt over £70k.

The pay ratio between the highest paid (Chief Officer) and the lowest paid (apprentices on London Living Wage) was 8.5 to 1.

Salary breakdown by directorate (%) ¹									
Salary banding	AS	CFO	C&S	CRBI & CO	GG	H&L	MO	S&C	Total
£29,999 and under	4%	0%	2%	3%	2%	1%	2%	4%	2%
£30,000 to £39,999	13%	10%	3%	22%	3%	3%	0%	4%	6%
£40,000 to £49,999	28%	10%	14%	17%	8%	7%	2%	16%	13%
£50,000 to £59,999	33%	13%	37%	20%	35%	25%	20%	39%	31%
£60,000 to £69,999	11%	28%	27%	21%	36%	33%	4%	22%	27%
£70,000 to £79,999	3%	0%	7%	6%	5%	7%	11%	4%	6%
£80,000 to £89,999	0%	10%	5%	4%	7%	13%	20%	5%	7%
£90,000 to £99,999	2%	15%	4%	3%	2%	6%	0%	4%	4%
£100,000 and over	4%	13%	2%	4%	2%	4%	40%	3%	4%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

¹ Due to rounding columns may not add to 100% and therefore quoted figures may not align with the tables.



Recruitment

Recruitment: initiatives and improvements

GLA Independent Review of Ethnic Minority Experiences at the GLA

In March 2022, we published the Independent Review of Ethnic Minority Experiences at the GLA. The review was commissioned by the Chief Officer in 2021 to examine whether there are structural barriers that prevent our Black, Asian and Ethnic Minority staff (particularly our Black staff) from progressing in their careers at the GLA. Following this review – and to deliver our ambitions, and ensure London is best served by a GLA that is equal, diverse, representative and inclusive – several key recommendations arose.

We have actioned the following:

- Diverse interview panels are standard.
- Anonymous applications are standard.
- Several advertising channels are used, including Evenbreak, Proud Employers (Stonewall's job board), Diversifying and BAME Jobs, demonstrating a positive action to increase representation in interview pools.
- Anyone wishing to be on an interviewing panel must have attended an inclusive recruitment briefing. These were introduced to ensure GLA recruitment practices are fully inclusive; and to help managers understand how to ensure diverse candidate pools, mitigate bias, and learn where to gain further support (both internally, and with external partners such as the Business Disability Forum).
- The recruitment and selection training also heavily features training on EDI in the recruitment process, including ensuring diverse talent pools, the Disability Confident Scheme, and adjustments at interview.
- Planned review of job requirements in job descriptions and person specifications.

Over the last six months we have made significant progress in enhancing the inclusivity and accessibility of our recruitment policies and processes. Key highlights include:

- A full review and refresh of our recruitment and selection policy and process, for both internal and external recruitment, ensuring we adopt an accessible and neuro-inclusive approach, enlisting the support and taking advice from the Business Disability Forum.
- Development of a new process for handling interview adjustment requests, based on best-practise advice from the Business Disability Forum.
- We continue to work on the development of a compelling attract-and-retain strategy, aimed to ensure that GLA attracts and recruits the best future talent as well as engage and retain existing staff. At the heart of this strategy is the commitment to address diversity challenges across the GLA in support of a more diverse and representative workforce.

Talent and leadership

This section provides an overview of the key activity undertaken by the talent and leadership team within the reporting period.

Talent and leadership: executive

Overview

GLA introduced a 360 Leadership Development Programme to better understand the individual and collective leadership bench strength of the Executive Team. 47 members of the Executive Team were invited to take part. This comprised of:

- online assessment measuring critical reasoning and key leadership strengths
- individual coaching debrief to understand strengths, capabilities and development areas
- data-themed and developmental workshops on leading self, leading others and leading for the future
- a repeat of the online strengths-based 360 leadership assessment to measure leader behaviour over time and assess ROI through benchmarking against historical data.

Data

- 85% rated the overall programme as excellent or very good
- 81% strongly agreed, or agreed, that the sessions with their coach were valuable and a good use of their time
- 70% strongly agreed, or agreed, the group workshops were valuable and a good use of their time
- 100% strongly agreed, or agreed, they have a clear idea of their next steps in terms of their professional leadership development
- 60% strongly agreed, or agreed, they are enthusiastic to continue their leadership development journey

Local Government Leadership Development Programmes

The GLA works with local government who offer leadership programmes for all local authorities. These are the following programmes:

- Aspiring Chief Executive (ACE) programme, designed for and with aspiring chief executives
- London Leadership Programme, a flagship development programme investing in the next generation of senior leaders in London
- Springboard, a flagship leadership programme developed by Solace and LGA for future senior leaders and chief executives
- AMPLify, which provides a development opportunity for staff who are under-represented within senior leadership levels; it is designed for staff from ethnically diverse backgrounds who have the ambition and potential to become future leaders in local government.

In 2024, GLA has one staff member on the ACE programme; one going through the Springboard Programme; and two who have secured places (this year and next year, respectively) for the London Leadership Programme.

Talent and leadership: accelerated development programme – Aspiring High (Apr-Sept)

The GLA’s first **accelerated development programme, Aspiring High (AH)**, is aimed at all permanent and fixed-term staff who have the potential and desire to accelerate their careers and occupy critical roles. Those enrolled in AH who recorded a disability, and/or are from a Black, Asian or Ethnic Minority background, were offered a place on a tailored programme designed to level the playing field. This action was in response to staff surveys and findings from the independent review and the GOSS review.

This programme sits alongside local directorates schemes; and **contributes to creating a strong, diverse and robust pipeline to more senior roles at the GLA**. Participants will develop the transferable skills, knowledge and behaviours required to fulfil the GLA’s critical leadership roles.

We are currently delivering our **first phase for emerging leaders (up to G9)** in partnership with a procured specialist and diverse training provider. The **two-year programme was launched in January 2024**, with **60 staff selected** for the programme.

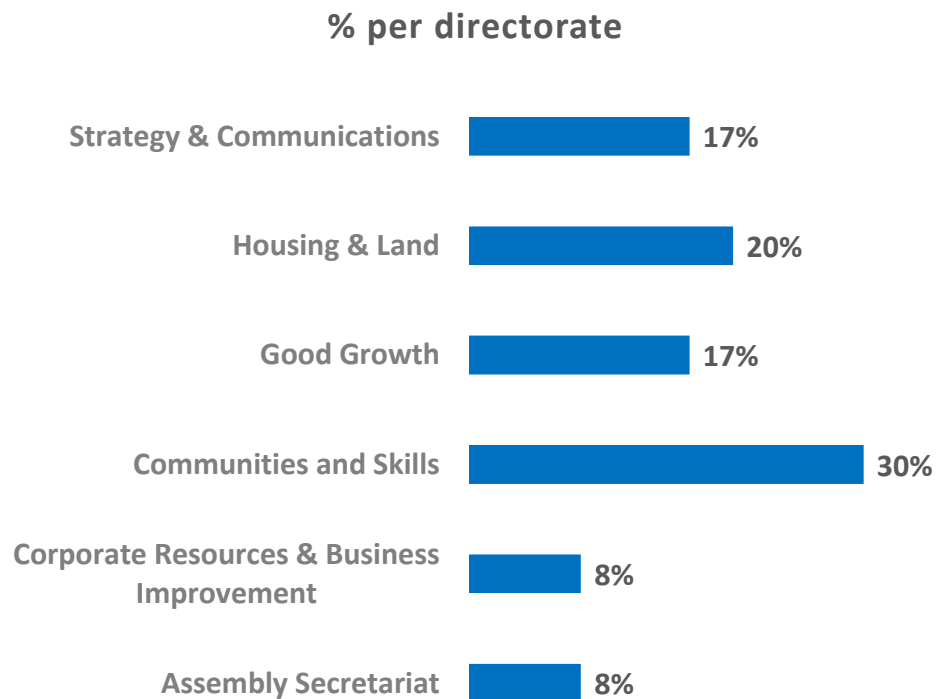
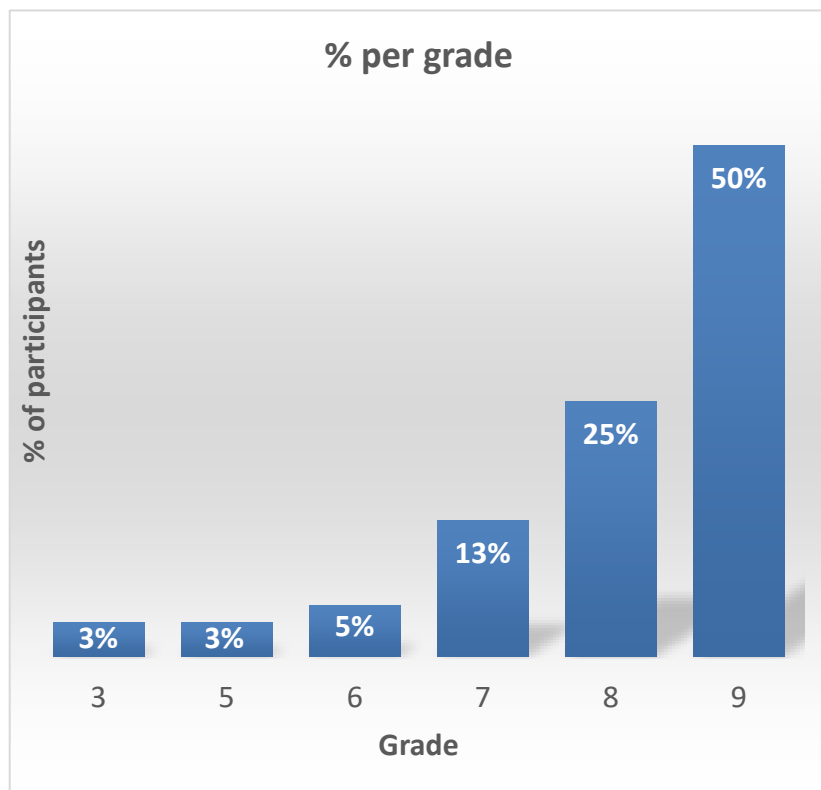
Main programme deliverables	
Community days	For participants to come together for structured networking ; meet senior leaders across the public sector ; and address topical and current affairs relating to leadership
Knowledge Blocks	Face-to-face taught learning sessions to extend knowledge and understanding of the behaviours and skills required by effective leaders within the GLA
Three-way coaching with Line Managers	Participants and line managers meet with an experienced career coach to explore goals and aspirations for programme
One-to-ones with the Talent team	Participants meet with the GLA Talent & Leadership Team quarterly to cover wellbeing, goals & career development
Focus groups	To provide participants with a safe space to feedback on programme
Sister/tailored programme deliverables	
Development centres	A learning and development intervention that is a modified development centre, designed for talent development instead of recruitment. Each participant received an individual development report
One-to-one coaching	One-to-ones with an experienced coach to support in both professional and personal growth, to improve your effectiveness as an inclusive leader

Achievements
Increasing confidence, self-belief and self-awareness in our future leaders
Staff offered bespoke learning & development opportunities
Staff developing inclusive leadership abilities in line with GLA competencies
26% have secured job moves including three external promotions
96% of staff felt AH session supported their learning
Course attendance 94%
96% of staff felt AH sessions achieved their purpose

Other programme benefits
<ul style="list-style-type: none"> • Building capability, and learning and development • Mentoring/coaching/sponsorship • Wider networking/knowledge sharing • Career development/promotion/job moves

Talent and leadership: accelerated development programme – Aspiring High data

Diversity data	Male	Female	Disabled (% of staff with a known disability status*)	Non-disabled	Black, Asian, & Minority Ethnic (% of staff with a known ethnic background*)	White
Aspiring High	23%	77%	15%	85%	63%	37%
GLA workforce March 24	37%	63%	9%	91%	37%	63%



Talent and leadership: Careers Essentials Programme

The GLA's Careers Essentials Programme was delivered as a three-month careers programme from April to July 2024. It was offered to all 120 applicants who were not selected onto the Aspiring High Programme.

- 40 non-selected applicants to Aspiring High took up the offer.
- 80 places were offered proportionately across the wider directorates.

The programme encompassed the following:

- understanding the role of 'personal branding' in career development
- developing writing skills for CV and personal statements
- practical interviewing experience.

On completion of the programme, participants received:

- ideas, tools and activities to help set goals, develop a personal brand, and produce career documents
- a review of their CV and one-page personal statement by a career's expert, with written feedback
- a one-to-one practice interview with a career's expert, with written feedback
- takeaway resources including presentation slides, a digital workbook and CV templates.

94% of participants would recommend the overall programme to colleagues (69% giving it a 5/5 rating)

CV and personal statement stage (24 responses):

- 96% rated the CV masterclass as a 4/5 or 5/5 for how helpful it was (with 67% rating it 5/5)
- 88% rated the workbook, templates and guides as 4/5 or 5/5 for how helpful they were
- 74% rated the review of their CV and personal statement as 4/5 or 5/5 for how helpful it was
- 33% of participants said they felt confident, or very confident, about writing their CV and personal statement before this stage of the programme – this rose to 83% afterwards
- 92% of participants would recommend this stage of the programme to colleagues (with 70% giving it a 5/5 rating).

Interview stage (16 responses):

- 94% rated the interview masterclass as a 4/5 or 5/5 for how helpful it was (with 63% rating it 5/5)
- 94% rated the mock interview and feedback as a 4/5 or 5/5 for how helpful it was (with 81% rating it 5/5)
- 63% of participants said they felt confident or very confident about interviewing before this stage of the programme – this rose to 94% afterwards
- 94% of participants would recommend the interview stage of the programme to colleagues (with 75% giving it a 5/5 rating).

Talent development: apprentices and internships

Apprenticeships

The intake of Level 3 Business Administration Apprentices who started in September 2023 have been completing their apprenticeships, and are due to complete in the coming months. We are making plans for the next cohort, who are due to start in spring 2025, with recruitment commencing towards the end of 2025.

In the first half of 2023-24, four new apprentices joined the GLA, completing training in software development (Level 4) and accountancy (Level 7). These are new apprenticeships to the GLA.

Internships

Four press and marketing interns are currently on the Wayne Sullivan Communications Internship, which started in September 2024. This is aimed at students from Black, Asian and Minority Ethnic communities interested in pursuing a career in PR, marketing, events or digital communications, and in working for the Mayor of London's press office.

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

Future plans

Our Talent team are also working on a new early careers plan for 2025 to support the GLA's current and future talent, including the government's new approach to funding apprentices.

Learning and development

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

Learning and development: overview of activity

The GLA Capability and Leadership team encourages a structured approach to learning. It focuses on maintaining a learning curriculum that supports the development of all staff, through a variety of learning delivery methods. This means individuals have access to more flexible learning, and to their preferred learning style.

Our comprehensive learning programme includes:

- induction and mandatory training
- facilitated training courses
- e-learning courses
- GLA group mentoring programme
- bite-size learning offers
- career development programmes,



Your progress at the GLA

This GLA is committed to developing your skills to help you perform effectively and thrive in your career.

Learning support

If you cannot find what you need here, or need general advice on learning and development, contact the team at learning@glalondon.gov.uk or by email: learning@glalondon.gov.uk

For any assistance about training you are booked to attend or your development, please visit [myGLA Portal](#)

To request specialist learning and development support, visit the learning and development advice via the [myGLA Portal](#)

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- Learning and engagement management framework
- Management and technical development



Training

To request specialist learning and development support, visit the learning and development advice via the [myGLA Portal](#)



Digital Skills Hub

Training resources to improve your digital skills and provide a digital skills assessment to your skills.



E-Learning

Find out how to access our e-learning and more about what we offer as a digital skills.



Career development



Career development

Find out what's available to help you develop your career and work on your professional development.



Management and Leadership Development

Management and Leadership Development



Join the GLA Group Mentoring Programme

Learn about the opportunity to mentor and be mentored by a former senior GLA colleague across the GLA Family.

Learning and development: overview of activity continued

Facilitated learning

The learning curriculum consists of a facilitated learning for all staff and line managers, which staff can readily access. The learning includes personal effectiveness training; and basic project, programme and line management training. 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.

E-learning courses

There are 17 e-learning courses available. This includes learning where staff can gain knowledge, understanding and skills on GLA policies and procedures; a project and programme management course; and bespoke diversity and inclusion training.

GLA Group Mentoring Programme

The GLA Group Mentoring Programme was launched in January 2024, and is available to all colleagues across the nine organisations that make up the GLA family. The programme provides an incredible opportunity to mentor or be mentored by a diverse range of colleagues with different expertise and backgrounds. Staff can access the new GLA Group Mentoring Hub, where they can sign up as a mentee or mentor; and are matched with colleagues that suit their style and requirements across the wider family. To date, 253 GLA staff have registered (197 as a mentee).

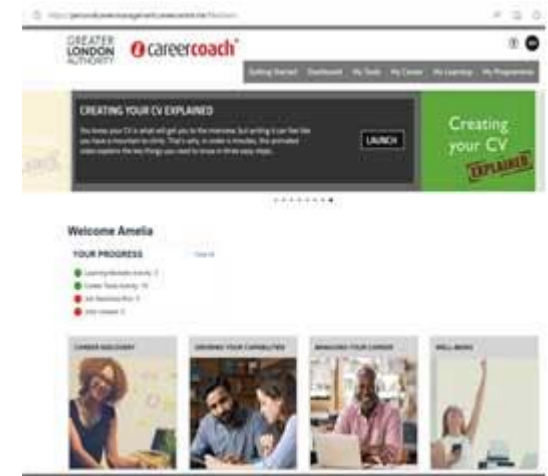


Learning and development: overview of activity continued

Career development support: iCareer Coach

We continue to grow our digital learning officer to make learning quick and easy to access on demand. We also continue to expand and refresh our facilitated learning sessions. Most recently, we have launched iCareer Coach.

This series of iCareer pathways compliments the series of webinars that have been running throughout the year. It is hosted by Personal Career Management, to support staff in navigating the digital platform – which contains on-demand career assessments, aptitude tests, a profile builder, videos, podcasts and an interview simulator, to manage and develop staff careers.



Bitesize learning: Watch & Go

The team will continue to develop learning pathways that align with the learning curriculum to complement the existing four main themes: personal effectiveness; communication and teamwork; managing performance and productivity; and culture and wellbeing.



Wellbeing

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

Wellbeing

A key aspect of the EDI and Culture team's responsibilities is provision of wellbeing support for staff. The role of the Culture, Values and Wellbeing Specialist (CV&WS) 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; and this will be informed by feedback from a recent series of wellbeing listening circles. The listening circles project consisted of eight focus groups (six targeted and two general) and was facilitated by Business in the Community (BITC). The findings will provide a valuable evidence base for key decisions in developing our wellbeing offer. The refreshed strategy and action plan will be ready for launch in January 2025.

Current priorities within the Wellbeing Strategy and provision are below:

Themes	
Mental health advocacy	<ul style="list-style-type: none">• Our dedicated team of Mental Health Advocates (MHAs) has recently become a formally recognised Staff Group. The group's leadership team are running two Powerful Pause sessions each week (Monday and Wednesday at 10am). These sessions are well attended by staff; and the service provided by the MHAs is highly valued by staff as well as corporately.• The GLA has continued to fund quarterly peer-support sessions for MHAs to attend. As the visibility of the group increases, we have a duty of care to our MHAs: they provide a confidential listening ear for staff and help to promote the GLA wellbeing offer to the wider organisation. In September VHG (our current EAP provider) delivered a two-day MHA training course to 11 members of staff. This newly trained cohort of MHAs has joined the existing group, significantly boosting capacity.
Employee Assistance Programme (EAP) support and wellbeing themes	<ul style="list-style-type: none">• The CV&WS provides contract management of VHG, our current EAP provider. There is a monthly meeting to review the staff-engagement figures and identify recurring themes.• The CV&WS had previously commissioned quarterly wellbeing webinars (from data gathered) on a range of topics, such as stress management and mental health awareness. Back in June, VHG ran a lunch and learn session to raise awareness of the EAP service. and how to access the helpline and online resources. Unfortunately, a series of health and wellbeing lunchtime sessions (delivered by Benenden Health) had to be cancelled due to ill health of the trainer. The CV&WS is in the process of organising another set of health and wellbeing lunchtime sessions; these will respond to the themes coming out from the listening circles held in July and September this year.

Wellbeing

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

Themes	
Employee Assistance Programme (EAP) Support and wellbeing themes (continued)	<ul style="list-style-type: none"> Following feedback from staff requesting more wellbeing events at Union Street, they were offered the opportunity to take part in a health MOT delivered by a qualified nurse. Out of the 20 appointments offered, 19 were attended; feedback has been very positive. Further health MOT appointments will be offered at our second Wellbeing Showcase on 30 January 2025. The CV&WS will continue to monitor wellbeing themes that emerge over the coming months. This information will continue to inform upcoming activities and events.
Bespoke wellbeing and emotional support	<ul style="list-style-type: none"> Mind (In the City, Hackney and Waltham Forest) has been providing a bespoke emotional support service for Black, Asian and Minority Ethnic staff. Engagement has been steady since May 2023, averaging about five referrals per month. The CV&WS will be meeting with a range of health and wellbeing providers over the coming months to establish a database that will include details of the support services offered by each – such as e-learning, in-house and online training; and specialist support required to respond to critical incidents. Once this database has been established, information and links will be shared on the intranet.
Sports clubs and wellbeing activities	<ul style="list-style-type: none"> In addition to a range of staff networks and groups, employees also have access to several sports clubs and wellbeing activities, which include weekly yoga and relaxation sessions. The GLA will continue to support these clubs and has provided funding (up to £500) towards league and/or equipment costs for each sport club. The CV&WS will liaise with the sports club/activity leads to take part in next year's wellbeing showcase, after a very successful showcase in the early part of the year.
Financial wellbeing	<ul style="list-style-type: none"> Given the continuing cost-of-living challenges, the focus on financial wellbeing will be maintained in 2025. Following consultation with Unison and feedback from staff, Planned Futures was commissioned to deliver a webinar (Foundation in Personal Financial Planning) in June this year. The session was well attended, and the CV&WS will be working with the Pay and Reward team to review other financial wellbeing training and/or resources to support staff over the coming months.