

Pay Gap Report 2025 and Action Plan

November 2025



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City Hall
Kamal Chunchie Way
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Tel 020 7983 4000

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For more information about this publication, please contact:

City Intelligence

Tel 020 7983 4000

Email intelligence@london.gov.uk

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Executive summary

As an organisation that seeks to be equal, diverse and inclusive, the Greater London Authority (GLA) is committed to tackling any form of structural and persistent inequality. This pay gap report, and supporting action plan, contribute directly to delivering this ambition.

This is the fifth year we have produced a combined pay gap report, which provides the following analysis:

- ethnicity pay gap
- disability pay gap
- gender pay gap.

GLA salaries are set through a robust job evaluation framework, designed to ensure fairness and consistency. This framework assesses the demands of the role, rather than the individual performing it. This means roles of equal value are rewarded with equal pay. It does not take into account any personal characteristics of current or prospective employees.

The data shows considerable improvement since we began producing these reports, but there is much more to do. This combined report analyses our pay gaps; and summarises the actions we intend to pursue, to completely close the gaps as soon as possible.

In this report, the median pay gap is the difference between the midpoints in the hourly-earning ranges of two staff groups. For this, we take all salaries in the sample; put them in order, from lowest to highest; and pick the middle salary.

The mean pay gap is the difference between the average hourly earnings of the two staff groups of interest. Table 1 highlights changes over the last year in our ethnicity, disability and gender pay gaps.

Table 1: Pay gap summary

	Median pay gap (2024)	Median pay gap (2025)	Median pay gap (percentage point change)	Mean pay gap (2024)	Mean pay gap (2025)	Mean pay gap (percentage point change)
Ethnicity (Black, Asian and Minority Ethnic)	9.74%	6.94%	-2.80pp	10.66%	11.01%	0.35pp
Asian or Asian British	9.52%	6.94%	-2.58pp	10.07%	11.98%	1.91pp
Black or Black British	11.10%	8.38%	-2.72pp	12.25%	12.65%	0.40pp
Mixed or Multiple ethnic group	9.74%	5.25%	-4.49pp	8.49%	5.89%	-2.60pp
Other ethnic group	7.94%	4.39%	-3.55pp	10.98%	9.52%	-1.46pp
Disability	0.21%	6.12%	5.91pp	-1.49%	4.08%	5.57pp
Gender	2.43%	4.46%	2.03pp	2.39%	3.82%	1.43pp

Our diversity declaration rates have much improved since our 2024 report, and so give an important context for these changes.

Gender data is available for all staff via statutory tax-reporting processes. However, information on ethnicity and disability depends on voluntary self-declaration. Declaration rates for these characteristics have declined since a new HR system was implemented in November 2022. Ethnicity declarations fell from 95.4 per cent in 2022 to 86.5 per cent in 2024; and disability declarations fell from 91.6 per cent in 2022 to 80.7 per cent in 2024. In response, our 2024 pay gap action plan included an internal campaign to encourage staff to review and update their demographic information. It especially targeted those who had been at the GLA for less than two years; and staff in our lowest grades. This was because of particularly low declaration rates in these groups. This led to a marked recovery in overall declaration rates in 2025, rising to 90.9 per cent for ethnicity and 88.3 per cent for disability.

This year's declaration rates have therefore improved on those in last year's report. This has resulted in some material changes to the reported make-up of our workforce.

The most noticeable change is to the number of staff identifying as disabled, who now represent 19.5 per cent of the workforce (up from 10.7 per cent in 2024). The improved quality of our workforce data also reveals that, while this increase straddles all pay quartiles, the proportion of staff with a disability is greatest in the lower quartiles. Due to this more accurate workforce profile, this year's report presents a clearer view of disability pay gaps than last year.

Against these improved declaration rates, our ethnic representation has maintained a largely consistent rate of increase compared to previous years. In 2025, 40 per cent of staff identified as Black, Asian or Minority Ethnic. This is three percentage points up from last year.

Ethnicity declaration rates at our lowest grades (grades 3 and below) have increased from 61.7 per cent in 2024 to 79 per cent in 2025. The total number of staff employed at these grades has also increased – in part due to a larger apprentice cohort. These two factors have resulted in a 48 per cent increase in the reported number of Black, Asian and Minority Ethnic staff at grades 3 and below.

We hoped that, by increasing representation of our Black, Asian and Minority Ethnic staff at higher grades, we would create an overall improvement in our mean ethnicity pay gap. However, owing to the increases at lower grades (described in the previous paragraph), we have not seen this improvement.

Ethnicity

The ethnicity pay gap analysis is based on a declaration rate of 91 per cent.

Our median ethnicity pay gap narrowed from 9.74 per cent in 2024 to 6.94 per cent in 2025. This brings us to our lowest median pay gap since we began reporting in 2017. Our mean ethnicity pay gap has increased slightly, from 10.66 per cent in 2024 to 11.01 per cent in 2025.

Key findings are as follows:

- The narrowing of the median pay gap is driven by shifts in the make-up of our workforce in grades 8 and 10. A higher proportion of Black, Asian and Minority Ethnic staff are employed at grade 10 than last year; and a lower proportion are employed at grade 8 than last year. The reverse is true for White staff.
- Representation of Black, Asian and Minority Ethnic staff at higher grades has grown. In 2025, 31 per cent of staff at grades 11 and above are from a Black, Asian or Minority Ethnic background. The 2024 figure was 28 per cent. However, the mean pay gap in 2025 has remained similar to last year. This is due to an increase in the total number of Black, Asian and Minority Ethnic staff at grades 7 and below –

particularly grades 3 and below. This means a larger proportion of Black, Asian and Minority Ethnic staff work at lower grades than in 2024.

- The GLA does not offer bonus payments. However, it does make recognition payments at four rates – we analyse these as bonus payments, for pay gap purposes. In 2025, 8 per cent of Black, Asian and Minority Ethnic staff received a bonus payment; for White staff, it was slightly higher at 10 per cent. There was a median bonus gap of 30 per cent (due to the median falling at two different rates for these two groups); and a mean bonus gap of 13.69 per cent.
- Intersectional analysis shows that the median and mean ethnicity pay gaps for men (12.98 per cent and 14.89 per cent respectively) are larger than the ethnicity pay gaps for all staff. Both the median and mean pay gaps for men have risen over the past year. This change is partly due to decreases in the proportion of Black, Asian and Minority Ethnic men working at grades 12 and above; and of White men working at grades 7 and below.
- Black or Black British men, and Asian or Asian British men, had the lowest average hourly rates. This was followed by Black or Black British women; and then Asian or Asian British women. White men had the highest average hourly rates, followed by White women. The low average hourly rates amongst Black men are driven, in large part, by the proportion working at grades 7 and below (44 per cent), compared to all staff with a known ethnic background (25 per cent). Amongst Asian men, a lower proportion worked at grades 11 and above (13 per cent) than all staff with a known ethnic background (24 per cent). Similarly, a higher proportion of Asian men worked at grades 7 and below (30 per cent) than all staff with a known ethnic background (25%).

Disability

The disability pay gap analysis is based on a declaration rate of 88 per cent.

This improvement on last year's declaration rate has significantly shifted our understanding of our disabled staff. As such, this year's disability pay gap analysis focuses more on understanding the drivers of the now-revealed pay gap, and less on comparing year-on-year changes.

Key findings are as follows:

- Those with a disability now account for 19.5 per cent of staff. The median disability pay gap was 6.12 per cent; and the mean was 4.08 per cent. The pay gaps are driven by differences in the proportion of disabled staff across our pay quartiles. Disabled staff account for 23 per cent of those in the lower quartile. This figure steadily declines as we move towards the higher quartiles and drops to 16 per cent in the upper quartile.
- The median pay gap is driven by a low proportion of disabled staff at grade 10, compared to the overall proportion of disabled staff across the GLA; and by a higher proportion at grade 8.
- Overall, 11 per cent of disabled staff received recognition payments in 2025 (analysed as bonus payments for pay gap purposes), compared to 8 per cent of non-disabled staff. There was no median disability bonus pay gap; and a near-zero mean disability bonus gap (-0.06 per cent).
- Across the intersection of disability and ethnicity, Black, Asian and Minority Ethnic staff with a disability had the lowest average hourly rates; non-disabled White staff had the highest. White staff, regardless of disability status, had higher average rates than Black, Asian and Minority Ethnic staff. And within ethnic groups, non-disabled staff earned more than disabled staff. The lower hourly rates amongst

disabled Black, Asian and Minority Ethnic staff is driven, in large part, by the low proportion working at the highest grades.

- Considering the intersection of disability and gender, the median pay gap amongst women was 5.28 per cent, and the mean pay gap was 8.07 per cent. The primary driver of this was the lower proportion of disabled women at higher grades. Amongst men, there was no median disability pay gap; and a negative mean pay gap of -2.98 per cent.

Gender

The gender pay gap analysis is based on a declaration rate of 100 per cent.

Key findings are as follows:

- Over the years, the proportion of women has steadily increased – from 54 per cent in 2017 to 64 per cent this year. This is the highest proportion recorded in our pay gap analysis.
- Both our median and mean gender pay gaps have widened since 2024. The median gender pay gap has risen from 2.43 per cent to 4.46 per cent. Our mean gender pay gap increased from 2.39 per cent to 3.82 per cent.
- The increases in the median and mean gender pay gaps are largely driven by a 12 per cent increase in the number of women employed at grades 9 and below, and a small decrease in the number of men at the same grades. The number of men working at grades 10 and above has increased by 13 per cent, whereas the number of women has only increased by 1 per cent.
- Compared to 2024, there is a higher proportion of women working at grades 9 and below, and a higher proportion of men at grades 10 and above. Overall, 65 per cent of women work at grades 9 and below (compared to 62 per cent in 2024); and 35 per cent at grades 10 and below (38 per cent in 2024). Meanwhile, 56 per cent of men work at grades 9 and below (59 per cent in 2024), and 44 per cent at grades 10 and above (41 per cent in 2024).
- The proportion of women working at grades 10 and above has shrunk. This decrease largely comes from staff working at grade 10 specifically; the proportion of women at grades 11 and above has remained stable. As the proportion of women earning the highest salaries has stayed relatively stable, the mean pay gap has not risen as much as the median.
- In 2025, 9 per cent of women received a recognition payment (analysed as bonus payments for pay gap purposes), compared to 8 per cent of men. There was no median bonus pay gap, and a small mean bonus pay gap (1.07 per cent). These figures have narrowed from last year, when both were negative: the median bonus gap was -25 per cent, and the mean bonus pay gap was -7.67 per cent.

Next steps

Eliminating our pay gaps remains a key objective of our newly refreshed corporate equality, diversity and inclusion (EDI) strategy, We Belong Here.

Our corporate EDI Action Plan – which underpins delivery of this strategy – will keep building on the work that is reducing our pay gaps. In particular, we will ensure that we continue to:

- review our recruitment practices, building on our recent achievements

- support the talent pipeline for our Black, Asian and Minority Ethnic staff, and our disabled staff
- scrutinise shortlisting and appointments.

The action plan attached to this report highlights the actions we are taking in response to this new data. In particular, we aim to improve our declaration rates; and to continue paying close attention to how recognition payments are distributed. We will also keep up the other actions we are already undertaking to support our improvement.

1 Introduction

1.1 Background and supplementary data

The GLA remains determined to be an equal, diverse and inclusive employer; aims to build a workforce that reflects London's diverse working population; and is committed to tackling any form of structural and persistent inequality.

We first published a gender pay gap report in 2016, ahead of any legislative requirement to do so. We published our first ethnicity pay gap report in March 2018, and were one of the first organisations to do so. We first reported our disability pay gap in 2021 – again, ahead of any statutory responsibility to do so. We have published combined pay gap reports since then, together with a programme of activity to help address identified gaps.

This combined pay gap report is accompanied by supplementary data tables available on the London Datastore.¹ These tables include data analysed in this report; and provide extra details of particular groups not covered in this report. This includes median and mean hourly rates for staff by grade, and their corresponding pay gaps.

GLA salaries are set through a robust job evaluation framework, designed to ensure fairness and consistency. This framework assesses the demands of the role, rather than the individual performing it. This means roles of equal value are rewarded with equal pay. It does not take into account any personal characteristics of current or prospective employees.

The GLA has a 15-grade salary scale for most staff in the organisation. The exceptions are staff paid the London Living Wage; and those on spot salaries (fixed rates not linked to defined spinal column points within our grading structure). Spot salaries are reserved for Executive Directors and Mayoral appointees. The ethnicity, disability and gender pay gaps by grade are not reported here, but are available in the accompanying data tables.²

To prevent disclosure of identifiable information, and protect individual confidentiality, we have applied appropriate safeguards. Where fewer than five individuals fall within a given salary range or analysis group, the data has been redacted and replaced with '<5'. These safeguards ensure individuals cannot be identified. For consistency, the same approach has been applied to relevant historic data within this report.

1.2 Methodology

The median pay gap is the difference between the midpoints in the hourly-earning ranges of two staff groups. It takes all salaries in the sample; lines them up in order from lowest to highest; and picks the middle salary. The mean pay gap is the difference between the average hourly earnings of two staff groups.

The pay gap is calculated using the formula below, in accordance with government guidance:³

¹ London Datastore, [GLA pay gap data](#)

² London Datastore, [GLA pay gap data](#)

³ Government Equalities Office, [Gender pay gap reporting: guidance for employers](#), 27 February 2023; updated 11 August 2025

where:

$$\left(\frac{A - B}{A} \right) \times 100$$

	Variable in pay gap formula	Mean/median hourly pay rate of staff group
Ethnicity pay gap	A	White staff
	B	Black, Asian and Minority Ethnic staff
		Asian or Asian British staff
		Black or Black British staff
		Mixed or Multiple ethnic group staff
		Staff from another ethnic group
Disability pay gap	A	Non-disabled staff
	B	Disabled staff
Gender pay gap	A	Men
	B	Women

1.3 Date of reporting

As a public sector body, we use 31 March as the annual snapshot date to collect gender pay gap data. For consistency, data on the ethnicity and disability pay gaps are also collected on this date. This report is therefore based on our pay gaps on 31 March 2025.

1.4 Declaration rates

On 31 March 2025, we had 1,457 employees (for pay gap reporting purposes). The number of staff members included in each pay gap analysis are as follows:

- ethnicity pay gap – 1,325 staff (declaration rate – 90.9 per cent)
- disability pay gap – 1,286 staff (declaration rate – 88.3 per cent)
- gender pay gap – 1,457 staff (declaration rate – 100 per cent).

We are a single-status organisation, and do not have different staff groups (as all staff are officers). We follow the government's statutory guidance on which staff we need to include when reporting on our pay gap, and on our bonus pay gap. The Mayor and Assembly Members, and agency staff, are excluded from this pay gap analysis. Numbers may therefore differ slightly from our workforce report,⁴ as not all of our staff are counted for pay gap reporting purposes.

1.5 Data collection

We collect staff data on ethnicity and disability via self-declaration on our internal HR system.

Our Black, Asian and Minority Ethnic grouping includes all staff who have self-identified as: Black; Asian; of a Mixed or Multiple Ethnic group; or of Other ethnic backgrounds. Staff can select their ethnic group from a more detailed list.

⁴ GLA Workforce Reports, [Salaries, expenses, benefits and workforce information](#)

In line with our social model approach, disability is self-identified. We neither ask for, nor collect, any data on impairment type.

We collect data on our staff members' sex and gender identity. The data used in previous gender pay gap reports have been for males and females (i.e., pertaining to sex). Therefore, for consistency, this means that females are reported as women and males are reported as men.

We appreciate that some colleagues may not see their sex and gender as the same; nor may they identify within this gender binary. We welcome and value colleagues of all gender identities. We recognise non-binary identities by using gender-neutral language throughout our HR policies and communications, and by working closely with the LGBTQ+ Staff Network.

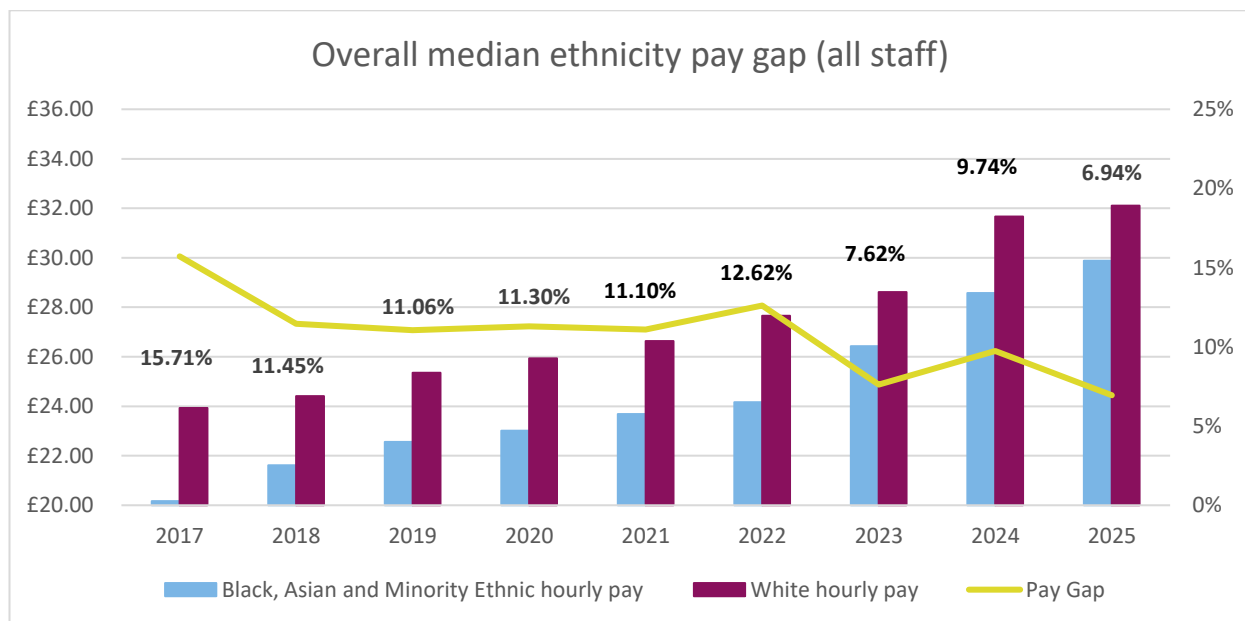
2 Ethnicity pay gap

2.1 Overall

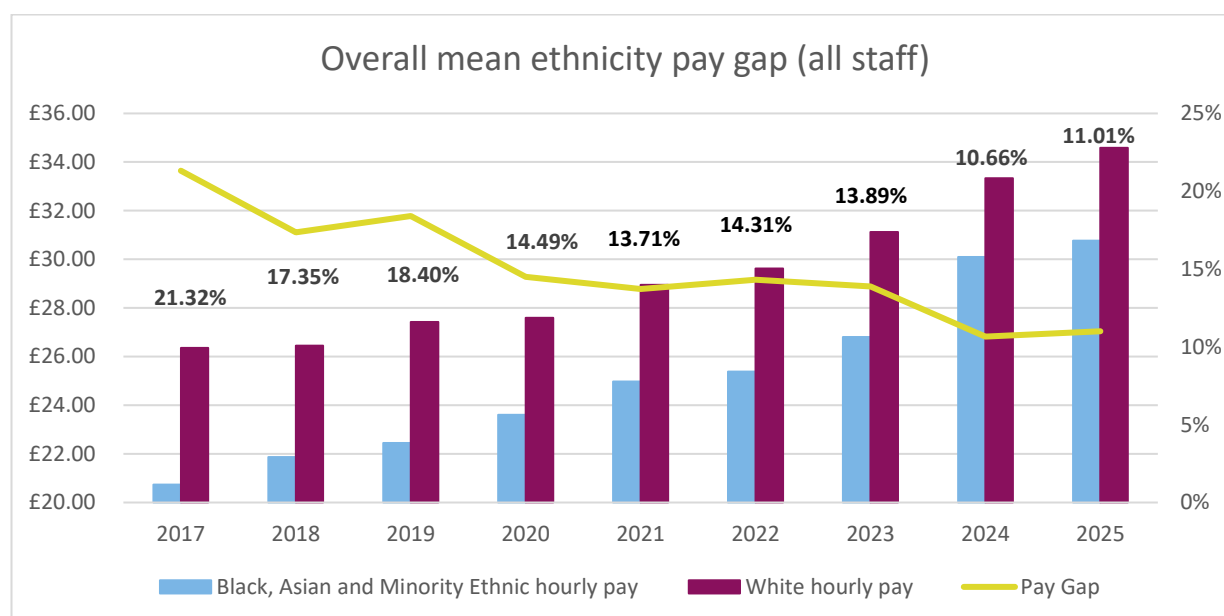
In this report, we compare the overall ethnicity pay gap between Black, Asian and Minority Ethnic staff, and White staff, taken as a whole. There is further analysis by separate groups (Asian or Asian British; Black or Black British; staff with a Mixed or Multiple ethnic group; and staff from Other ethnic groups), where numbers allow. The White group includes White British, White Irish and White Other.⁵

On 31 March 2025, our overall median ethnicity pay gap was 6.94 per cent. Our mean ethnicity pay gap was 11.01 per cent (see Figures 2.1 and 2.2).

Figure 2.1



⁵ In some other ethnicity pay gap reports, employers have chosen to base pay gaps on “White British” as a reference category. The GLA’s first ethnicity pay gap report used a combined White group as a reference category. For consistency, this has been used in all reports since.

Figure 2.2

Our median ethnicity pay gap has narrowed from 9.74 per cent in 2024 to 6.94 per cent in 2025. This is our lowest median pay gap since we began reporting in 2017. Our mean ethnicity pay gap has widened slightly, from 10.66 per cent in 2024 to 11.01 per cent in 2025.

The narrowing of the median pay gap is driven by shifts in the make-up of our workforce in grades 8 and 10. Among Black, Asian and Minority Ethnic staff at grades 8, 9 and 10, a higher proportion are employed at grade 10 than last year; and a lower proportion at grade 8. The reverse is true for White staff.

The representation of Black, Asian and Minority Ethnic staff at higher grades has increased. In 2025, 31 per cent of staff at grades 11 and above are from a Black, Asian and Minority Ethnic background; in 2024, it was 28 per cent. However, the mean pay gap has remained similar to last year. This is due to an increase in the total number of Black, Asian and Minority Ethnic staff at grades 7 and below – particularly grades 3 and below. This means that, in 2025, there is a larger proportion of Black, Asian and Minority Ethnic staff at lower grades than in 2024.

Fundamentally, the pay gaps are driven by a larger proportion of White staff working at higher grades than staff from Black, Asian and Minority Ethnic backgrounds. Overall, 69 per cent of Black, Asian and Minority Ethnic staff work at grades 9 and below; and 31 per cent at grades 10 and above. This compares to 55 per cent of White staff at grades 9 and below; and 45 per cent at grades 10 and above.

Median pay gap

Changes in staff proportions in the middle grades (grades 8, 9 and 10), compared to last year, were the key factor behind the median pay gap narrowing. Overall, staff working between these grades account for over half (52 per cent) of staff considered for analysis in the ethnicity pay gap.

Since 2024, there has been a 10 per cent increase in the number of Black, Asian and Minority Ethnic staff working at grade 8 (a net increase of eight staff). However, the number of White staff at grade 8 has risen faster, increasing by 23 per cent (net increase of 28 staff).

At grade 9, there was a 13 per cent increase in the number of Black, Asian and Minority Ethnic staff (net increase of 12 staff); and a 4 per cent in the number of White staff (net increase of five staff).

At grade 10, the number of Black, Asian and Minority Ethnic staff increased by 28 per cent (net increase of 14 staff). The number of White staff has risen by only 1 per cent (net increase of two staff).

As a result of these changes, in 2025 a higher proportion of Black, Asian and Minority Ethnic staff were employed at grade 10 than in 2024; and a lower proportion at grade 8. Overall, in 2025, 35 per cent of Black, Asian and Minority Ethnic staff were employed at grade 8 (37 per cent in 2024); 40 per cent at grade 9 (40 per cent in 2024); and 25 per cent at grade 10 (22 per cent in 2024).

In 2025 a higher proportion of White staff were employed at grade 8 than in 2024; and a lower proportion at grades 9 and 10. Overall, in 2025, 35 per cent of White staff were employed at grade 8 (31 per cent in 2024); 32 per cent at grade 9 (34 per cent in 2024); and 33 per cent at grade 10 (35 per cent in 2024).

Mean pay gap

As shown above, there has been an increase in the representation of Black, Asian and Minority Ethnic staff at the highest salary levels; and a small increase at the highest grades. However, due to an increase in the total number of staff on the lowest salaries, the mean pay gap has remained relatively static.

The upper pay quartile tends to be made up of staff at grades 11 and above. Over the year, there has been a 23 per cent increase in the number of Black, Asian and Minority Ethnic staff at grades 11 and above (net increase of 18 staff). This is slightly higher than the increase across the GLA as a whole (21 per cent). The number of White staff at grades 11 and above has increased by 5 per cent (a net increase of 10 staff). This is slightly below the increase in the number of White staff across the GLA as a whole (7 per cent).

As shown above, the number of Black, Asian and Minority Ethnic staff at grades 11 and above has grown faster than White staff. In 2025, 31 per cent of staff at grades 11 and above were from Black, Asian and Minority Ethnic backgrounds, compared to 28 per cent in 2024. Consequently, 19 per cent of all Black, Asian and Minority Ethnic staff now work at grades 11 and above (compared to 18 per cent last year); and 27 per cent of White staff do (down slightly from 28 per cent last year).

At the lower end of the salary range, there has been a 17 per cent increase in the number of staff at grades 7 and below; including a 73 per cent increase at grades 3 and below. This compares to a 12 per cent increase across all grades.

As well as an increase in staff at these grades, there has been an increase in representation of Black, Asian and Minority Ethnic staff at grades 7 and below. As previously noted, this is partly due to improved declaration rates; and partly due to an increase in the total number of posts at these grades.

There has been a 28 per cent increase in the number of Black, Asian and Minority Ethnic staff at grades 7 and below (net increase of 38 staff). This compares to a 21 per cent increase across all grades at the GLA.

The number of White staff at grades 7 and below has risen by 6 per cent (net increase of nine staff). This compares to a 7 per cent increase across all grades.

Black, Asian and Minority Ethnic staff now account for 53 per cent of staff with a known ethnic background at grades 7 and below. This is up from 49 per cent last year. It is also higher than the proportion of staff with a known declared ethnicity, across all grades, who are from Black, Asian and Minority Ethnic backgrounds (40 per cent).

The number of Black, Asian and Minority Ethnic staff has grown faster than the number of GLA staff as a whole. As such, 33 per cent of this group now work at grades 7 and below, compared to 31 per cent last year. The proportion of White staff at these grades is unchanged (19 per cent).

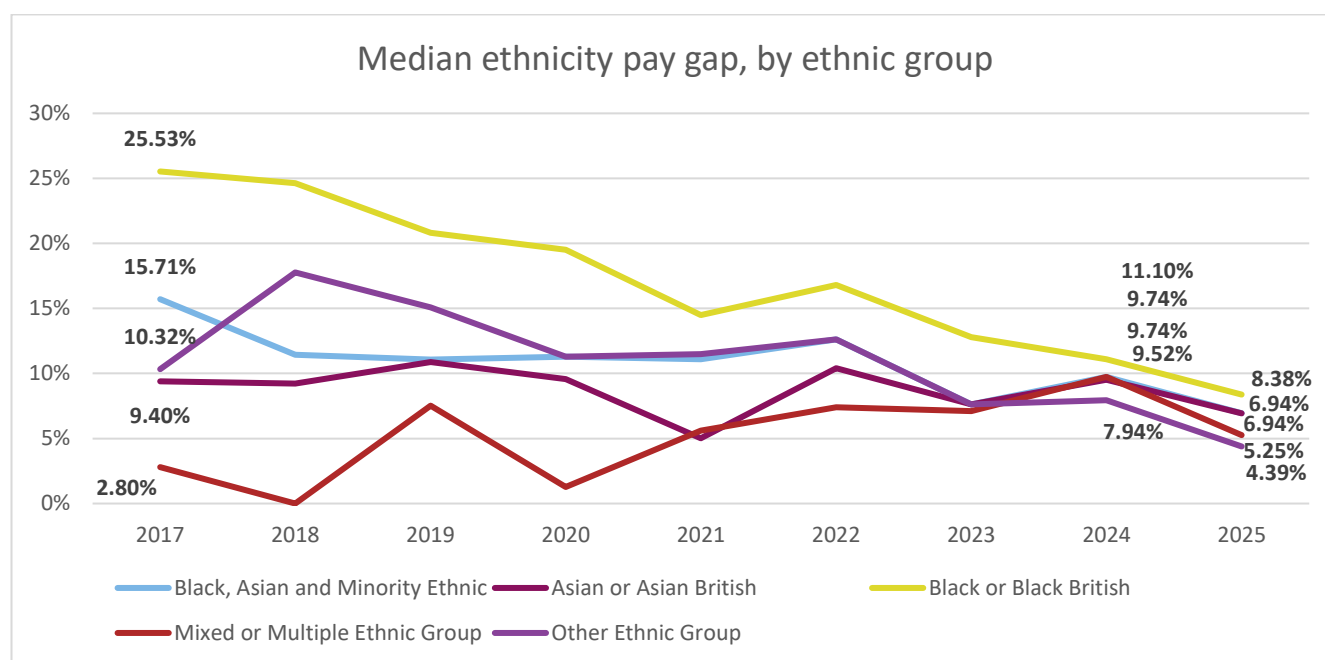
The number of Black, Asian and Minority Ethnic staff at grades 3 and below has increased by 48 per cent (net increase of 13 staff). Notably, 77 per cent of this net increase comes from a rise in the number of apprentices (on the London Living Wage) from this ethnic group. The number of White staff at grades 3 and below has grown faster, with a 140 per cent increase (net increase of 14 staff). Despite this, Black, Asian and Minority Ethnic staff still make up the majority of staff at these grades (63 per cent).

The total number of staff at grades 3 and below, considered for pay gap analysis, has increased by 73 per cent. There have been similar absolute rises in the number of White staff (net increase of 14 staff), and Black, Asian and Minority Ethnic staff (net increase of 13 staff). As such, 8 per cent of Black, Asian and Minority Ethnic staff now work at grades 3 and below (up two percentage points from 6 per cent last year); and 3 per cent of White staff work at these grades (up two percentage points from 1 per cent last year).

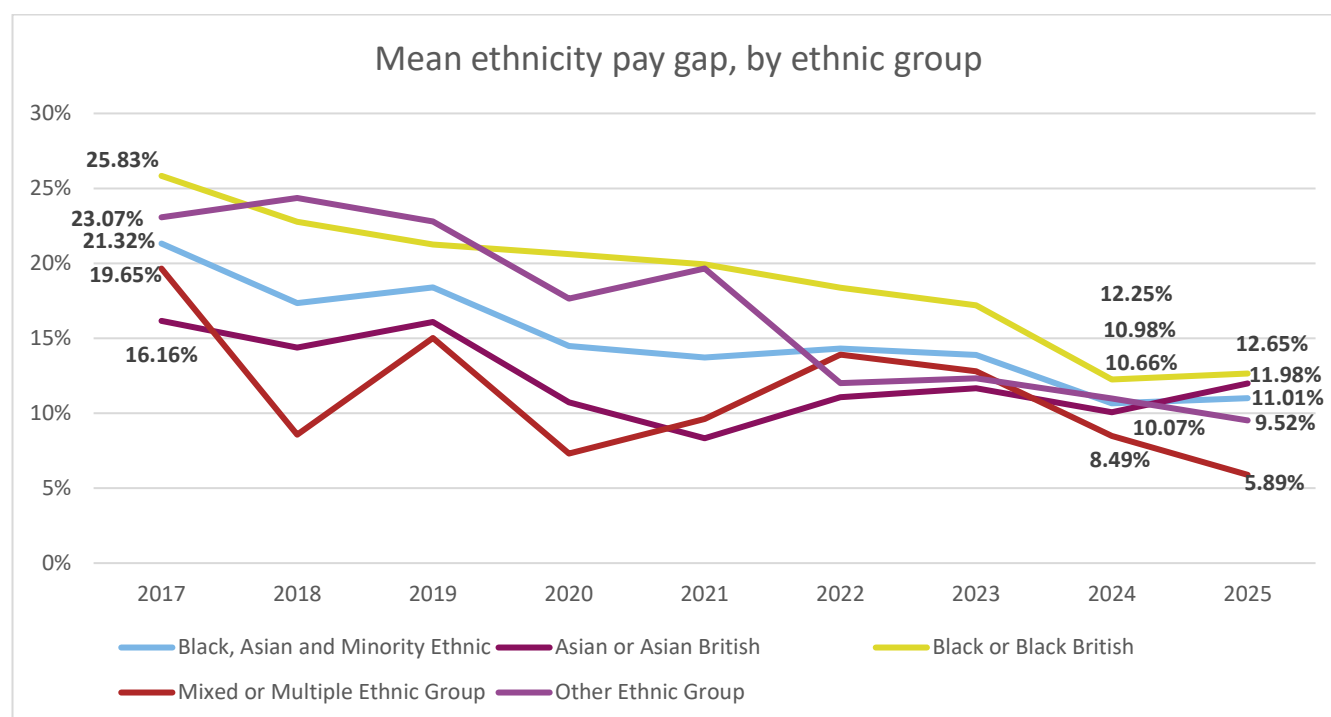
With this increase in the number of staff at the lower end of the pay range, the mean pay gap has stayed relatively static – despite increased representation at higher grades.

Figures 2.3 and 2.4 show the median and mean pay gaps, respectively, for the separate ethnic minority groups at the GLA.⁶

Figure 2.3



⁶ Before 2020, the GLA collected information, and reported data, on the ethnicity of its staff using a different classification. Instead of 'mixed or multiple ethnic group', there was an option for 'dual heritage'. It should be kept in mind that these classifications are not entirely comparable.

Figure 2.4

The highest pay gaps are among Black or Black British staff. This group has a median pay gap of 8.38 per cent, and a mean of 12.65 per cent. The pay gaps for Black and Black British staff have narrowed considerably since 2017. Between 2024 and 2025, the median pay gap narrowed by three percentage points. The mean pay gap has remained relatively static in this time (12.65 per cent in 2024 compared to 12.25 per cent in 2025).

Reflecting the trend for all Black, Asian and Minority Ethnic staff, the median pay gaps for each ethnic minority group have narrowed compared to 2024. For Asian and British Asian staff, and Black and Black British staff, the median pay gap has narrowed by three percentage points. Looking at staff from other ethnic backgrounds, and staff from Mixed or Multiple ethnic backgrounds, the median gaps for both narrowed by four percentage points.

Median pay gap

The changes in the pay gap amongst Black or Black British staff, and staff from Mixed or Multiple ethnic backgrounds, reflect the change in the overall median ethnicity pay gap.

Amongst those employed between grades 8 and 10, 35 per cent of Black or Black British staff were employed at grade 8 in 2025. This is down from 40 per cent in 2024. However, 21 per cent were employed at grade 10 in 2025 – this is up from 13 per cent in 2024.

In 2025, 46 per cent of staff from Mixed or Multiple ethnic backgrounds were employed at grade 8, compared to 47 per cent in 2024; and 26 per cent at grade 10, compared to 25 per cent in 2024.

Amongst Asian or Asian British staff, 32 per cent worked at grade 8 in 2025, down from 35 per cent last year. Unlike the overall pay gap, the main shift was at grade 9, where 40 per cent of Asian or Asian British staff were employed in 2025; this compares to 35 per cent last year. Consequently, the proportion at grade 10 dropped over the past year to 28 per cent, from 29 per cent. However, as previously noted, this decline was smaller than that amongst White staff.

The proportion of staff from Other ethnic backgrounds has increased at grades 10 and above: the 2025 figure is 28 per cent, compared to 23 per cent last year.

Mean pay gap

Changes in the mean pay gaps differed across ethnic groups, compared to the overall mean ethnicity pay gap (which saw a small widening of 0.35 percentage points over the past year). The mean pay gap for Asian or British Asian staff widened by two percentage points. Amongst Black or Black British staff, the mean remained relatively stable (a 0.4 percentage point widening). There was a narrowing of three percentage points amongst staff from Mixed and Multiple ethnic backgrounds; and a narrowing of 1.5 percentage points amongst staff from Other ethnic backgrounds.

Over the year, the number of Asian or Asian British staff has increased by 15 per cent (net increase of 28 staff). Increases were fastest at grades 7 and below (20 per cent, with a net increase of 12 staff), and grades 3 and below (78 per cent, with a net increase of seven staff). Consequently, a higher proportion of Asian or Asian British staff work at grades 7 and below, including at grades 3 and below (33 per cent and 7 per cent respectively), compared to last year (32 per cent and 5 per cent respectively). The proportion working at grades 11 and above is 12 per cent (the same as in 2024).

Over the year, the number of Black or Black British staff has increased by 24 per cent. There have also been increases in the numbers and proportions of Black or Black British staff working at higher grades. The number of Black or Black British staff at grade 10 has almost doubled over the past year, rising by 89 per cent (a net increase of eight staff). This has driven a 37 per cent increase at grades 10 and above. Consequently, 28 per cent of Black or Black British staff worked at grades 10 and above in 2025, compared to 26 per cent last year.

At grade 11 and above, which tends to sit in the upper pay quartile, the overall number of Black or Black British staff increased by 21 per cent; this is slightly smaller than the increase across all grades. The proportion of Black or Black British staff working at grades 11 and above dropped slightly (19 per cent this year, compared to 20 per cent last year).

As with the wider pay gap, a larger proportion of Black or Black British staff work at grades 7 and below than last year. In all, 37 per cent of Black or Black British staff worked at grades 7 and below in 2025 compared to 35 per cent in 2024. However, the proportion on the very lowest grades (grades 3 and below) has remained unchanged (10 per cent). With this limited change at grades 11 and above, and no change at grades 3 and below, the mean pay gap for Black or Black British staff is relatively unchanged.

The narrowing of the mean pay gap amongst staff from Mixed or Multiple ethnic backgrounds was largely driven by an increase in the proportion at grades 11 and above. The number of staff from this ethnic group, at these grades, has risen by 54 per cent (net increase of seven staff). In 2025, 23 per cent of staff from Mixed or Multiple ethnic backgrounds worked at grades 11 and above, compared to 21 per cent in 2024.

The mean pay gap for staff from Other ethnic backgrounds has fallen slightly over the past year. The number of staff from Other ethnic backgrounds at grades 10 and above has increased – contributing to the median pay gap narrowing by four percentage points. Despite this, the narrowing of the mean pay gap has been tempered (as with other ethnic groups) by an increase in the proportion of staff from Other ethnic backgrounds at grades 7 and below (30 per cent in 2025, compared to 26 per cent in 2024). However, staff from Other backgrounds are the smallest ethnic group – so pay gaps can be more prone to fluctuation.

The overall national and London pay gaps come from the Annual Population Survey (APS).⁷ Because of the declining APS sample, and increased uncertainty since 2020, the estimates for 2020-22 should be used with caution. The Office for National Statistics (ONS) reports neither mean ethnicity pay gaps, nor a combined Black, Asian and Minority Ethnic pay gap. In 2022, the UK median ethnicity pay gap between White workers, and Asian or Asian British workers, was -3.3 per cent. For Black, African, Caribbean or Black British workers the gap was 5.7 per cent; for Mixed or Multiple ethnic group workers, -7.2 per cent; and for Other ethnic group workers, -4.5 per cent.

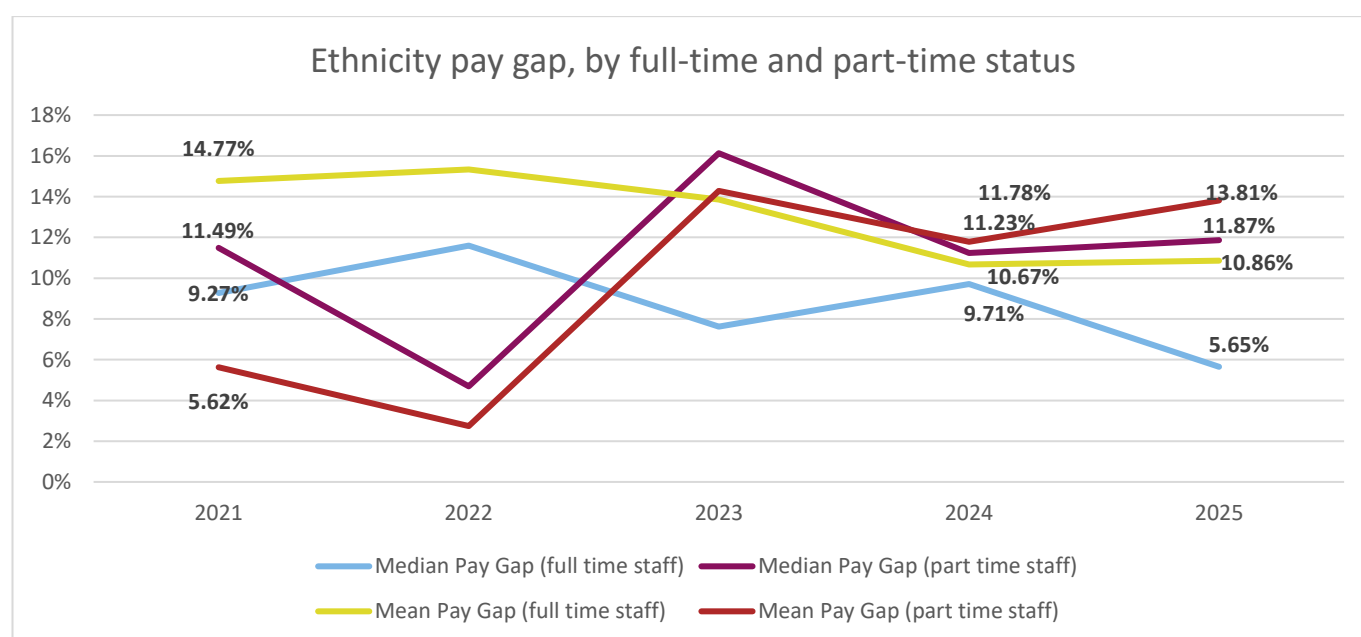
London's ethnicity pay gaps are far higher than those nationally. This is at least partly because London has a much larger proportion of Black, Asian and Minority Ethnic employees among its workforce than the rest of the country. London wages also tend to be higher than elsewhere.

Our ethnicity pay gaps are below London's average. In 2022, London's median ethnicity pay gap between White workers, and Asian or Asian British workers, was 12.3 per cent. For Black, African, Caribbean, or Black British workers it was 29.9 per cent; for Mixed or Multiple ethnic group workers, 16.8 per cent; and for Other ethnic group workers, 19.9 per cent.

2.2 Full-time/part-time status

Figure 2.5 shows that, for full-time workers, the overall median ethnicity pay gap is 5.65 per cent, while the mean ethnicity pay gap was 10.86 per cent. For part-time workers, the median and mean pay gaps are higher (11.87 per cent and 13.81 per cent respectively).

Figure 2.5



Amongst part-time staff, the increase in the pay gaps has been driven by a decrease in the number of Black, Asian and Minority Ethnic staff, and an increase in the number of White staff, working part-time at grades 10 and above.

Compared to last year, there was a net reduction of two staff from Black, Asian and Minority Ethnic backgrounds working part-time; both were at grades 10 and above. Consequently, amongst Black, Asian

⁷ ONS, [Ethnicity pay gaps, UK: 2012 to 2022](#), 29 November 2023

and Minority Ethnic staff who work part-time, 22 per cent worked at grades 10 and above compared to 26 per cent in 2024.

The proportion of White staff working part-time at grades 10 and above has increased over the past year, with a net increase of two at grades 10 and above. There was a net reduction of one White staff member working part-time at grades 9 and below. As such, 48 per cent of White staff who work part-time were at grades 10 and above, compared to 46 per cent in 2024.

The pay gaps for part-time staff have widened. This is due to the reduced number of Black, Asian and Minority Ethnic staff at grades 10 and above working part-time; and the increased number of White staff at grades 10 and above working part-time.

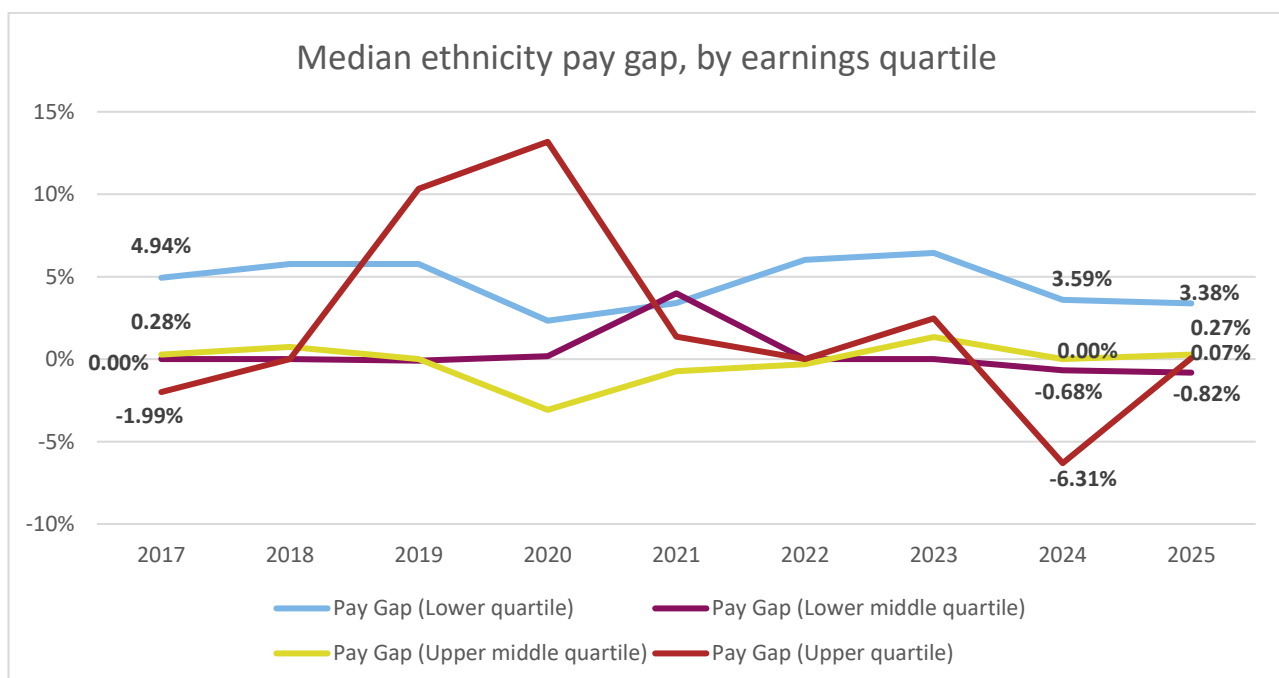
As the vast majority of staff work full-time (accounting for 90 per cent of those with a known ethnic group), the reasons for pay gaps amongst full-time staff broadly follow those for the overall pay gap.

2.3 Earnings quartile

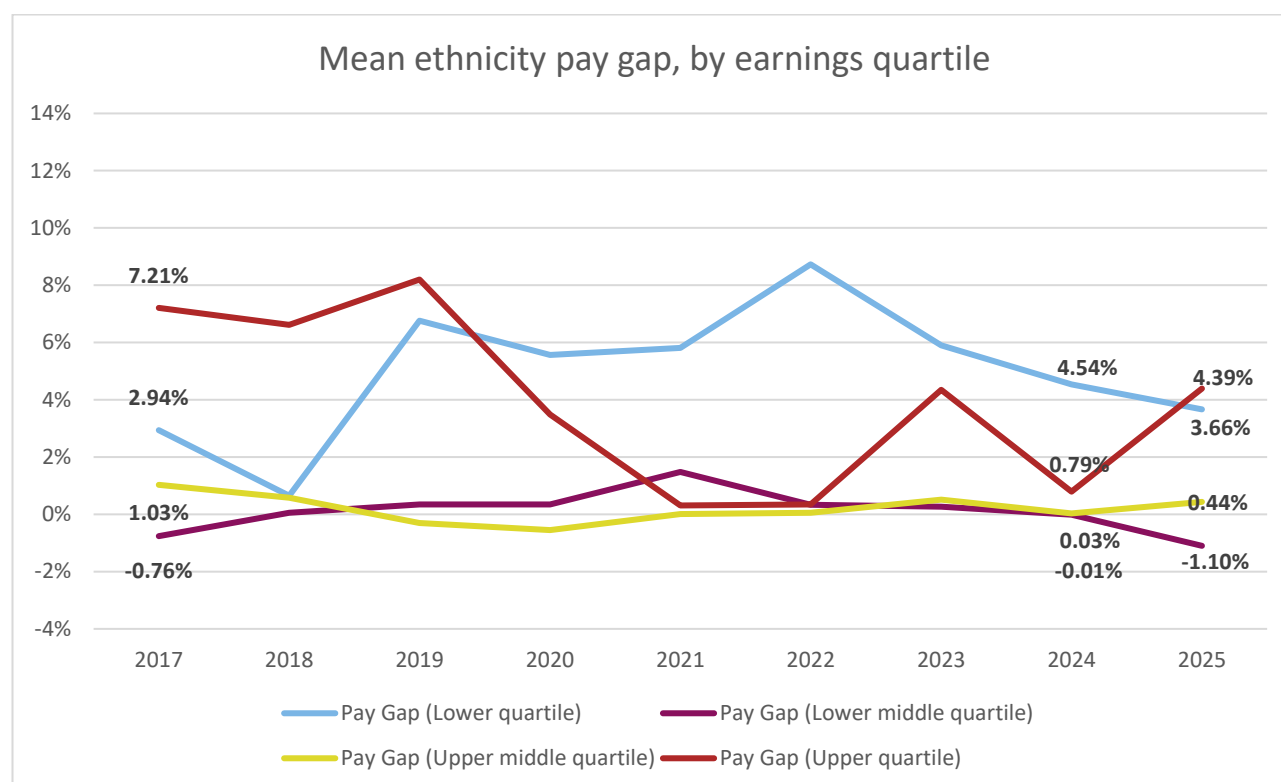
Analysing by earnings quartile means dividing our workforce into four equal-sized groups, and separating them according to the hourly pay rate. This starts from the lowest-paid to the highest-paid. This methodology informs the analysis of pay gaps within these four groups.

The median pay gaps have either fallen, or remained similar, across all quartiles. Changes in the mean pay gap are different across quartiles. There was a narrowing in the lower quartile; and a small negative pay gap has opened in the lower-middle quartile (-1.1 per cent). The upper-middle quartile pay gap remains near-zero (0.44 per cent); and the pay gap in the upper quartile has widened. Pay gaps across quartiles are shown in Figures 2.6 and 2.7.

Figure 2.6



Per cent Black, Asian and Minority Ethnic (2025): lower quartile: 52 per cent; lower-middle quartile: 43 per cent; upper-middle quartile: 35 per cent; upper quartile: 29 per cent

Figure 2.7

Per cent Black, Asian and Minority Ethnic (2025): lower quartile: 52 per cent; lower-middle quartile: 43 per cent; upper-middle quartile: 35 per cent; upper quartile: 29 per cent

Lower quartile

Staff in the lower quartile tend to work at grades 7 and below. In 2025, there was a general narrowing of the pay gaps in the lower quartile.

This was largely driven by a faster increase in the number of White staff at the lower end of the quartile. As noted earlier, the number of staff included in pay gap analysis at grades 3 and below has increased; and there have been faster increases amongst White staff, compared to staff from Black, Asian and Minority Ethnic backgrounds. In 2025, amongst White staff at grades 7 and below, 16 per cent of worked at grades 3 and below (compared to 7 per cent last year) and 84 per cent at grades 4 to 7 (compared to 93 per cent last year).

Whilst the proportion of Black, Asian and Minority Ethnic staff at grades 3 and below also increased, the increase was not as fast as for White staff. This was due to a 23 per cent increase at grades 4 to 7 (net increase of 25 staff). Amongst Black, Asian and Minority Ethnic staff at grades 7 and below, 23 per cent worked at grades 3 and below (compared to 20 per cent in 2024), and 77 per cent at grades 4 to 7 (compared to 80 per cent in 2024).

Lower-middle quartile

The lower-middle quartile tends to be made up of staff at grade 8, and some at grade 9. The vast majority of staff at grade 8 are in the lower-middle quartile, whilst staff in grade 9 tend to cover the lower-middle and upper-middle quartile. In 2025, 45 per cent of staff at grade 9 were in the lower-middle quartile. Overall, 67 per cent of staff in the lower-middle quartile work at grades 8 and below, and 33 per cent at grades 9 and above.

As noted, there was a faster increase in the number of White staff at grade 8 than Black, Asian and Minority Ethnic staff. The number of Black, Asian and Minority Ethnic staff increased at both grades 8 and 9.

Consequently, the proportion of White staff in the lower-middle quartile working at grade 8 has increased to 73 per cent, compared to 64 per cent of staff from Black, Asian and Minority Ethnic backgrounds. Last year, 63 per cent of both groups in the lower-middle quartile worked at grade 8.

Upper-middle quartile

Pay gaps in the upper-middle quartile remain close to zero, with both the mean and median under 0.5 per cent.

Upper quartile

The median in the upper quartile was near zero, as it fell at grade 12 for both White staff, and staff from Black, Asian and Minority Ethnic backgrounds.

Overall, 29 per cent of staff in the upper quartile were from Black, Asian and Minority Ethnic backgrounds – up from 25 per cent last year. This increase was concentrated at the lower end of the quartile. Therefore, it contributed to a widening of the mean pay gap in the upper quartile.

Staff in the upper quartile tend to work at grades 11 and above. For the increase in the proportion of Black, Asian and Minority Ethnic staff at grades 11 and above, the majority came from staff at grades 11 and 12.

Over the year, there has been 35 per cent increase in the number of Black, Asian and Minority Ethnic staff at grades 11 and 12 (net increase of 18 staff). The number at grades 13 and above has remained the same. There was a small increase of 2 per cent in the number of White staff at grades 11 and 12 (net increase of three staff); and an increase of 10 per cent at grades 13 and above (net increase of seven staff). As a result of these changes, Black, Asian and Minority Ethnic staff account for 34 per cent of staff at grades 11 and 12; and 26 per cent at grades 13 and above. This compares to 28 per cent both grade groupings last year.

2.4 Bonus payments

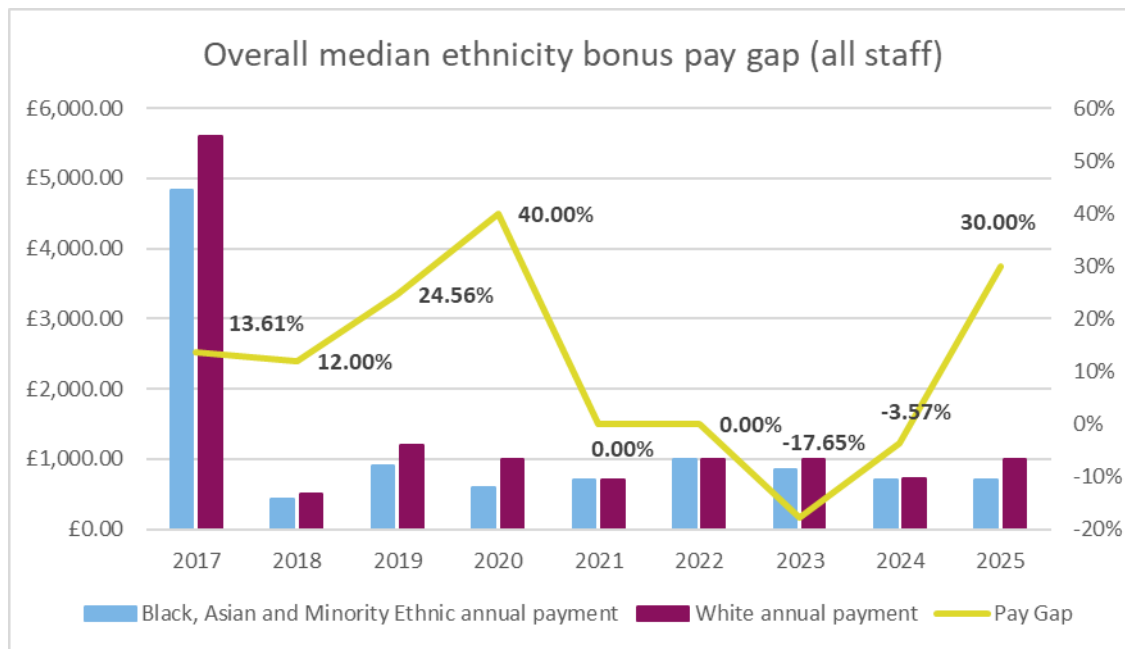
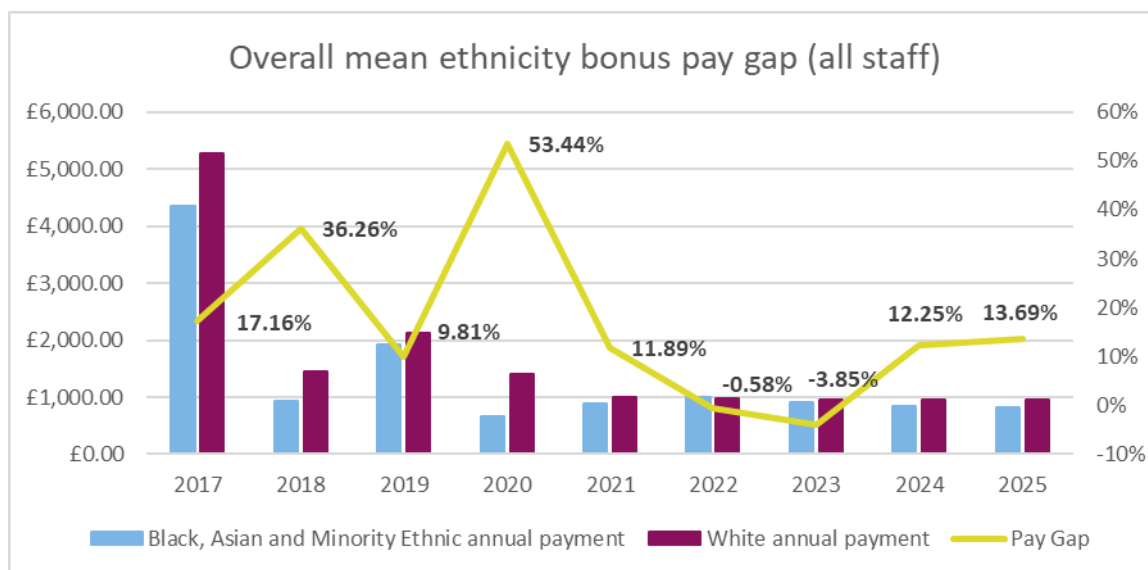
Bonus pay is broadly defined as any additional remuneration in the form of money, vouchers, securities, securities options, or interests in securities. It relates to profit sharing, productivity, performance, incentive and commission.⁸ While the GLA does not offer bonus payments, it does make recognition payments as an additional payment awarded for productivity/performance. We therefore consider that data in this context.

We calculate a recognition payment by matching the nature of the work being recognised to specific criteria to determine the payment value.⁹ Recognition payments are generally set values of £350; £700; £1,000; and £1,500.

In 2025, there was a median ethnicity bonus pay gap of 30 per cent. When considering the mean average, there was a bonus gap of 13.69 per cent. The mean pay gap remains similar to last year, when a pay gap opened up; in the two years up to 2024 there were small negative mean ethnicity bonus pay gaps. However, in the years since reporting started, there have been fluctuations in the mean gaps. In 2021 the mean bonus gap was 11.89 per cent, and in 2020 it was 53.44 per cent (see Figures 2.8 and 2.9).

⁸ Gov.uk, [The Equality Act 2010 \(Gender Pay Gap Information\) Regulations 2017](#)

⁹ GLA, [HR Policy for the Award and Governance of Recognition Payments](#), 17 March 2020

Figure 2.8**Figure 2.9**

Overall, 8 per cent of Black, Asian and Minority Ethnic staff received a bonus, compared to 10 per cent of White staff.

The median bonus has increased considerably over the past year. This is due to the fixed nature of the payments, which can cause fluctuation in the median. Generally, payments are fixed at £350, £700, £1,000 or £1,500; and this year the median for the Black, Asian and Minority Ethnic staff was at £700, compared to £1,000 amongst White staff. The most common value of recognition payments was £700 for Black, Asian and Minority ethnic staff; and £1,000 for White staff.

Despite this decrease in the median, the difference in mean average payments has remained similar to last year. Overall, 25 per cent of White staff who received recognition payments received £1,500 or more over

the year, and 59 per cent received payments of over £1,000. Amongst Black, Asian and Minority Ethnic staff, 42 per cent received payments of £1,000 and over.

2.5 Intersectional analysis: ethnicity pay gap by gender

We use an intersectional approach in this report. It shows how people's identities can overlap, which can sometimes create compounding experiences of disadvantage. This section looks at pay gaps by gender and ethnicity. In the disability pay gap section of the report we consider pay gaps by: ethnicity and disability; and gender and disability.

On 31 March 2025, the overall median ethnicity pay gap was 6.06 per cent for women, and 12.98 per cent for men. The mean ethnicity pay gap was 8.57 per cent for women and 14.89 per cent for men (see Figures 2.10 and 2.11).

Figure 2.10

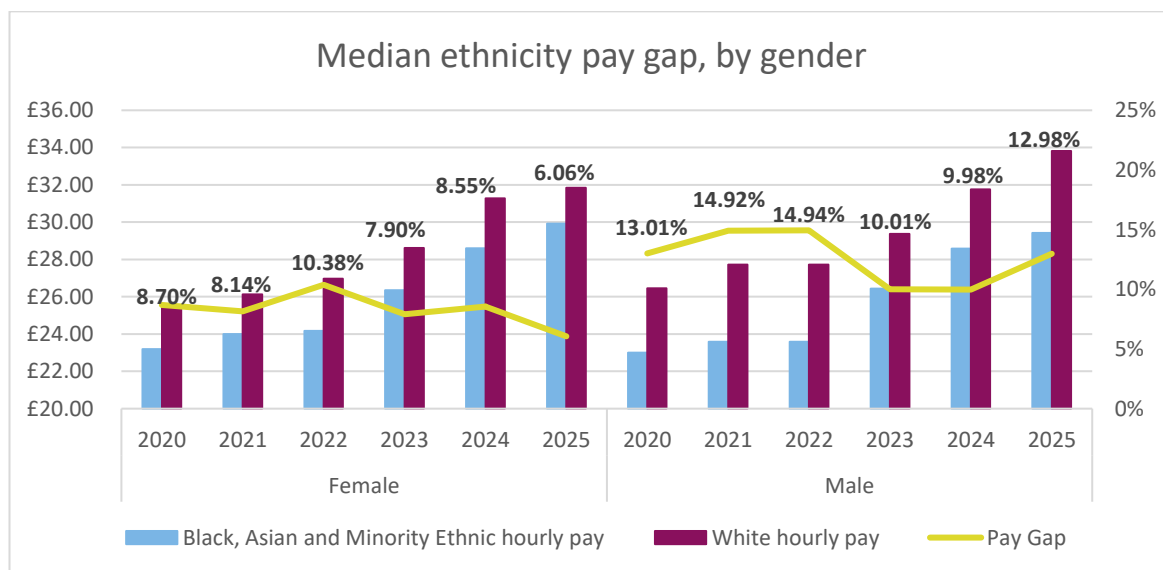
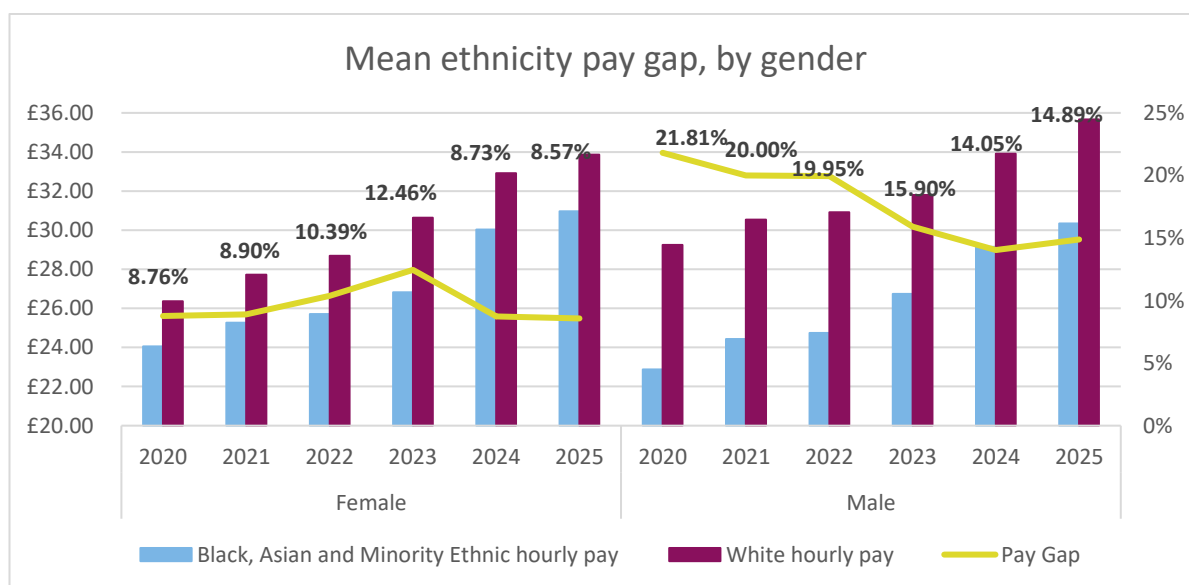


Figure 2.11



Both the median and mean pay gaps for men have widened over the past year. A key contributor to this change is decreases in the proportion of Black, Asian and Minority Ethnic men working at grades 12 and below, and of White men working at grades 7 and below.

Black or Black British men, and Asian or Asian British men, had the lowest average hourly rates. This was followed by Black or Black British woman, and Asian or Asian British women. White men had the highest average hourly rates, followed by White women.

A key driver of the low average hourly rates amongst Black men was the proportion who worked at grades 7 and below (44 per cent) compared to all staff with a known ethnic background (25 per cent). Amongst Asian men a lower proportion worked at grades 11 and above (13 per cent) compared to 24 per cent of all staff with a known ethnic background. Similarly, a higher proportion worked at grades 7 and below (30 per cent) compared to all staff with a known ethnic background (25%).

Female ethnicity pay gap

The changes amongst female staff largely align with the changes in the overall median ethnicity pay gap. In particular, there has been a 35 per cent increase in the number of White women working at grade 8 (net increase of 26 staff), compared to an 8 per cent rise in women from Black, Asian and Minority Ethnic backgrounds.

However, unlike the overall pay gap, where the proportion of Black, Asian and Minority Ethnic staff at grade 10 has increased, this remains unchanged amongst women (23 per cent). Instead, amongst White women working at the middle grades (grade 8 to grade 10), there has been a decline in the proportion at grade 10. Overall, 30 per cent of White women at the middle grades worked at grade 10, compared to 35 per cent last year.

As with the overall pay gap, the mean pay gap has remained relatively static. Unlike the overall pay gap, the proportion of women from Black, Asian and Minority Ethnic backgrounds working at the middle grades (grade 8 to grade 10) has declined slightly (18 per cent compared to 19 per cent – however, when considering rounding, the difference is less than 0.5 percentage points). This is despite a 16 per cent increase in the number of staff from this group (net increase of nine staff). The proportion of White women who worked at these grades declined by two percentage points, to 24 per cent.

Male ethnicity pay gap

The mean and median ethnicity pay gaps have widened over the year: the median by three percentage points, and the mean by one percentage point. This was driven by a slight reduction in the proportion of Black, Asian and Minority Ethnic men at grades 12 and above; and a reduction in the proportion of White men at grades 7 and below.

At grades 10 and above, there were increases in the proportions of men from White backgrounds, and from Black, Asian and Minority Ethnic backgrounds. Overall, 32 per cent of men from Black, Asian and Minority Ethnic backgrounds worked at grades 10 and above (up from 27 per cent last year); and 51 per cent of White men did (up from 48 per cent).

However, growth amongst men from Black, Asian and Minority Ethnic backgrounds was concentrated at grade 10. Consequently, the proportion at grades 12 and above actually declined. Overall, 12 per cent of men from Black, Asian and Minority Ethnic backgrounds work at grades 12 and above – down from 13 per cent last year. Amongst White men, the proportion has increased to 23 per cent, compared to 21 per cent last year.

Changes in the lower grades also helped open up the pay gaps. Overall, the proportion of men from Black, Asian and Minority Ethnic backgrounds at grades 7 and below is unchanged from last year, at 34 per cent. Amongst White men, the proportion at grades 7 and below dropped two percentage points to 18 per cent.

Cross-intersection analysis: gender and ethnicity

Across the intersection of gender and ethnicity, White men were the highest earners; men from Black, Asian and Minority Ethnic backgrounds were the lowest. White men had the highest salaries (largely driven by a higher proportion of staff working at the highest grades), followed by White women. Staff from Black, Asian and Minority Ethnic backgrounds had the lowest salaries (driven largely by a larger proportion working at the lowest grades).

The median pay gap between White men and White women was 5.80 per cent, and the mean was 5.02 per cent. Whilst White women earned less than White men, they had higher hourly rates than Black, Asian and Minority Ethnic staff – regardless of gender.

There was little difference in pay between men and women from Black, Asian and Minority Ethnic backgrounds. On average women earned slightly more, with a negative median pay gap of -1.70 per cent and mean gender pay gap of -2.01 per cent.

As noted, 51 per cent of White men worked at grades 10 and above. This is the highest proportion of any group across the intersection of ethnicity and gender. By comparison, 41 per cent of women worked at grades 10 and above. Instead, a greater proportion of White women worked at grades 8 and 9 (39 per cent) than any group across the intersection of ethnicity and gender.

In contrast Black, Asian and Minority Ethnic staff were more likely to work in grades 7 and below regardless of gender. However, at these grades, there was a slightly higher proportion of men from Black, Asian and Minority Ethnic backgrounds (34 per cent) than women (32 per cent).

Figures 2.12 and 2.13 show the median and mean ethnicity pay gaps, respectively, for women in each ethnic minority group. Due to the low numbers of staff with some of these intersecting characteristics, these results should be viewed with caution.

Figure 2.12

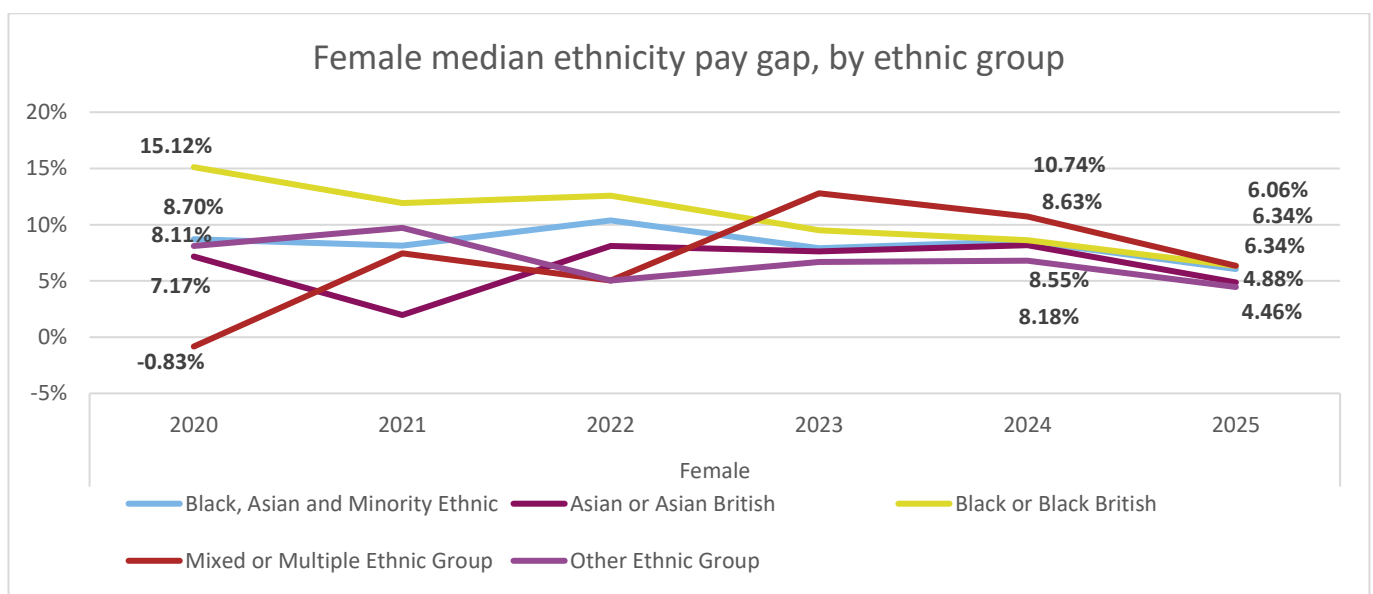
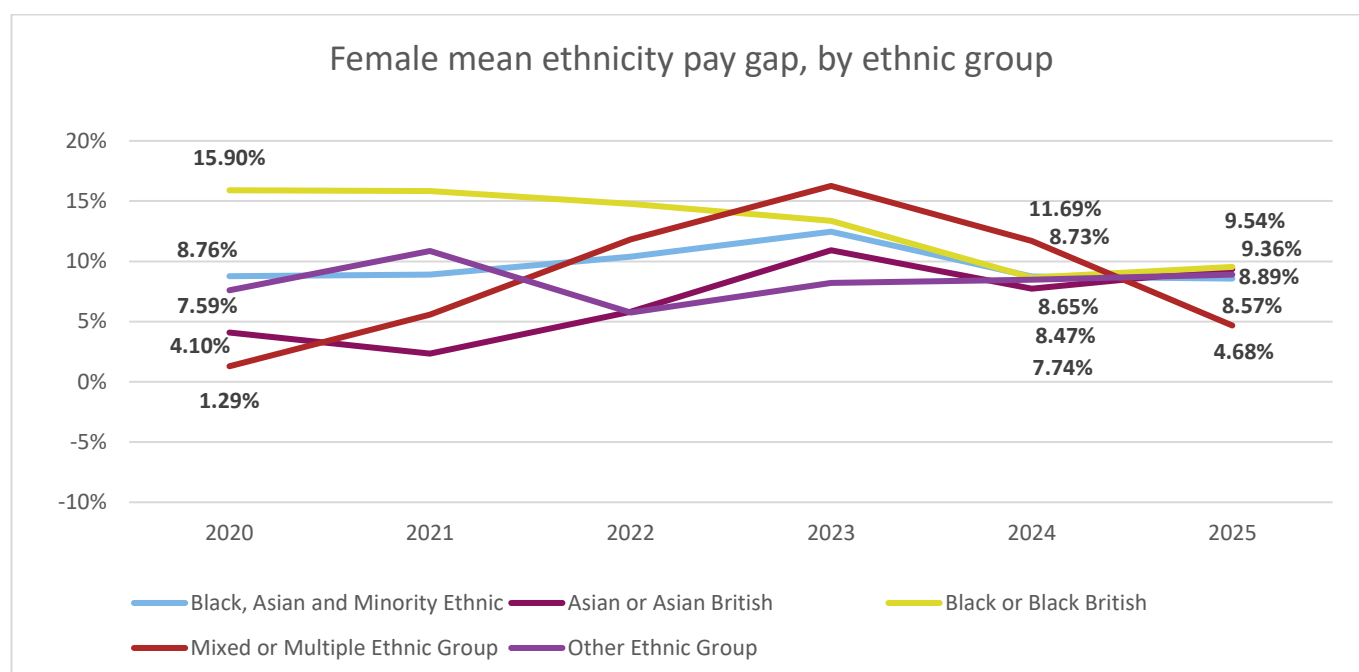


Figure 2.13

The largest median pay gaps were among women from Black or Black British background, and women from a Mixed or Multiple ethnic group (both 6.34 per cent median). There were smaller median pay gaps among women from an Asian or Asian British background (4.88 per cent), and from Other ethnic backgrounds (4.46 per cent). Across all ethnic groups, the median pay gap for women has narrowed over the past year – by between two and four percentage points.

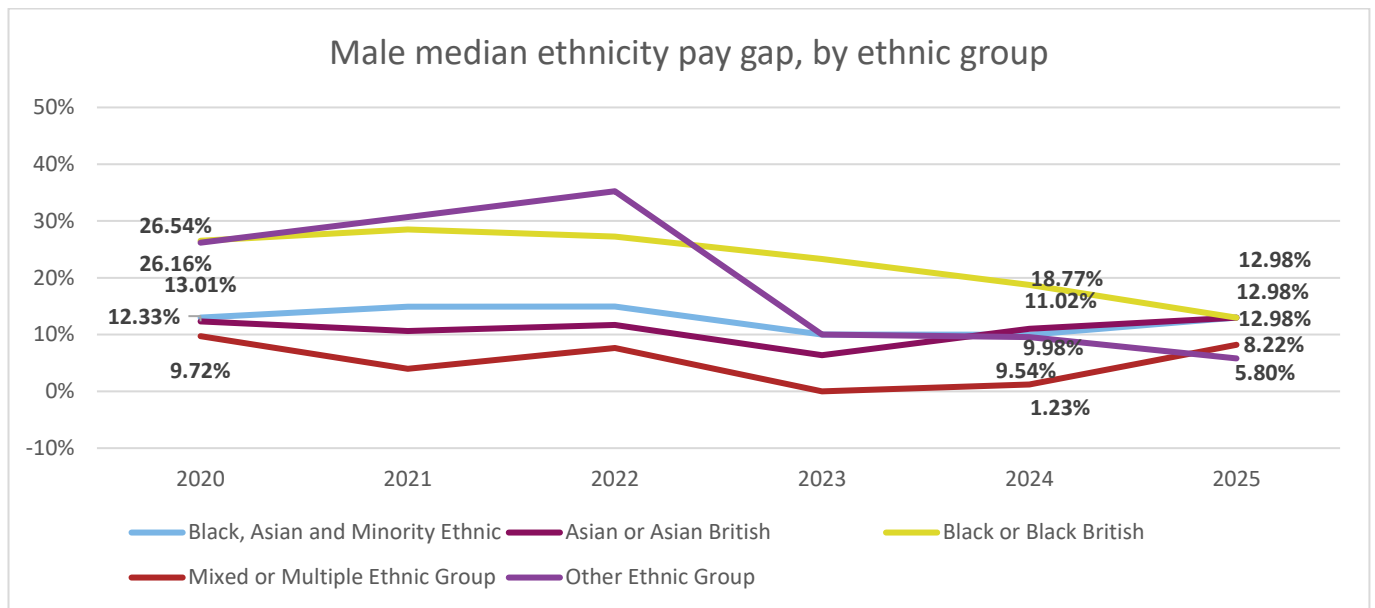
Women from Mixed or Multiple ethnic backgrounds had the lowest mean pay gap of all ethnic groups. The mean pay gap amongst women from a Mixed or Multiple ethnic background was 4.68 per cent. This has fallen from 11.69 per cent – a drop of seven percentage points over the past year. However, the mean pay gaps were similar for women from Asian or British Asian backgrounds (9.36 per cent), Black or Black British backgrounds (9.54 per cent) and Other ethnic backgrounds (8.89 per cent), with all having risen slightly over the past year.

Like the overall pay gap, the narrowing of the mean ethnicity pay gap between women from Mixed or Multiple ethnic groups, and White women, has been driven by an increase in the proportion of women from Mixed or Multiple ethnic groups at higher grades.

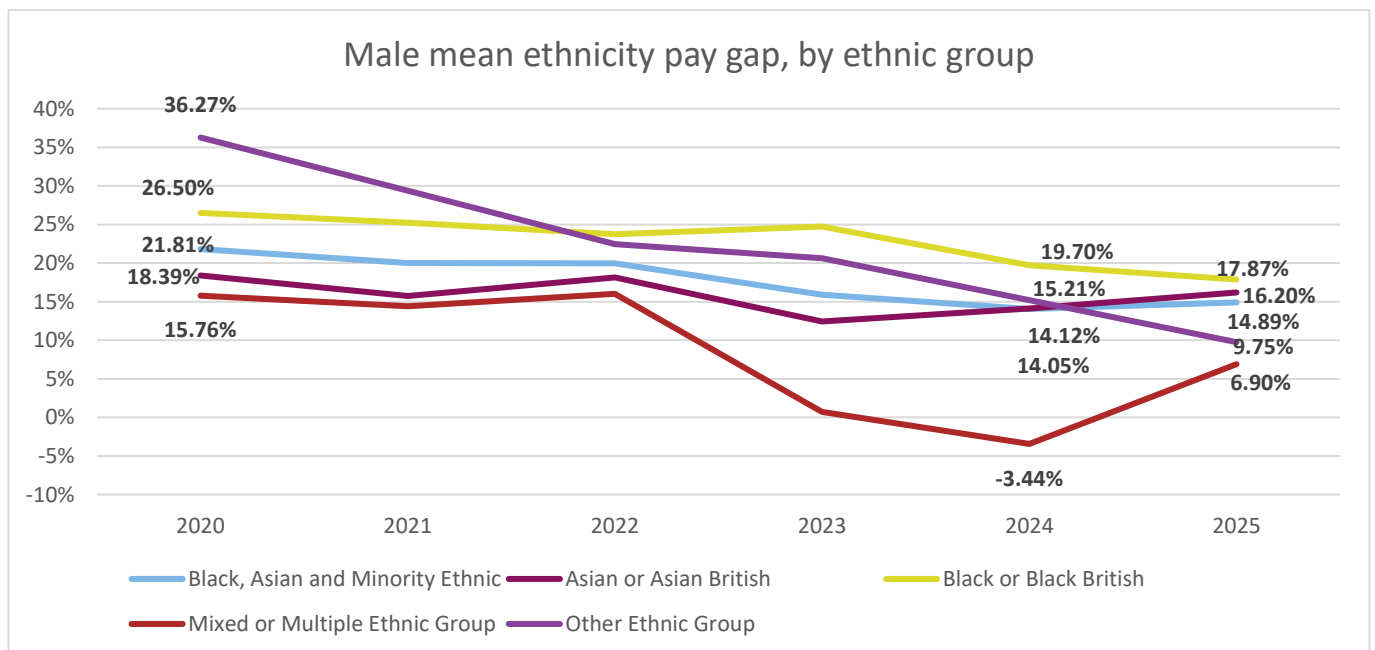
Over the year, there has been a net increase of four women from Mixed or Multiple ethnic backgrounds at grades 12 and above. This has brought the staff count from five to nine (an increase of 80 per cent). This compares to a 31 per cent increase in the number across all grades (net increase of 15 staff).

Amongst White women, there was a net increase of five women at grades 12 and above, representing a 7 per cent increase. Across all grades, there was an increase of 10 per cent among White women (and a net increase of 45 women).

The number of women from Mixed or Multiple ethnic backgrounds at grades 12 and above has increased – this has, in turn, increased the proportion at these grades. Overall, 14 per cent of women from Mixed or Multiple ethnic backgrounds worked at grades 12 and over (compared to 10 per cent last year). Amongst White women, 16 per cent worked at grades 12 and above – the same proportion as in 2024.

Figure 2.14

2021 Pay gap data for men from Other ethnic backgrounds has been redacted due to there being fewer than 5 men in this category. The value displayed is the mid-point between 2020 and 2022.

Figure 2.15

2021 Pay gap data for men from Other ethnic backgrounds has been redacted due to there being fewer than 5 men in this category. The value displayed is the mid-point between 2020 and 2022.

The largest median pay gaps are among Black or Black British men, and Asian or Asian British men (12.98 per cent median). This was also the same as the overall median ethnicity pay gap for men. Black or Black British men had the largest mean pay gap (17.87 per cent).

Staff from other ethnic backgrounds had the smallest median pay gap (5.8 per cent). The mean pay gap amongst men from other ethnic backgrounds was 9.75 per cent. Men from Mixed or Multiple ethnic backgrounds had the smallest mean pay gap (6.9 per cent), although this was negative last year.

The median pay gaps for Black or Black British men, and men from Other ethnic backgrounds, have decreased by six and four percentage points respectively over the past year. Men from these two groups have had the largest mean ethnicity pay gap since the first report in 2020. For Black or Black British men, the median ethnicity pay gap has also narrowed over the past year (a drop of four-and-a-half percentage points).

The median pay gap amongst Black or Black British men has fallen by six percentage points over the past year; amongst men from Other ethnic backgrounds, it has fallen by four percentage points. The mean pay gap has narrowed by two percentage points amongst Black or Black British men; and by five percentage points for men from Other ethnic backgrounds.

Across the GLA, there were 13 men from Other ethnic backgrounds. Therefore, small changes can make large differences to the pay gap. However, it is notable that the mean pay gap has narrowed each year since intersectional analysis was first conducted.

The proportion of Black or Black British men at higher grades has increased compared to last year, with a net increase of 11 (equivalent to 138 per cent) at grades 10 and above. This compares to a 37 per cent increase in the number of Black or Black British men overall. Similarly, a lower proportion of Black or Black British men work at grades 7 and below (44 per cent working, compared to 49 per cent last year). While the overall numbers of Black or Black British men at these grades has increased (net increase of five staff, or 24 per cent), the growth was lower than the increase in the number of Black or Black British men across all grades (37 per cent).

Across the GLA, there were 25 men from Mixed or Multiple ethnic backgrounds in 2025, and 15 in 2024. These relatively small numbers can have large changes. The growth in the number of men from Mixed or Multiple ethnic backgrounds came at grades 11 and below. Consequently, this year, 20 per cent of men from Mixed or Multiple ethnic backgrounds worked at grades 12 and above; this compares to 33 per cent last year. This has brought it more in line with the proportion of White men at grades 12 and above, closing the pay gap.

We also compared the differences between individual ethnic groups across the intersection of ethnicity and gender. White men had the highest average salaries, whilst Black men and Asian men had the lowest followed by Asian women and Black women.

A key driver of the lower average salaries amongst Black men was the proportion working at the lowest grades. Overall, at grades 7 and below, the proportion of Black men was the highest across all ethnic and gender groups. Asian women accounted for the second highest proportion at grades 7 and below (34 per cent). Amongst Asian men, a key driver of lower average salaries, was the low proportion working at grades 11 and above (13 per cent) compared to all staff with a known ethnic background (24 per cent).

2.6 Workforce composition

The proportion of Black, Asian and Minority Ethnic staff at the GLA has grown since 2017 (see Table 2.1).

Table 2.1: Workforce composition – Ethnicity

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Number of Black, Asian and Minority Ethnic staff	199	214	276	344	326	386	417	439	529
Number of White staff	563	641	706	744	742	757	735	742	796
Total number of staff (declared)	762	855	982	1,088	1,068	1,143	1,152	1,181	1,325
% Black, Asian and Minority Ethnic (declared)	26.1%	25.0%	28.1%	31.6%	30.5%	33.8%	36.2%	37.2%	39.9%
Unknown	35	40	48	58	61	55	153	184	132
Total (all staff- including unknown)	797	895	1,030	1,146	1,129	1,198	1,305	1,365	1,457
Declaration rate	95.6%	95.5%	95.3%	94.9%	94.6%	95.4%	88.3%	86.5%	90.9%
% Black, Asian and Minority Ethnic (all staff – including known)	25.0%	23.9%	26.8%	30.0%	28.9%	32.2%	32.0%	32.2%	36.1%

On 31 March 2025, of the 1,365 staff considered for pay gap reporting purposes, 529 were from Black, Asian and Minority Ethnic backgrounds; 796 were from White ethnic backgrounds; and 132 had either not declared their ethnicity, or selected preferred not to say. There were 217 Asian staff; 184 Black staff; 88 staff from a Mixed or Multiple ethnic group; and 40 from Other ethnic groups.

As noted, following an internal campaign initiated by the Chief Officer, with the support of Internal communications and the People Function, our declaration rates have increased to 91 per cent, up from 87 per cent in 2024.

We produce detailed workforce reports every six months.¹⁰ However, for the purposes of ethnicity pay gap reporting, we examine the distribution of salaries of Black, Asian and Minority Ethnic staff, compared to the number of all staff employed, in £10k increments up to £100k. Those earning £100k or more are collected into one group.

Table 2.2 highlights that our higher-salary jobs are more likely to be held by White employees than by Black, Asian and Minority Ethnic employees. Our workforce report, covering the period from 1 April 2024 to 31 March 2025, shows that 45 per cent of London's working-age population is Black, Asian or Minority Ethnic.¹¹

¹⁰ GLA, [Salaries, expenses, benefits and workforce information](#)

¹¹ GLA, [Salaries, expenses, benefits and workforce information](#)

Table 2.2: Proportion of jobs within pay bands that are staffed by Black, Asian and Minority Ethnic employees

Pay band	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total staff at salary band 2025
Less than £20,000	62%	37%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
£20,000 to £29,999	43%	44%	58%	61%	52%	71%	73%	36%	54%	33
£30,000 to £39,999	32%	32%	39%	41%	43%	47%	45%	43%	45%	120
£40,000 to £49,999	25%	21%	22%	30%	31%	35%	34%	36%	47%	233
£50,000 to £59,999	12%	19%	23%	24%	26%	25%	30%	36%	37%	412
£60,000 to £69,999	16%	18%	<5	25%	14%	14%	23%	25%	26%	318
£70,000 to £79,999	17%	14%	20%	18%	21%	29%	30%	32%	25%	75
£80,000 to £89,999	<5	<5	<5	<5	16%	23%	30%	28%	30%	68
£90,000 to £99,999	N/A	0%	0%	0%	0%	<5	<5	28%	33%	43
£100,000 and over	<5	<5	<5	17%	15%	19%	14%	16%	19%	63

Across the GLA, the proportion of staff from Black, Asian and Minority Ethnic backgrounds (compared to all staff) was 36 per cent. The proportions across most pay bandings have increased over the past year, in part due to improved declaration rates. Compared to the proportion overall, Black, Asian and Minority Ethnic staff are over-represented in all pay bands between £20,000 and £59,999 – particularly between £20,000 and £29,999.

In contrast, 19 per cent of those earning over £100,000 are from Black, Asian or Minority Ethnic backgrounds. This is up slightly from 2024, when the figure was 16 per cent; and from 2023, when it was 14 per cent. The final column in the table shows the total number of staff across the GLA working in each salary band for 2025.

3 Disability pay gap

3.1 Overall

On 31 March 2025, we had a median disability pay gap of 6.12 per cent; and mean disability pay gap of 4.08 per cent (see Figures 3.1 and 3.2).

Figure 3.1

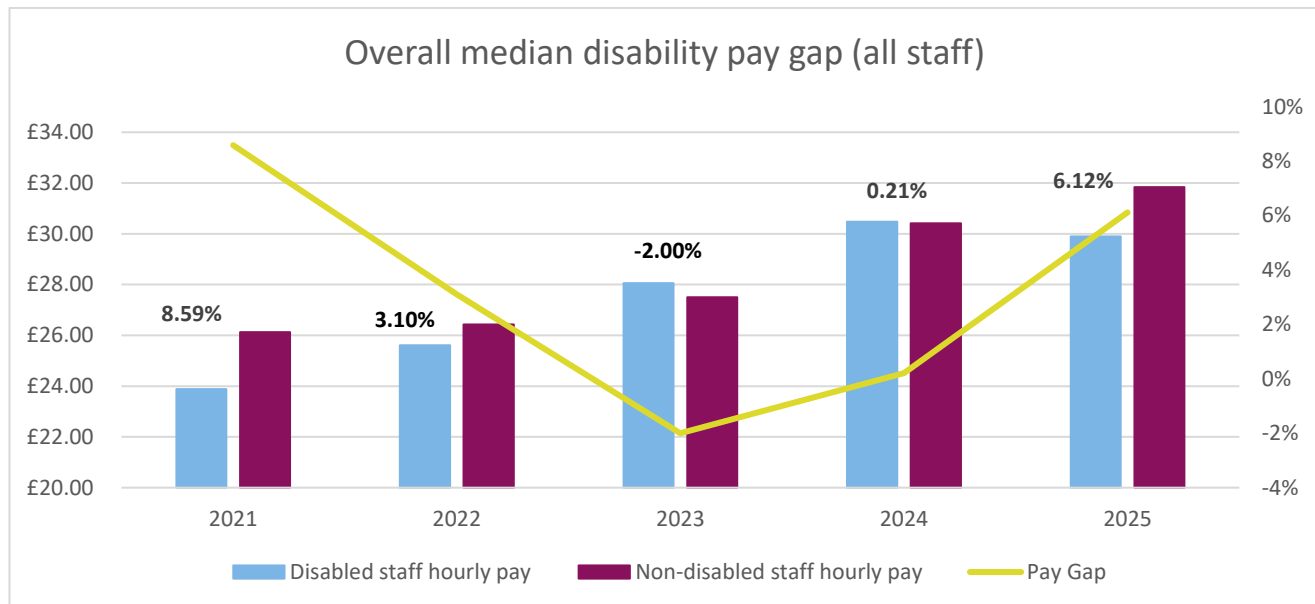
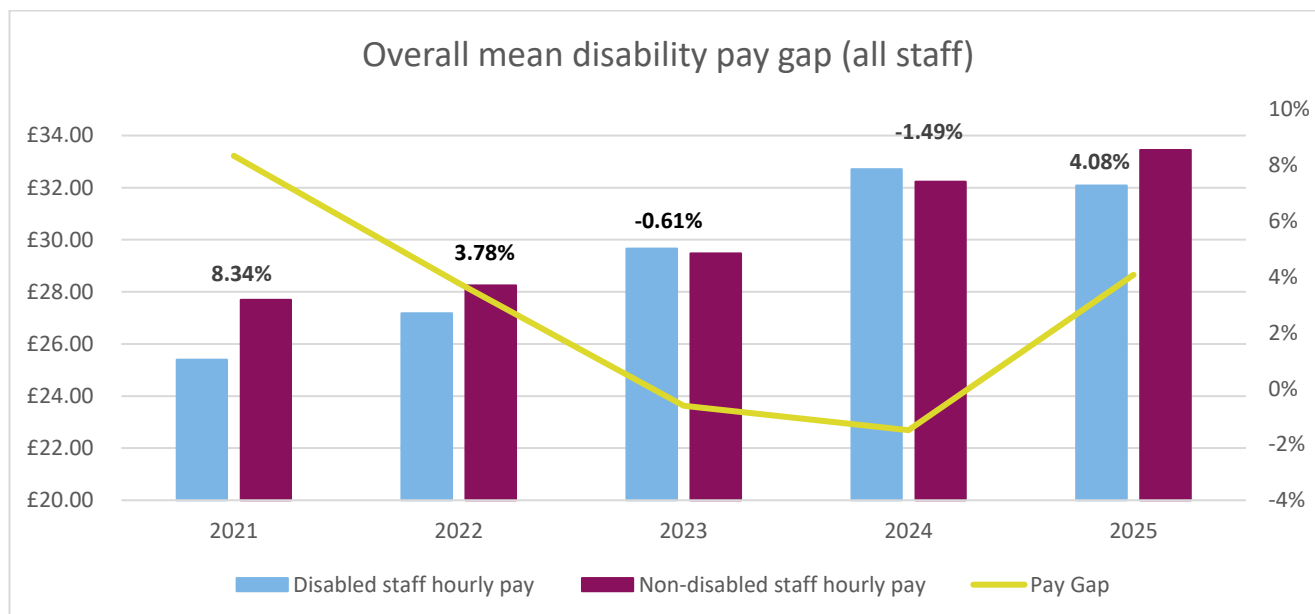


Figure 3.2



Our improved declaration rates have meant a significant shift in our understanding of our disabled staff. As such, this year's disability pay gap analysis places greater emphasis on understanding the underlying drivers of the now-revealed pay gap, rather than comparing year-on-year changes.

Key findings are as follows:

- With disabled staff now accounting for 19.5 per cent of staff, the median disability pay gap was 6.12 per cent and the mean was 4.08 per cent. The pay gaps were driven by differences in the proportion of disabled staff across our pay quartiles. Disabled staff account for 23 per cent of those in the lower quartile. This figure steadily declines as we move higher across the quartiles and drops to 16 per cent in the upper quartile.
- The median pay gap specifically was driven by a low proportion of disabled staff at grade 10, compared to the proportion of disabled staff across the GLA; and a higher proportion at grade 8.

Median pay gap

The key driver for the median pay gap was a slightly higher proportion of disabled staff at grade 8, compared to the average across the GLA; and a significantly lower proportion at grade 10. Overall, staff working between grades 8 and 10 account for 52 per cent of staff considered for analysis in the disability pay gap.

Just under a quarter (24 per cent) of staff at grade 8 with a known status had a disability. This is higher than the proportion across all grades (19.5 per cent). At grade 10, the proportion of staff with a disability was far lower, at 13 per cent of those with a known status.

Consequently, amongst staff between these grades, a higher proportion of those with a disability worked at grade 8 than non-disabled staff; and a lower proportion at grade 10. Among disabled staff between grades 8 and 10, 43 per cent worked at grade 8; and 20 per cent at grade 10. Amongst non-disabled staff, 33 per cent worked at grade 8; and 32 per cent at grade 10.

Mean pay gap

There is a lower proportion of disabled staff at the upper end of the income distribution; this is the key driver behind the pay gap. Generally, the upper pay quartile is made up of those at grades 11 and above. Overall, disabled staff account for 17.6 per cent of staff who have a known disability status, and work at grades 11 and above. This is lower than the proportion of disabled staff across the GLA (19.5 per cent). Similarly, 21.5 per cent of disabled staff work at grades 11 and above, compared to 24 per cent of non-disabled staff.

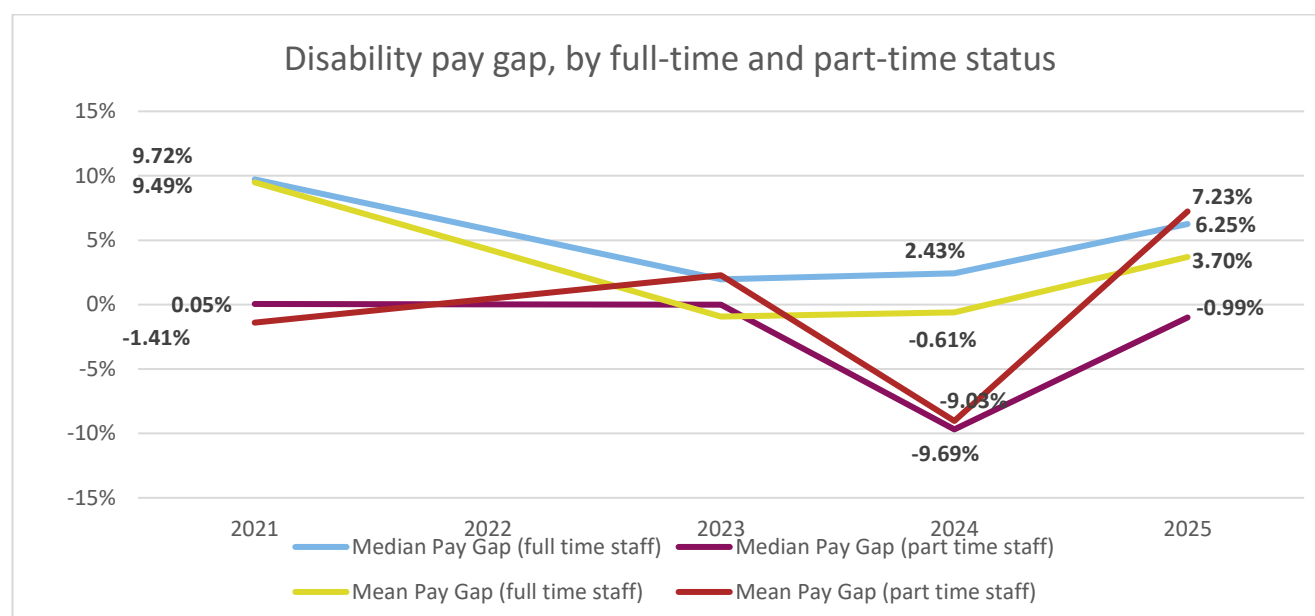
The lower grades had less of an impact. Disabled staff accounted for 20 per cent of staff at grades 7 and below; and 21 per cent of staff at grades 3 and below. Looking at the grade breakdown of disabled staff, 26 per cent work at grades 7 and below; and 5 per cent at grades 3 and below (compared to 24 per cent and 5 per cent respectively amongst non-disabled staff).

In 2023 (the latest year for which data has been published), the UK median disability pay gap for all workers was 12.7 per cent. The median disability pay gap for workers in London in 2023 was 7.4 per cent.¹² Our median disability pay gap in 2025 is smaller than the most recently published national and London averages.

3.2 Full-time/part-time status

For full-time workers, the median disability pay gap is 6.25 per cent, and the mean pay gap is 3.7 per cent. For part-time workers, the median pay gap is 7.23 per cent, and the mean pay gap is -0.99 per cent (see Figure 3.3).

¹² ONS, [Disability pay gaps in the UK](#), 17 October 2024

Figure 3.3

2022 Pay gap data for part-time staff with a disability has been redacted due to there being fewer than five staff in this category. The value presented for disabled part-time staff in 2022 is the mid-point between 2021 and 2023.

The median and mean disability pay gaps for full-time staff are in line with the overall disability pay gap. The factors that contribute to the disability pay gap, amongst full-time staff, largely follow the overall disability pay gap too. This is to be expected, as over 90 per cent of staff who provided information on their disability status work full-time.

Amongst part-time staff, the median pay gap was narrower than the overall pay gap with a small negative pay gap (under 1 per cent); whilst the mean pay gap was slightly wider than the overall pay gap. Overall, 28 disabled staff work part-time; as this is a relatively small number, pay gaps can be prone to fluctuation.

The driver behind the reasonably small (and negative) median pay gap, compared to the overall pay gap, was the relatively even distribution across grade groupings between disabled and non-disabled staff working part-time.

Across the GLA as a whole, disabled staff make up a larger proportion of staff in lower pay quartiles. Amongst part-time staff, the distribution is relatively similar. Part of this is due to no part-time staff working below grade 5, across the whole GLA.

Staff at grades 7 and below tend to be in the lower pay quartile. In 2025, 32 per cent of disabled staff, working part-time, worked at these grades; this compares to 2 per cent of non-disabled staff.

Staff between grades 8 and 10 tend to occupy the middle two quartiles. Overall, 43 per cent of disabled staff, working part-time, worked at these grades; this compares to 50 per cent of non-disabled staff.

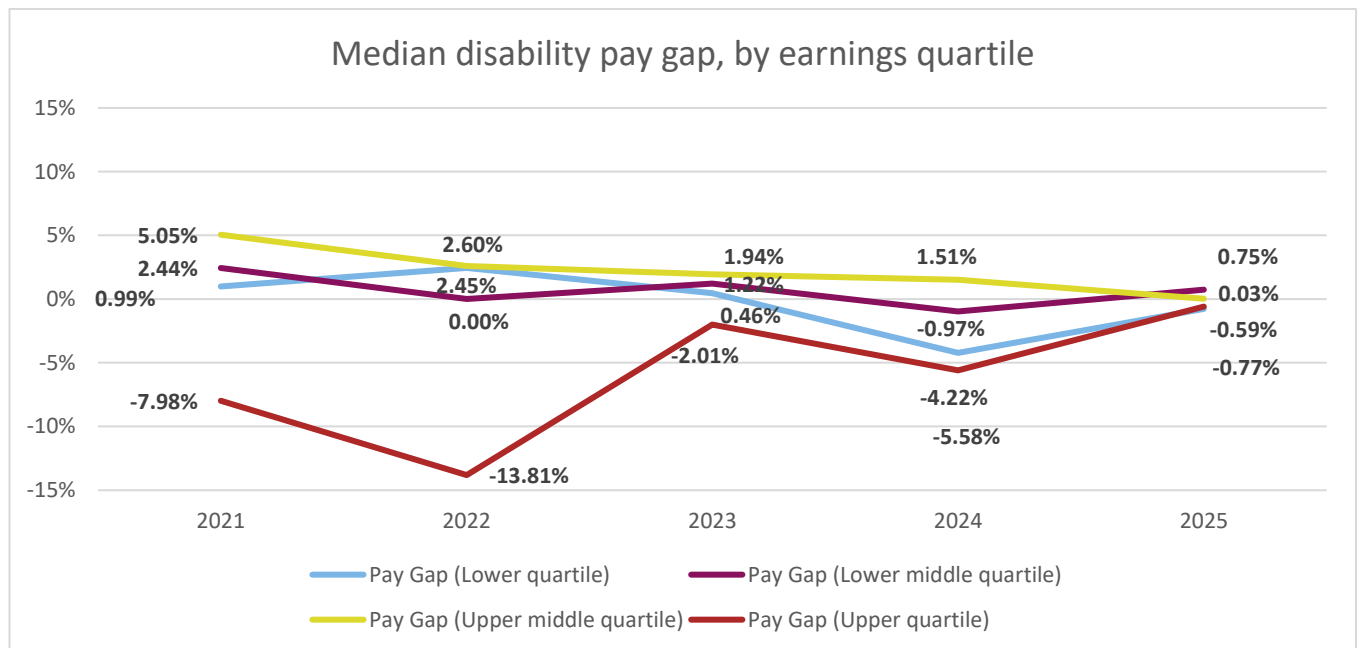
Staff at grades 11 and above tend to work in the upper pay quartile, with 25 per cent of disabled staff, working part-time, working at these grades; this compares to 26 per cent of non-disabled staff.

3.3 Earnings quartile

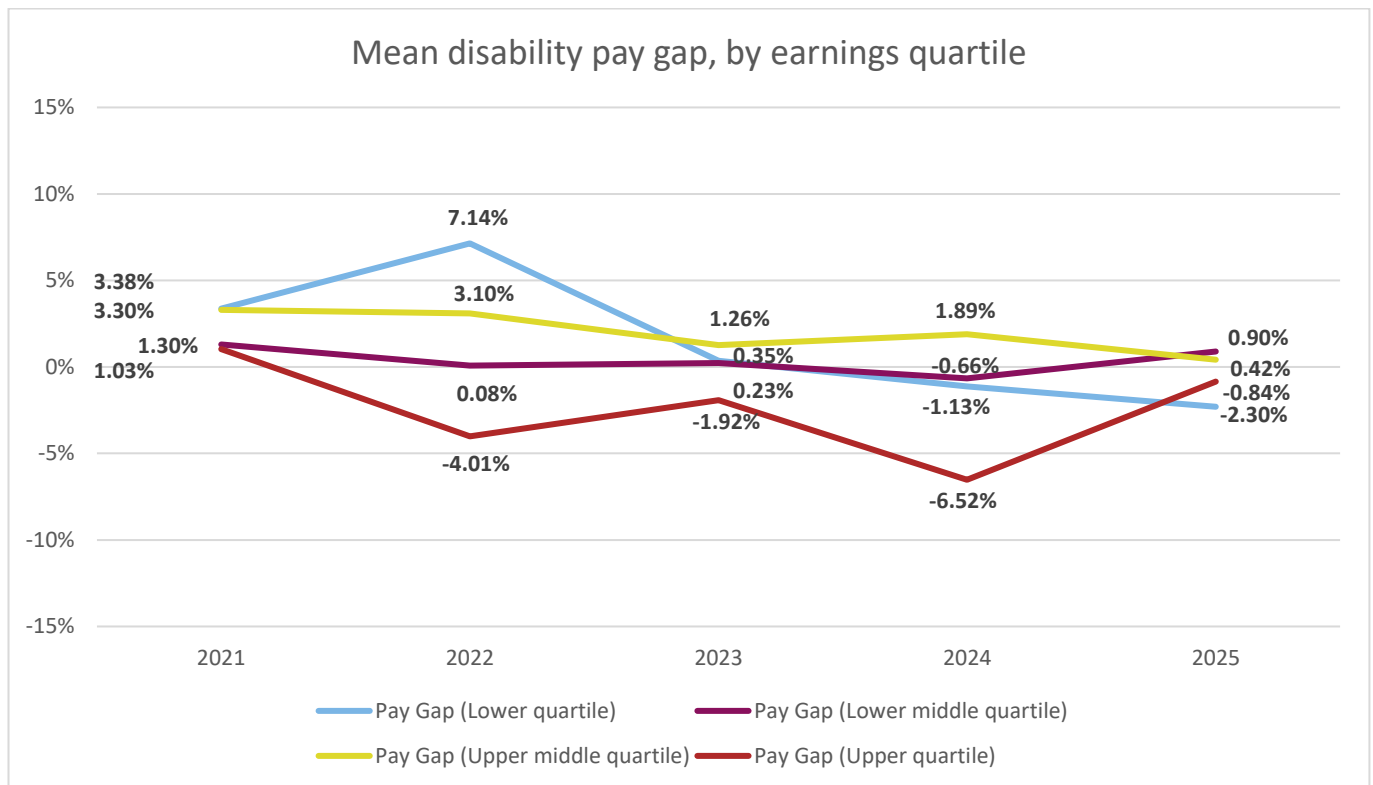
Across all quartiles, the median pay gap was under 1 per cent. In the upper-middle quartile, the median pay gap was effectively zero (0.03 per cent). There were small negative median pay gaps in the lower quartile (-0.77 per cent), a small pay gap the lower-middle quartile (0.75 per cent), and a small negative pay gap in the upper quartile (-0.59 per cent).

There was a small negative mean pay gap in the lower quartile (-2.30 per cent). Across all other quartiles, the mean pay gaps were under 1 per cent. These comprise: 0.9 per cent in the lower-middle quartile; 0.42 per cent in the upper-middle quartile; and -0.84 per cent in the upper quartile. Figures 3.4 and 3.5 illustrate these data points.

Figure 3.4



Per cent disabled (2025): lower quartile: 23 per cent; lower middle-quartile: 21 per cent; upper-middle quartile: 18 per cent; upper quartile: 16 per cent

Figure 3.5

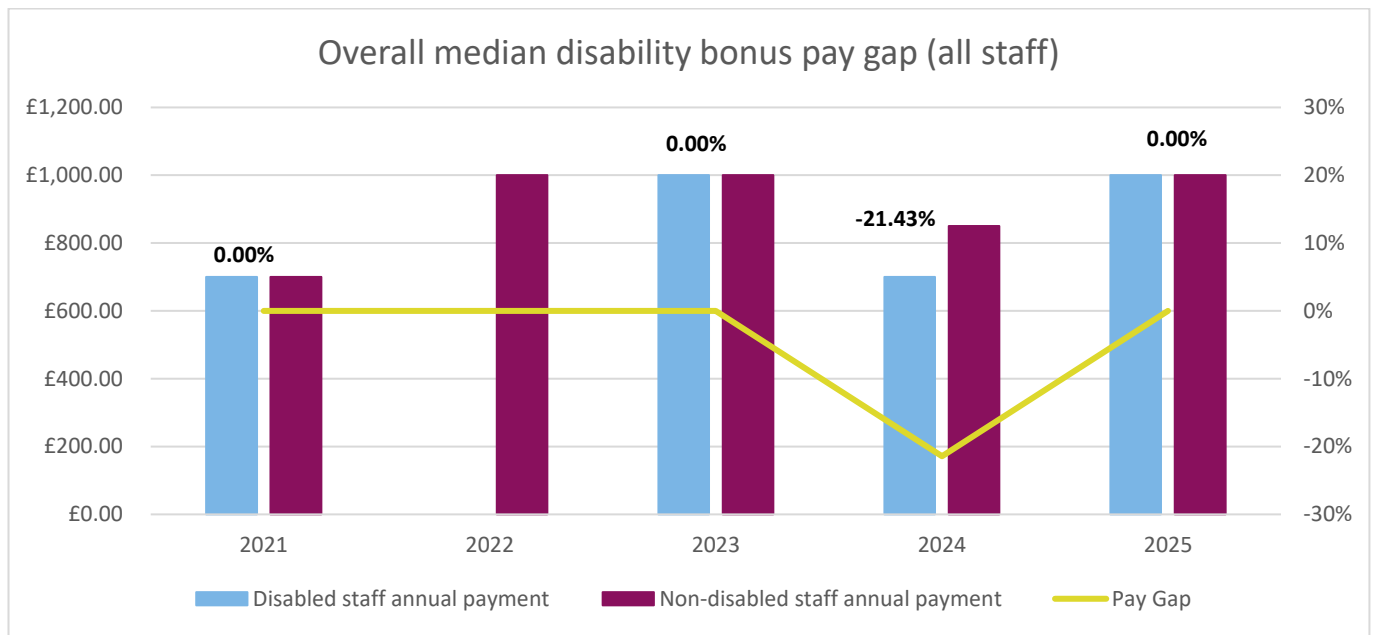
Per cent disabled (2025): lower quartile: 23 per cent; lower-middle quartile: 21 per cent; upper-middle quartile: 18 per cent; upper quartile: 16 per cent

The median pay gaps across all quartiles have narrowed, and are under 1 per cent. Similarly, apart from the lower quartile (where there was a small negative mean pay gap (-2.3 per cent)), all mean pay gaps were under 1 per cent.

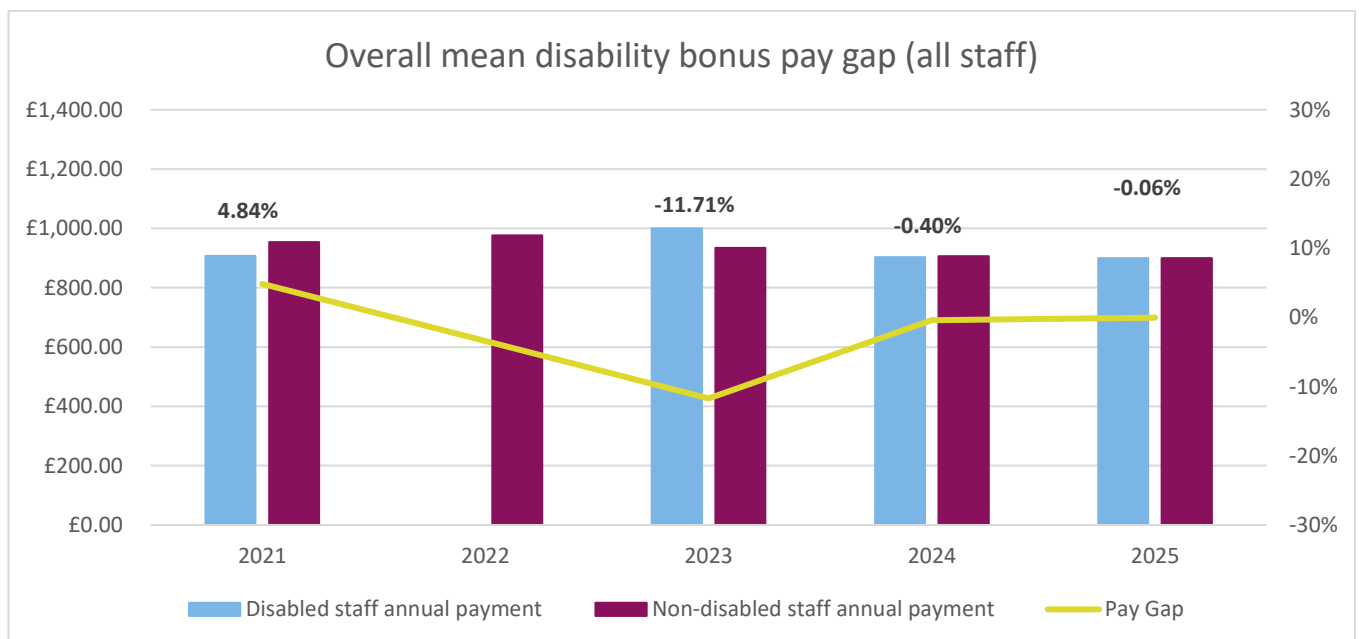
The small negative mean pay gap in the lower quartile is driven by a higher proportion of disabled staff working at higher grades within the quartile. Whilst the majority of staff in the lower quartile work at grades 7 and below, a small proportion work at higher grades. The proportion of disabled staff in the lower quartile above grade 7 was 15 per cent, compared to 10 per cent of non-disabled staff. This higher proportion of high earners in the quartile drives the small negative mean pay gap.

3.4 Bonus payments

While the GLA does not offer bonus payments, it does make recognition payments as an additional payment awarded for productivity/performance. We therefore consider that data in this context. In 2025, there was a no median disability bonus pay gap (0 per cent), and a near-zero mean disability bonus pay gap (-0.06 per cent). This means that in 2025, there was no difference in the value of bonus pay between disabled and non-disabled staff (see Figures 3.6 and 3.7).

Figure 3.6

2022 Bonus pay gap data for disabled staff has been redacted due to there being fewer than five staff in this category. The value presented for the bonus pay gap in 2022 is the mid-point between 2021 and 2023.

Figure 3.7

2022 Bonus pay gap data for disabled staff has been redacted due to there being fewer than five staff in this category. The value presented for the bonus pay gap in 2022 is the mid-point between 2021 and 2023.

For both disabled and non-disabled staff, the median value of recognition payments was £1,000. A higher proportion of disabled staff (11 per cent) received payments than non-disabled staff (8 per cent). In absolute terms, 28 disabled staff and 91 non-disabled staff received bonus payments.

3.5 Intersectional analysis: disability pay gap by ethnicity

On 31 March 2025, the median disability pay gap for Black, Asian and Minority Ethnic staff was 4.82 per cent; for White staff, it was 3.1 per cent. The mean disability pay gap was similar for both groups; amongst Black, Asian and Minority Ethnic staff it was 4.52 per cent; and for White staff, it was 4.49 per cent (see Figures 3.8 and 3.9).

Figure 3.8

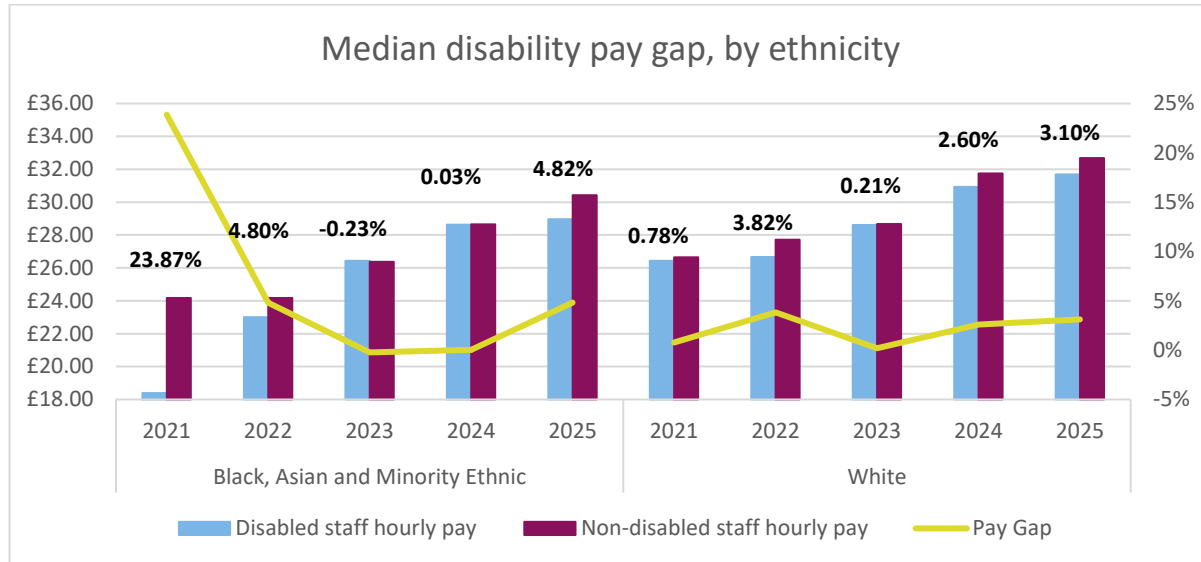
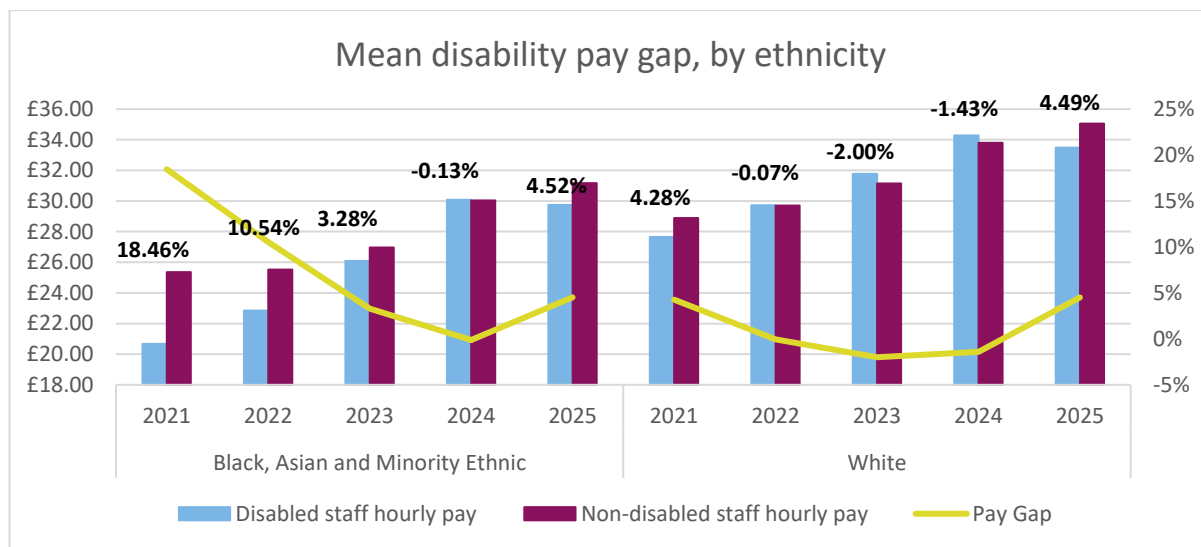


Figure 3.9



The overall median disability pay gap is 6.12 per cent, and the overall mean disability pay gap is 4.08 per cent. This means, on average, non-disabled staff earn more than disabled staff. This breakdown by ethnicity shows that, amongst Black, Asian and Minority Ethnic staff, the median pay gap was 4.82 and the mean was 4.52 per cent. The median disability pay gap for White staff was 3.1 per cent, and the mean was 4.49 per cent.

Across the intersection of disability and ethnicity, Black, Asian and Minority Ethnic staff with a disability had the lowest average hourly rates; disabled White staff had the highest. White staff, regardless of disability status, had higher average rates than Black, Asian and Minority Ethnic staff; whilst within ethnic groups

non-disabled staff earned more than disabled staff. A key driver of the lower hourly rates amongst disabled Black, Asian and Minority Ethnic staff was the lower proportion who worked at the highest grades.

Overall, 18 per cent of non-disabled White staff, and 22 per cent of disabled White staff, worked at grades 7 and below. This compared to 33 per cent of non-disabled staff from Black, Asian and Minority Ethnic backgrounds, and 32 per cent of disabled staff from this group.

Similarly, a higher proportion of White staff worked at grades 11 and above, compared to Black, Asian and Minority Ethnic staff – regardless of disability. In all, 28 per cent of non-disabled staff White staff worked at grades 11 and above; and 26 per cent disabled White staff did. This compares to 20 per cent of non-disabled Black, Asian and Minority Ethnic staff, and 14 per cent of disabled staff from this group.

One factor driving disability pay gaps within ethnic groupings was a difference in the proportion of disabled staff at grades 11 and above, compared to their non-disabled counterparts. There was a particularly large difference of six percentage points among Black, Asian and Minority Ethnic staff.

Similarly, a driver of the disability pay gap amongst White staff was the higher proportion of disabled staff at grades 7 and below, compared to non-disabled staff. Amongst Black, Asian and Minority Ethnic staff, differences were negligible. Black, Asian and Minority Ethnic staff had lower average hourly rates compared to White staff, regardless of disability status; this is driven by higher representation at lower grades, and lower representation at higher grades.

3.6 Intersectional analysis: disability pay gap by gender

On 31 March 2025, the median disability pay gap was 5.28 per cent for women and zero for men. The mean disability pay gap was 8.07 per cent for women and -2.98 per cent for men (see Figures 3.10 and 3.11).

Figure 3.10

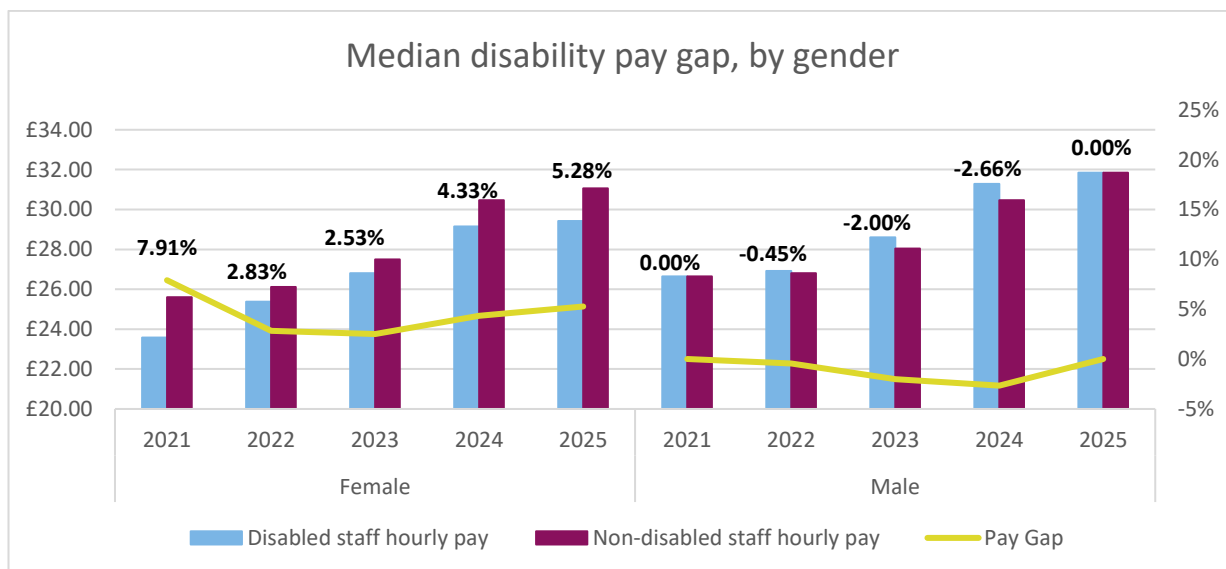
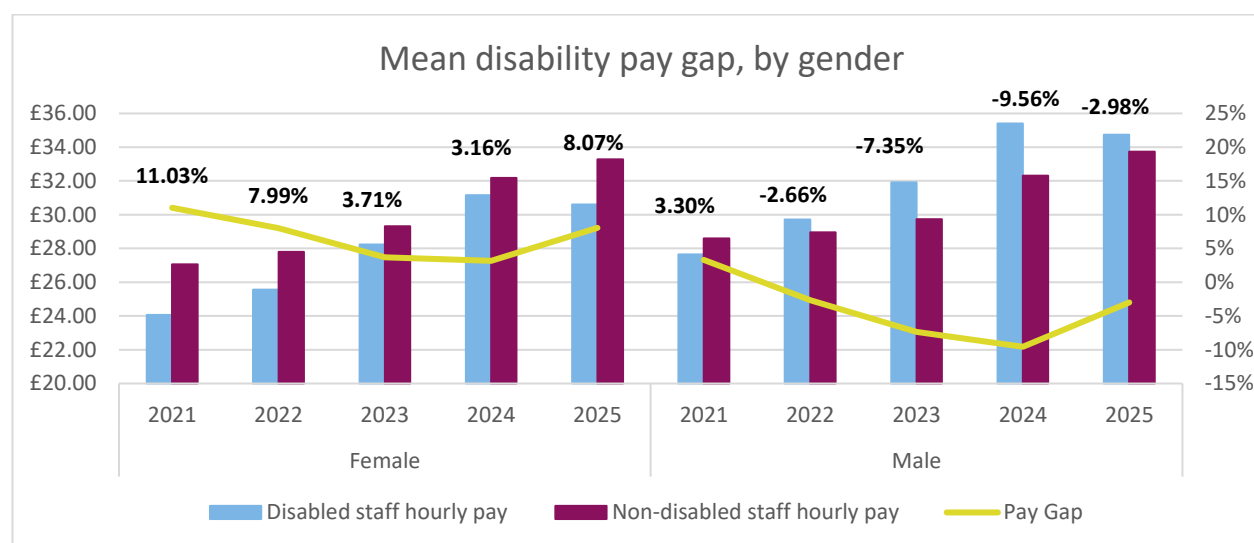


Figure 3.11

A key driver of the disability pay gap amongst women was a lower proportion of disabled women at higher grades compared to non-disabled women. Overall, 25 per cent of women with a disability worked at grades 10 and above, compared to 39 per cent of non-disabled women. Disabled women were more likely to work at grades 8 and 9 (48 per cent of disabled women) than non-disabled women (37 per cent).

The proportions at grades 7 and below were similar, with 26 per cent of disabled women, and 25 per cent non-disabled women, working at these grades.

Amongst men, there was no median pay gap; and a relatively small negative mean pay gap. The mean pay gap is driven by a slightly larger proportion of disabled men at grades 11 and above (30 per cent) than non-disabled men (27 per cent).

The median pay gaps between women with a disability, and the three other groups across the intersection ranged between 5.28 per cent (compared to non-disabled women) and 8.26 per cent (compared to both disabled and non-disabled men).

The key driver behind the difference was the lower proportion of disabled women working at higher grades. As noted, 25 per cent of disabled women worked at grades 10 and above. Across the other groups, the proportion at grades 10 and above ranged between 39 per cent for non-disabled women, and 44 per cent for non-disabled men. Across all groups, the proportion of staff at the lowest grades was reasonably similar.

3.7 Workforce composition

On 31 March 2025, of all staff with a known disability status and included in the pay gap analysis, 19.5 per cent were disabled (see Table 3.1).

Table 3.1: Workforce composition – disability status

	2021	2022	2023	2024	2025
Number of disabled staff	68	88	101	118	251
Number of non-disabled staff	995	1,009	1,046	983	1035
Total staff (declared)	1,023	1,097	1,147	1,101	1,286
% disabled (declared)	6.6%	8.0%	8.8%	10.7%	19.5%
Number of staff with unknown status	106	101	158	264	171
Total (all staff – including unknown)	1,129	1,198	1,305	1,365	1,456
Declaration rate	90.6%	91.6%	87.9%	80.7%	88.3%
% disabled (all staff – including unknown)	6.0%	7.3%	7.7%	8.6%	17.2%

For disability pay gap reporting purposes, we examine the distribution of salaries of disabled staff, compared to the number of staff employed, in £10k increments up to £100k. Those earning more than £100k are in one group.

Table 3.2 shows that disabled staff are under-represented in most of the pay bands we can report on across the organisation. Our workforce report covering 1 April 2024 to 31 March 2025 shows that 19 per cent of London's working-age population is disabled.¹³

Table 3.2: Proportion of jobs within pay bands that are staffed by disabled employees

Pay band	2021	2022	2023	2024	2025	Total staff at salary band 2025
Less than £20,000	N/A	N/A	N/A	N/A	N/A	0
£20,000 to £29,999	<5	14%	<5	<5	16%	33
£30,000 to £39,999	11%	11%	9%	8%	13%	120
£40,000 to £49,999	4%	7%	7%	8%	20%	233
£50,000 to £59,999	5%	6%	8%	9%	20%	412
£60,000 to £69,999	7%	<5	5%	8%	16%	318
£70,000 to £79,999	<5	5%	11%	8%	13%	75
£80,000 to £89,999	<5	<5	<5	10%	13%	68
£90,000 to £99,999	<5	29%	<5	<5	15%	43
£100,000 and over	0%	<5	<5	13%	18%	63

¹³ GLA, [Salaries, expenses, benefits and workforce information](#)

4 Gender pay gap

4.1 Overall

On 31 March 2025, we had a median gender pay gap of 4.46 per cent; and a mean gender pay gap of 3.82 per cent (see Figures 4.1 and 4.2).

Figure 4.1

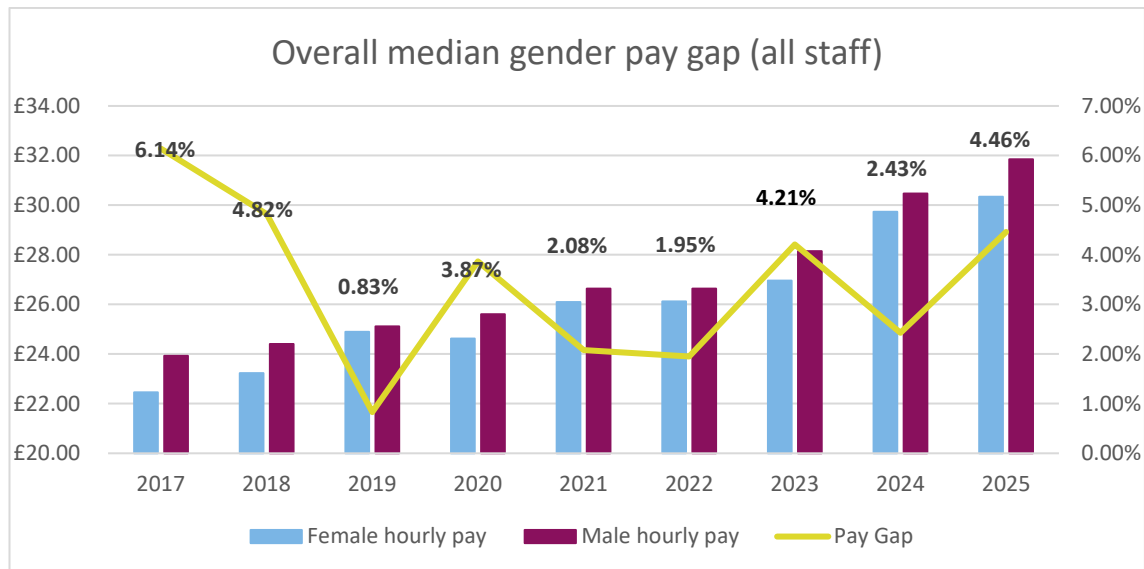
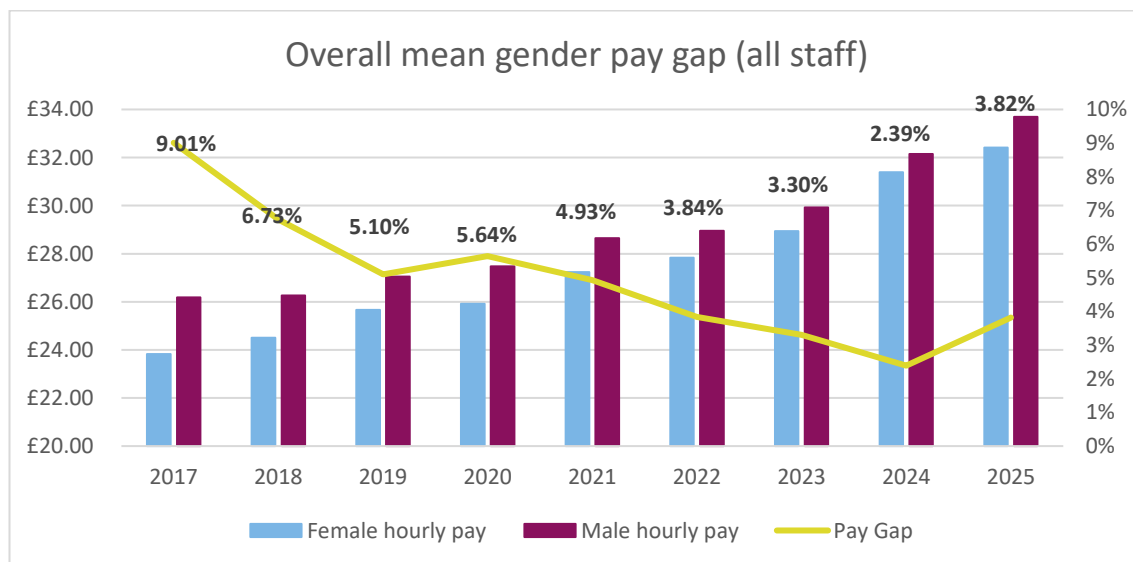


Figure 4.2



Overall, 64 per cent of GLA staff are women: the highest proportion recorded in our pay gap analysis. This marks a steady increase since 2017, when the proportion was 54 per cent.

Both our median and mean gender pay gaps have widened since 2024. The median gender pay gap went from 2.43 per cent to 4.46 per cent; and our mean gender pay gap, from 2.39 per cent to 3.82 per cent.

The increases in the median and mean gender pay gaps are largely driven by a 12 per cent increase in the number of women employed at grades 9 and below; and a small decrease in the number of men at these

grades. The number of men working at grades 10 and above has increased by 13 per cent, whereas the number of women at these grades has only increased by 1 per cent.

Compared to last year, a higher proportion of women work at grades 9 and below; and a higher proportion of men work at grades 10 and above. Overall, 65 per cent of women work at grades 9 and below, compared to 62 per cent in 2024. Amongst men, 56 per cent worked at grades 9 and below (compared to 59 per cent last year); and 44 per cent at grades 10 and above (compared to 41 per cent last year).

The decrease in the proportion of women at grades 10 and above largely comes from staff at grade 10 specifically; the proportion of women at grades 11 and above remains stable. The relative stability in the proportion of women earning the highest salaries has meant the mean pay gap has not widened as much as the median.

Median and mean pay gaps

As noted, there has been a 12 per cent increase in the number of women working at grades 9 and below (net increase of 66 staff). Growth was highest amongst lower grades, with a 17 per cent increase (net increase of 35) at grades 7 and below. The number of women at grade 8 increased 12 per cent (net increase of 19) and 7 per cent (net increase of 12) at grade 9.

Over the same period, the number of men at grades 9 and below reduced by 1 per cent (net decrease of three).

At grades 7 and below, there was a net increase of two (2 per cent decrease). There was a 1 per cent decrease in men at grade 8 (net reduction of one), and a 4 per cent decrease at grade 9 (net reduction of four).

As a result of these changes, women make up a larger proportion of staff at grades 9 and below compared to 2024. Overall, 66 per cent of staff at grades 9 and below were women, compared to 65 per cent last year. The increase in the proportion of women at these grades, over the past year, was relatively consistent across grades 7 and below; grade 8; and grade 9. The proportion of each of these grade groupings who are women has increased by around three percentage points over the year.

The opposite trend was seen amongst staff at grades 10 and above.

Over the year there have been increases of 13 per cent in the number of men at grades 10 and above (net increase of 26 staff); consisting of a 14 per cent at grade 10 (net increase of 11 staff); and 12 per cent grades 11 and above (net increase of 15 staff).

Over the same period, the number of women at grades 10 and above has only increased by 1 per cent (net increase of three staff). This was predominantly due to a 5 per cent decrease in the number of women at grade 10 (net decrease of seven staff). The number of women at grades 11 and above increased by 5 per cent (net increase of 10 staff).

As a result of these changes, men make up a larger proportion of staff at grades 10 and above compared to 2024. Overall, 42 per cent of staff at grades 10 and above were men, compared to 39 per cent last year.

These changes have shifted the grade profile amongst women, with a higher proportion of women working at lower grades compared to 2024.

As noted, 65 per cent of women worked at grades 9 and below; this compares to 62 per cent in 2024. In particular, 27 per cent of women worked at grades 7 and below, compared to 25 per cent in 2024; and 19 per cent of women worked at each of grades 8 and grade 9 with both proportions unchanged from last year.

Amongst men, 56 per cent worked at grades 9 and below, down from 59 per cent in 2024.

Overall, 35 per cent of women worked at grades 10 and above. This compares to 38 per cent in 2024, with a notable reduction in the proportion at grade 10. Amongst men, 44 per cent worked at grades 10 and above, compared to 41 per cent in 2024. The proportion of men working at grade 10 (16 per cent), and at grades 11 and above (27 per cent) was higher than in 2024 (15 per cent and 26 per cent respectively).

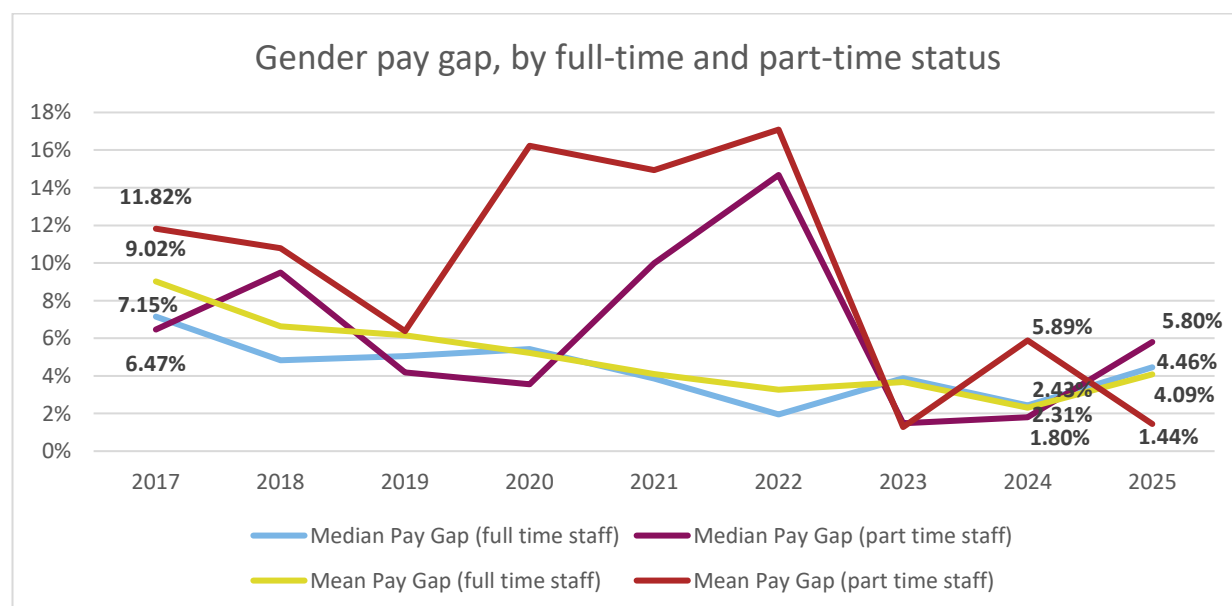
As the reduction in the proportion of women who work at grade 10 and above largely comes from staff specifically at grade 10; among women the proportion on the highest salaries (grade 11 and above) has remained relatively similar. The relative stability in the proportion of women who earn the highest salaries has meant the mean pay gap has not risen as much as the changes in the median.

Our gender pay gaps compare favourably to both the UK and London pictures. The national median gender pay gap for all workers in 2024 was 13.1 per cent; the mean gender pay gap was 13.8 per cent.¹⁴ The median gender pay gap for all workers in London in 2024 was 14.9 per cent; the mean gender pay gap was 20.7 per cent.

4.2 Full-time/part-time status

For full-time workers, the median pay gap is 4.46 per cent; the mean pay gap is 4.09 per cent. For part-time workers, the median pay gap is 5.80 per cent; the mean pay gap is 1.44 per cent (see Figure 4.3).

Figure 4.3



As the vast majority of staff work full-time (90 per cent of those considered for pay gap analysis), the reasons for pay gaps amongst full-time staff broadly follow those for the overall pay gap. The median pay

¹⁴ ONS, [Gender pay gap in the UK: 2024](#), 29 October 2024

gap amongst full-time staff was 4.46 per cent – the same as the pay gap amongst all staff. The mean was 4.09 per cent, compared to 3.82 per cent for all staff.

Like the overall gender pay gap, the median and mean pay gaps amongst full-time staff have fallen since first reported in 2017 (7.15 per cent and 9.02 per cent respectively). The part-time pay gaps can be prone to fluctuation. Women account for 86 per cent of staff who work part-time; there are only 20 men across the GLA working part-time. Consequently, small changes can lead to changes in pay gaps.

The median pay gap amongst part-time staff has widened from 1.8 per cent in 2024, to 5.8 per cent in 2025. Contributing to this was an increase, at grades 10 and above, in the proportion of men working part-time; whilst the proportion of women working part-time at grades 9 and below has increased slightly.

Among men working part-time, there was a net decrease of two men at grades 9 and below; and a net increase of one man at grades 10 and above. Consequently, amongst men working part-time, 50 per cent were at grades 9 and below (10 staff members) and 50 per cent were at grades 10 and above. This compares to 57 per cent at grades 9 and below (12 staff members), and 43 per cent at grades 10 and above (nine staff members) in 2024.

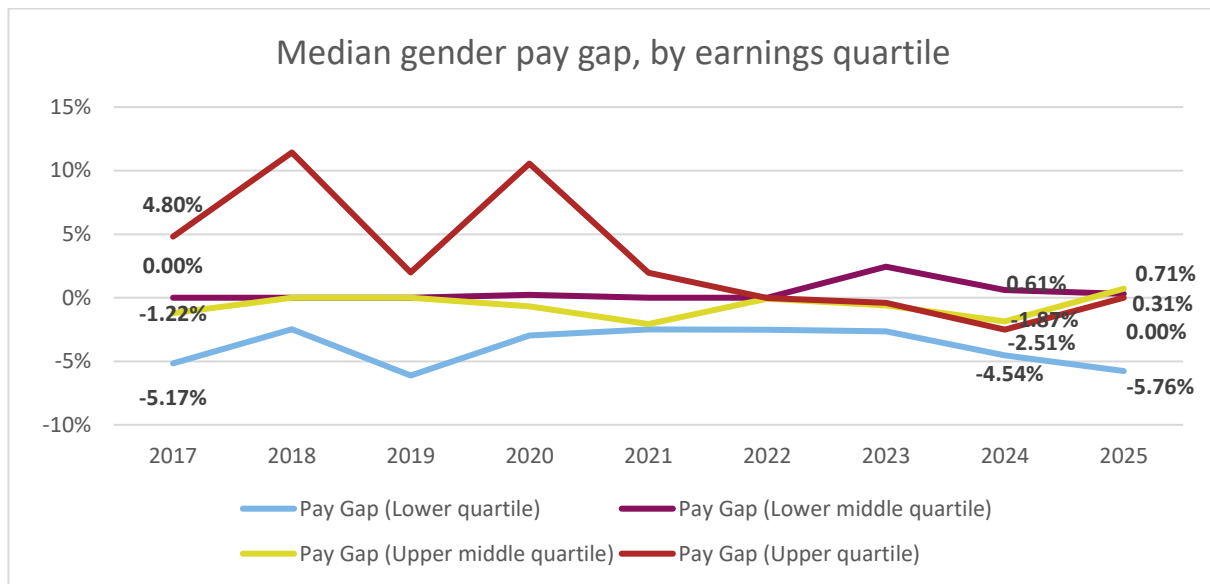
Amongst women working part-time the proportion working at grades 9 and below (62 per cent) was slightly higher than 2024 (60 per cent). The proportion at grades 10 and above was 49 per cent compared to 40 per cent in 2024.

4.3 Earnings quartile

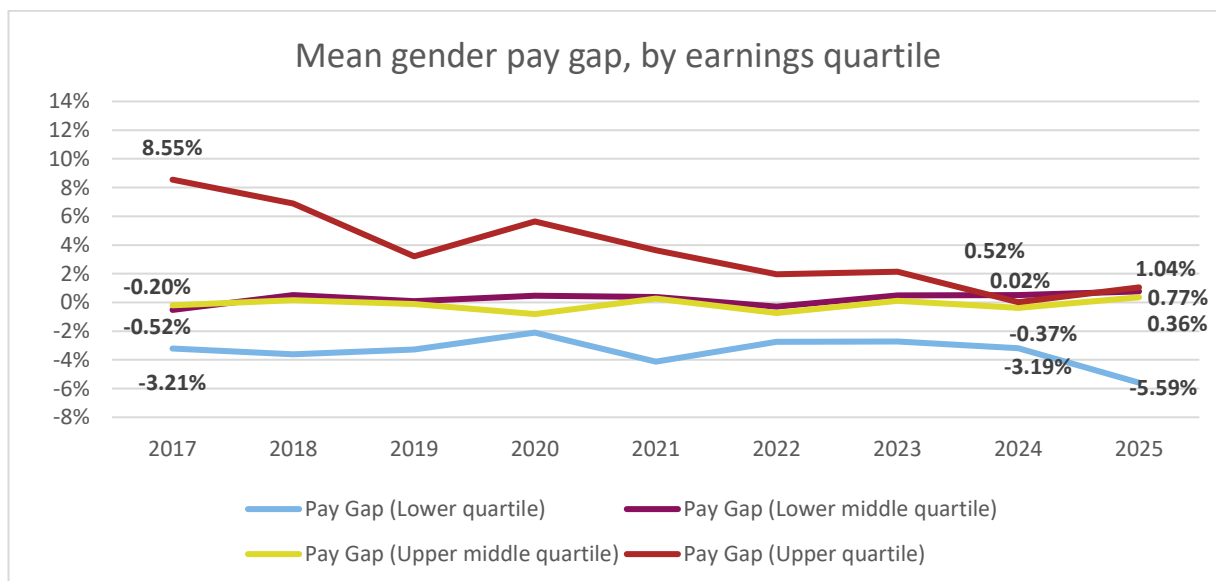
Across earnings quartiles, there was a negative median gender pay gap for the lower quartile (-5.76 per cent). There was a very small median pay gap in the upper-middle quartile (0.71 per cent); a near-zero median pay gap in the lower-middle quartile (0.31 per cent); and no median pay gap in the upper quartile (0 per cent). The median pay gaps across the upper three quartiles have narrowed, and pay gaps in the lower quartile have become more negative, compared to 2024.

There was a negative mean pay gap in the lower quartile (-5.59 per cent). The mean pay gaps were under 1 per cent in the middle quartiles; 0.77 per cent in the lower-middle quartile; and near zero (0.36 per cent) in the upper-middle quartile. There was a small mean pay gap in the upper quartile (1.04 per cent).

The negative mean pay gap in the lower quartile has widened slightly, from -3.19 per cent in 2024, to -5.59 per cent in 2025. There was a small pay gap in the upper quartile (1.04 per cent) compared to 2024, although remains below the pay gap in 2023 (2.14 per cent). The middle two quartiles remain similar to last year. This is shown in Figures 4.4 and 4.5.

Figure 4.4

Per cent women (2025): lower quartile: 66 per cent; lower-middle quartile: 69 per cent; upper-middle quartile: 62 per cent; upper quartile: 58 per cent

Figure 4.5

Per cent women (2025): lower quartile: 66 per cent; lower-middle quartile: 69 per cent; upper-middle quartile: 62 per cent; upper quartile: 58 per cent

Staff in the lower quartile tend to work at grades 7 and below. Overall, there has been a 17 per cent increase in women working at grades 7 and below (net increase of 35 staff). The number of men at these grades has remained relatively stable (net increase of two staff, or 2 per cent).

Amongst those working at grades 7 and below, the proportions of both men and women at grades 3 and below has increased; and the proportions at grades 5 to 7 have decreased (but the shift in proportions has been greater for men).

There was a 54 per cent increase of women at grades 3 and below (net increase of 14). Women at grade 3 and below, for accounts for 16 per cent of all women working at grades 7 and below (compared to 12 per cent in 2024). Amongst men, there has been a 21 per cent increase in the number of staff at grades 3 and below (net increase of seven). Whilst this was a smaller increase compared to women, the relative stability of men at grades 7 and below has led to a five-percentage point increase in the proportion of men at grades 3 and below. Overall, 32 per cent of men at grades 7 and below worked at grades 3 and below, compared to 27 per cent in 2024.

There has been a 10 per cent increase in the number of women working at grades 5 to 7 (net increase of 18). Despite the increase, this was lower than the increase in the overall number of women at grades 7 and below (17 per cent). As such, the proportion of women at grades 5 to 7 has fallen to 82 per cent from 87 per cent in 2024.

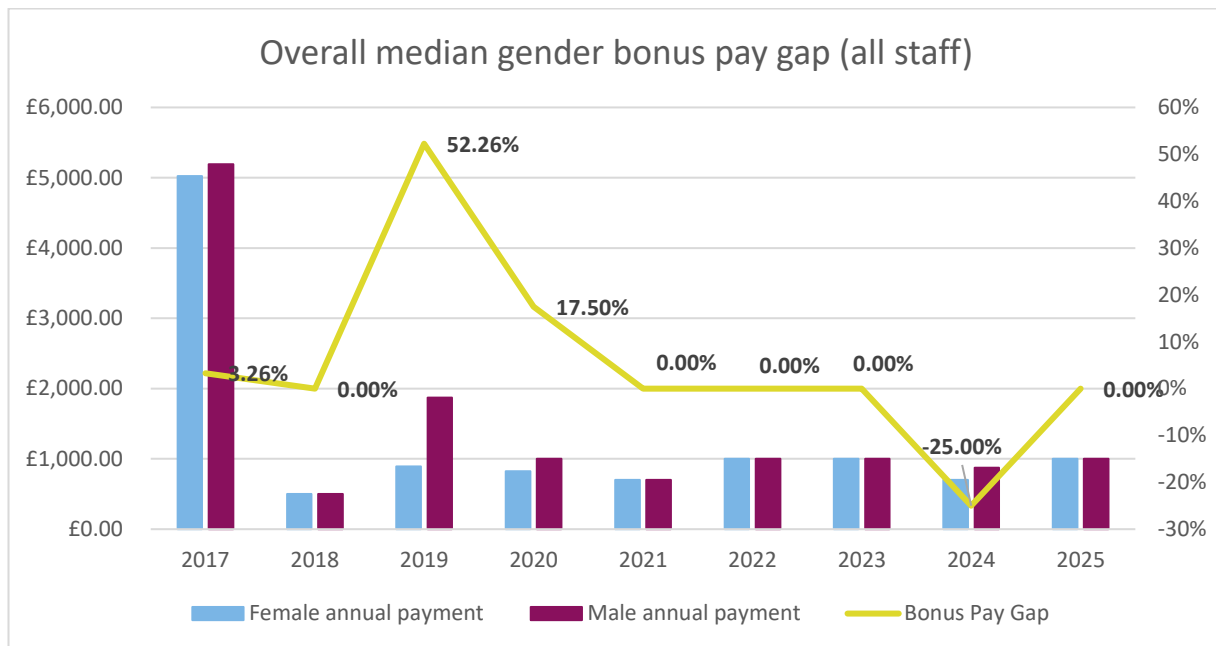
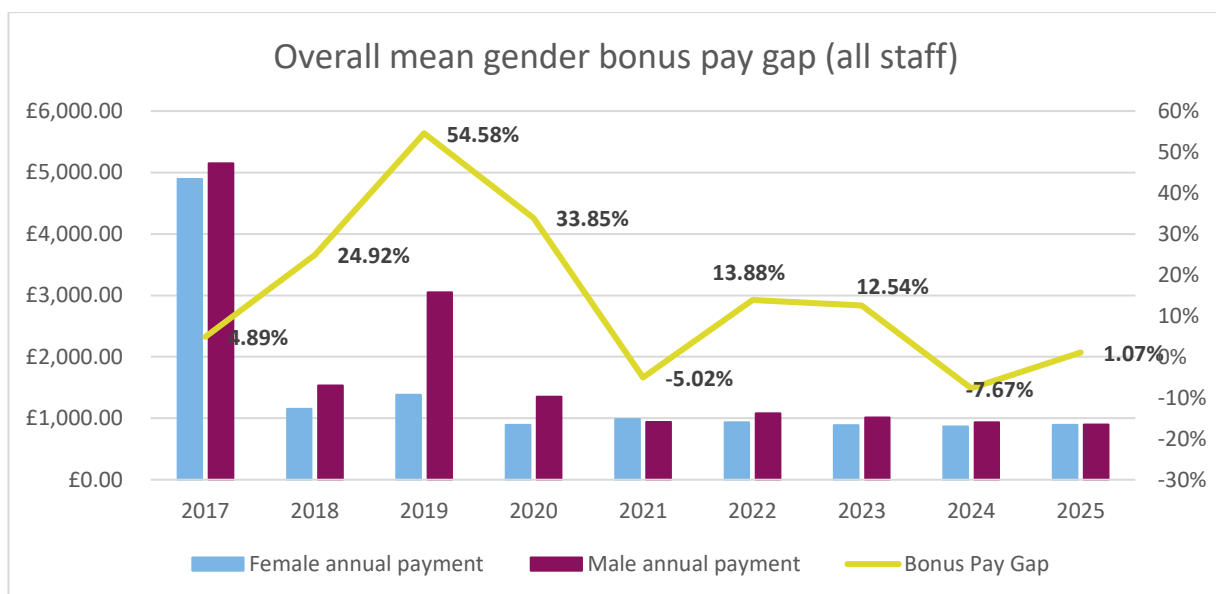
Amongst men, the number of staff working at grades 5 to 7 has decreased. Over the year there was a 13 per cent decrease (net decrease of 11). Among men working at grades 7 and below 59 per cent are between grades 5 and 7 – a decrease from 69 per cent in 2024.

Among those at grades 7 and below, there has been a slower decrease in the proportion of women at grades 5 to 7 than men. This has contributed to a widened pay gap in the lower quartile. Similarly, there was a four-percentage point increase in the proportion of women working grades 3 and below, compared to a five-percentage point increase amongst men.

4.4 Bonus payments

While the GLA does not offer bonus payments, it does make recognition payments as an additional payment awarded for productivity/performance. We therefore consider that data in this context. In 2025, there was no median bonus gap, reversing the negative bonus gap of -25 per cent in 2024. With the exception of 2024, there has been no median bonus gap since 2020.

The mean gender bonus pay gap has also narrowed to 1.07 per cent in 2025, compared to -7.67 per cent in 2024. This gap is the smallest mean bonus gap recorded since pay gap reporting started in 2017. See Figures 4.6 and 4.7.

Figure 4.6**Figure 4.7**

The narrowing of the median bonus pay gap is largely a consequence of the specific payment values of recognition payments. This year the median pay value for both men and women was £1,000. This was also the case in 2023 and 2022; whilst it was £700 in 2021. Last year the large negative median pay gap was due to the median bonus payment for female staff falling between one staff member who received £750, and another who received £1,000. The median for male staff was £700.

A higher proportion of women received a bonus payment in 2025 compared to men (9 per cent and 8 per cent respectively).

4.5 Workforce composition

The proportion of female staff has grown since 2017 (see Table 4.1).

Table 4.1: Workforce composition – gender

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Number of female staff	428	495	595	678	678	725	813	859	928
Number of male staff	369	400	435	464	450	473	492	506	529
Total staff	797	895	1,030	1,142	1,128	1,198	1,305	1,365	1,457
% female	53.7%	55.3%	57.8%	59.4%	60.1%	60.5%	62.3%	62.9%	63.69%

For the purposes of gender pay gap reporting, we examine the distribution of salaries of female and male staff in £10k increments, up to £100k. Those earning more than £100k are in one group.

Table 4.2 shows that each salary band is more likely to be staffed by women than men. Over the last year, the proportion of women earning between £50,000 and £59,999 has increased by six percentage points. The number of women in the £20,000 to £29,999 salary band has decreased by seven percentage points.

Table 4.2: Proportion of jobs within pay bands that are staffed by female employees

Pay band	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total staff at salary band 2025
Less than £20,000	62%	58%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
£20,000 to £29,999	49%	52%	46%	60%	59%	55%	64%	67%	60%	50
£30,000 to £39,999	60%	61%	63%	63%	61%	61%	61%	58%	52%	82
£40,000 to £49,999	57%	55%	60%	60%	64%	63%	68%	67%	70%	167
£50,000 to £59,999	54%	58%	58%	59%	61%	64%	61%	64%	71%	398
£60,000 to £69,999	48%	47%	54%	66%	50%	54%	60%	64%	63%	419
£70,000 to £79,999	46%	49%	48%	56%	59%	54%	60%	55%	55%	103
£80,000 to £89,999	41%	48%	56%	55%	52%	55%	68%	60%	59%	105
£90,000 to £99,999	<5	<5	<5	38%	47%	50%	48%	63%	61%	54
£100,000 and over	33%	43%	41%	46%	47%	53%	53%	54%	54%	79

The proportion of female staff matches, or exceeds, the proportion of the GLA as a whole (64 per cent) in two salary bands: £40,000 to £49,999; and £50,000 to £59,999. Women account for 54 per cent of those earning £100,000 and over, the same proportion as 2024. This has increased from 33 per cent when first reported in 2017. Similarly, 61 per cent of staff earning between £90,000 to £99,999 were women; this is similar to the proportion in 2024, following a notable rise between 2023 and 2024.

5 Conclusion

Ethnicity

There has been measurable progress in reducing the ethnicity pay gap – particularly the median gap, which has halved since 2017. However, significant disparities persist. Black, Asian and Minority Ethnic staff continue to have lower average earnings than their White counterparts – primarily due to their underrepresentation in senior roles and concentration in lower-paid grades.

Although there has been some improvement in representation across the middle and senior grades, this has been counterbalanced by increased numbers at the lower end of the pay scale – particularly at grades 7 and below, where Black, Asian and Minority Ethnic staff are disproportionately represented. This trend has contributed to the mean pay gap remaining static.

The highest ethnicity pay gaps continue to be among Black or Black British staff, although both the median and mean gaps for this group have narrowed over time. Intersectional analysis highlights further disparities, with Black and Asian men receiving the lowest average hourly rates. This is largely driven by their lower representation at senior levels; and a bigger presence in the lowest grades.

These findings highlight the need for continued, targeted efforts to ensure fair representation of Black, Asian and Minority Ethnic staff at all levels.

Disability

The disability pay gap at the GLA has widened over the past year, with a median gap of 6.12 per cent and a mean gap of 4.08 per cent as of 31 March 2025. The pay gaps are primarily driven by the lower representation of disabled staff in higher-paid roles, compared to the lower pay quartiles.

At middle grades, disabled staff are more likely than non-disabled staff to be employed at grade 8, and less likely at grade 10; this has influenced the median gap. Intersectional analysis shows that disabled Black, Asian and Minority Ethnic staff have the lowest average hourly rates, with just 14 per cent working at grades 11 and above. This compares to 26 per cent of disabled White staff, and 28 per cent of non-disabled White staff.

Within White staff groups, a higher proportion of disabled staff are employed at grades 7 and below compared to non-disabled staff, further contributing to the gap. Disabled women are underrepresented at senior levels: only 25 per cent work at grades 10 and above; and 17 per cent at grades 11 and above. This is lower than other groups.

Overall, the data indicates the need for continued, targeted efforts to ensure fair representation of disabled staff at all levels.

Gender

Overall, women now represent 64 per cent of the workforce included in the GLA's gender pay gap analysis – the highest proportion since reporting began in 2017. While this reflects a positive shift in representation, the median gender pay gap has increased to 4.46 per cent and the mean to 3.82 per cent. Both of these are slightly up from last year, though still below 2017 levels.

This year's increase is primarily driven by the increased number of women at grades 9; and below, and the increased number of men at grades 10 and above. A greater proportion of women are employed at grades 9 and below; meanwhile, the proportion of men at grades 10 and above has grown. Gender pay gaps in the lower quartile also widened slightly due to a rise in men occupying the lowest grades. Gaps across the other quartiles remained minimal. While the part-time median pay gap increased, it remains lower than in 2022.

These findings reinforce the need for continued, targeted efforts to ensure fair representation of women at all levels.

6 GLA Pay Gap Action Plan – 2025

Ref	Characteristic	Insights from 2025	Objective	Action(s)	Measurement (s) of success	Lead	Timeframe
A001	Ethnicity Focus: declaration rates	Declaration rates improved from 2024, enabling more accurate pay gap analysis.	Achieve increased declaration rate of 95% or more.	Maintain and enhance declaration rates Action: Continue to engage new starters via corporate induction and targeted emails. Action: Quarterly monitoring of declaration rates, and where required, interventions developed to improve them.	Achieve 95% declaration rate	Head of EDI	March 2026
A002	Disability Focus: declaration rates	Declaration rates improved markedly from 2024, enabling more accurate pay gap analysis.	Achieve increased declaration rate of 95% or more.	Action: Continue to engage new starters via corporate induction and targeted emails. Action: Quarterly monitoring of declaration rates, and where required, interventions developed to improve them.	Achieve 95% declaration rate	Head of EDI	March 2026
A003	Ethnicity and disability Focus: representation	The median ethnicity pay gap is 6.94 per cent and the mean gap is 11.01 per cent. The disability median pay gap is 6.12 per cent.	Increase representation in senior positions of Black, Asian and Minority Ethnic and disabled colleagues.	Action: Review our current practices across recruitment and retention and build on areas where improvements are required. Action: Continue to scrutinise shortlisting and appointments with a focus on grades 10 and above.	Increase the proportion of Black, Asian and Minority Ethnic and disabled colleagues in grades 12 and above by an average of two percentage points per year by the end of the current EDI strategy	Head of Resourcing	March 2028

Ref	Characteristic	Insights from 2025	Objective	Action(s)	Measurement (s) of success	Lead	Timeframe
A004	Gender Focus: representation	The median pay gap is 4.46%.	Increase proportion of women in senior grades	Action: Deep dive to understand why our recruitment of women to senior roles is not keeping pace with representation levels overall	Increase the proportion of women in grades 12 and above by an average of two percentage points per year by the end of the current EDI strategy	Head of Performance and governance / Resourcing	March 2028
A005	Ethnicity Focus: recognition payments	The median ethnicity bonus pay gap is 13.69%.	Remove bonus payment gap between Black, Asian and Minority Ethnic staff, and White staff.	Action: Review the process of nomination, frequency of payments, and values.	Removal of the recognition reward gap	Head of Reward	March 2026

CITY INTELLIGENCE

Greater London Authority
City Hall
Kamal Chunchie Way
London E16 1ZE

Tel 020 7983 4000
Minicom 020 7983 4000
Email intelligence@london.gov.uk

MAYOR OF LONDON