

Our reference: MGLA040221-5397
MGLA240221-6945

Date: 7 January 2022

Dear

Thank you for your request for information about Stonewall, which the Greater London Authority (GLA) received on 24 February 2021. Your request has been considered under the Freedom of Information Act 2000. Please accept my apologies for the delay in responding.

You requested:

- *Any application you made in 2019 or 2020 to be a "Stonewall Diversity Champion" or to be included on Stonewall's "Workplace Equality Index," including any attachments or appendices to those applications. Please redact personal details if necessary.*
- *Any feedback you received in 2019 or 2020 from Stonewall in relation to either application or programme.*
- *Full details of any equality impact assessment you carried out connected with any of these applications (including any equality impact assessment carried out prior to an earlier application of the same kind, if no further assessment was done).*
- *Details of the total amount of money you paid to Stonewall (i) in 2019; (ii) in 2020, whether or not as payment for goods or services.*
- *Whether you intend to continue your membership of any Stonewall scheme in the future, and if so which.*

Our response to your request is below:

- *Any application you made in 2019 or 2020 to be a "Stonewall Diversity Champion" or to be included on Stonewall's "Workplace Equality Index," including any attachments or appendices to those applications. Please redact personal details if necessary.*

Stonewall Diversity Champion

Membership of the Stonewall Diversity Champions programme does not require an application so we do not hold information in scope. We have records showing payment of Diversity Champion membership fees [£2,500 plus VAT per year].

Workplace Equality Index

I can confirm that the GLA holds information within the scope of your request. The GLA submitted an application to Stonewall's Workplace Equality Index in 2019 for 2020.

GREATER LONDON AUTHORITY

No application was made in 2020 for 2021. Stonewall did not run the Index for 2021. See statement at <https://www.stonewall.org.uk/creating-inclusive-workplaces/workplace-equality-indices/uk-workplace-equality-index>

Please find attached the information that we hold in relation to the application made in 2019 for 2020.

Staff names, except for senior staff, are exempt from disclosure under s.40 (2) (Personal information) of the Freedom of Information Act. This information could potentially identify specific employees and as such constitutes personal data which is defined by Article 4(1) of the General Data Protection Regulation (GDPR) to mean any information relating to an identified or identifiable living individual. It is considered that disclosure of this information would contravene the first data protection principle under Article 5(1) of GDPR which states that Personal data must be processed lawfully, fairly and in a transparent manner in relation to the data subject.

- *Any feedback you received in 2019 or 2020 from Stonewall in relation to either application or programme.*

I can confirm that the GLA holds information within the scope of your request. The GLA holds copies of feedback related to Stonewall's Workplace Equality Index applications for 2019 and 2020. However, we consider this information to be exempt from disclosure under Section 41 and Section 43 (2) of the Act. For more information about these exemptions, please see Annex A at the end of this letter.

- *Full details of any equality impact assessment you carried out connected with any of these applications (including any equality impact assessment carried out prior to an earlier application of the same kind, if no further assessment was done).*

The assessment of any equality impact would have been made by the decision maker. There is no written record to share.

- *Details of the total amount of money you paid to Stonewall (i) in 2019; (ii) in 2020, whether or not as payment for goods or services.*

In 2019 – GLA paid £17,036.40 (the 2019 figure includes £6,300.00 from 2018 invoice paid in Jan 2019)

In 2020 - GLA paid £3,000.00

As mentioned in our response to Q1, Diversity Champion membership fees are £2,500 plus VAT per year.

- *Whether you intend to continue your membership of any Stonewall scheme in the future, and if so which.*

The GLA intends to continue our membership of the Stonewall Diversity Champions programme.

GREATER**LONDON**AUTHORITY

If you have any further questions relating to this matter, please contact me, quoting the reference MGLA040221-5397/MGLA240221-6945.

Yours sincerely

Information Governance Officer

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:

<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>

Annex A

The withheld information is described below:

The withheld information relates to Workplace Equality Index feedback from Stonewall to the GLA.

Exemptions:

Section 41 – Information provided in confidence

Section 41 sets out an exemption from the right to know where the information was provided to the public authority in confidence.

41. —(1) Information is exempt information if — (a) it was obtained by the public authority from any other person (including another public authority), and, (b) the disclosure of the information to the public (otherwise than under this Act) by the public authority holding it would constitute a breach of confidence actionable by that or any other person.

Section 43 (2) – Commercial interests

Section 43(2) exempts information whose disclosure would, or would be likely to, prejudice the commercial interests of any legal person (an individual, a company, the public authority itself or any other legal entity).

How the exemptions apply to this information:

Section 41

In order for Section 41 to be engaged, the following criteria must be fulfilled:

- the authority must have obtained the information from another person,
 - its disclosure must constitute a breach of confidence,
 - a legal person must be able to bring an action for the breach of confidence to court, and
 - that court action must be likely to succeed.
1. The Workplace Equality Index feedback was provided to the GLA by another person - Stonewall.
 2. Workplace Equality Index feedback is provided to organisations by Stonewall in confidence (as per the [privacy statement](#)) so disclosure would represent a breach of confidence. This is clear from the privacy statement on the submission which notes that “Any scoring or comments made on the submission is confidential between Stonewall and the applicant/organisation, except for purposes outlined below.” The points below that statement explain that Stonewall (not the WEI organisation) may use the scoring and comments for certain purposes.
 3. It is not clear that there would be any public interest defence for a breach of confidence in these circumstances. We therefore consider that disclosure would constitute an actionable breach of confidence such that section 41 is engaged

Section 41 Public interest defence arguments

Disclosure of the feedback would ensure that the GLA remains transparent, accountable and open to scrutiny.

Disclosure of the feedback would be likely enable individuals to understand decisions made by public authorities and facilitate accountability and transparency in the spending of public money.

Disclosure of information about the GLA's work with Stonewall would be likely to further public understanding of, and participation in the debate of issues of the day. Disclosure of the feedback element would be less likely to further public understanding of wider issues.

Public interest arguments in favour of maintaining the confidence

The public interest would be met by maintaining the confidence, demonstrating that the principle of confidentiality has been respected. The public interest is further met by maintaining the confidence because breaching the confidence would be very likely to have a commercial impact (a cost the public purse).

The breach of confidence would impact the interests of the confider. Disclosure would damage the confider's commercial interests as set out below, including their competitive position or ability to compete. Disclosure would reveal information that would assist competitors; undermine the confider's future negotiations for work with other organisations; Disclosure would negatively impact on the confider's relationship with the authority or other organisations.

Section 43(2)

Section 43(2) provides that information can be withheld from release if its release would, or would be likely to, prejudice the commercial interests of any person.

A commercial interest relates to a person's ability to participate competitively in a commercial activity and in this instance, the information withheld from disclosure details Workplace Equality Index feedback from Stonewall to the GLA.

Stonewall operates in a competitive marketplace. There are a wide range of workplace development organisations who deliver training, guidance and/or accreditation on diversity and inclusion including LGBT inclusion.

Participation in the Workplace Equality Index is free to access, but in-depth feedback is a memberships benefit of the Diversity Champions programme. Disclosing feedback provided by Stonewall would enable competitors to work out their methodology to their commercial advantage, and to Stonewall's detriment.

While Stonewall provides a significant amount of free material to help organisations, in order to carry out its charitable objects most effectively it must be able to safeguard its confidential and commercially sensitive information. Failure to do so would provide other organisations providing workplace development with a competitive edge, which would have both a financial and strategic impact on Stonewall.

Releasing feedback information would have a detrimental impact on the commercial revenue of Stonewall, as other public bodies would be less willing to engage in its services if detailed submission and feedback information were shown to be subject to disclosure

GREATER LONDON AUTHORITY

The GLA is satisfied that in this instance disclosure of the feedback information would be extremely likely to, prejudice or harm the commercial interests of Stonewall.

Section 43 (2) Public Interest Test

Section 43(2) constitutes a qualified exemption from our duty to disclose information under the FOIA and consideration must be given as to whether the public interest favouring disclosure of the information covered by this exemption outweighs the public interest considerations favouring maintaining the exemption and withholding the information.

The 'right to know; must be balanced against the need to enable effective government and serve the best interests of the public.

Factors in favour of disclosing this information:

The GLA acknowledges there is a strong public interest in being accountable to the taxpayer about costs and budgets. This interest is met by the publication of financial information on request¹.

The GLA acknowledges there is a strong public interest in the GLA being transparent about the measures it uses to ensure a fair and representative workforce. This is partially met through the release of any information which is not subject to an agreement.

There is a strong public interest in understanding the GLA's work on LGBTQI+ issues on behalf of London's communities.

The GLA is also mindful of the assumption in favour of disclosure in 2(2)(b) of the FOIA.

Considerations favouring non-disclosure

There is a strong public interest in financial accountability. It is not in the public interest for the GLA to incur legal costs to the public purse through breaking an agreement.

It is not in the public interest to weaken the competitive position of Stonewall in their particular market by disclosing sensitive information which would be likely to be used by competitors to gain a competitive advantage.

The feedback is only a part of the requested information. In this case, it is felt that the public interest is met to a degree by the release of the remainder of the information requested under FOI in this instance, and by the publication of best practice and top 100 employers by Stonewall <https://www.stonewall.org.uk/full-list-top-100-employers-2020>

We find that the balance of the public interest favours maintaining the exemption provisions of in relation the redacted information.

¹ https://www.london.gov.uk/sites/default/files/mgla220621-6430_-_foi_response_redacted.pdf and https://www.london.gov.uk/sites/default/files/mgla100621-5457_-_foi_response_redacted.pdf

DC or School

Which best describes your organisation?

Stonewall Diversity Champion

About your org: DC

Name of organisation:

Greater London Authority

Please note, this will be used when compiling Stonewall's Top 100 Employer guide and in any associated publications.

Please select a sector from the below list which most fits your organisation:

Please note, this will be the sector that your organisation will be benchmarked against. If your organisation features in the Top 100 Employer guide, this is the sector that the organisation will be listed under.

Local government

Which of the following parts of the UK does your organisation have offices, premises or branches in?

London

Please tick all that apply.

Which part of the UK is your organisation headquartered in?

London

Number of employees: 1040

Please enter the number of employees the organisation has, including all full time, part time and dispersed staff across the UK.

Form Complete

Thank you for filling in your details, please proceed to the next page to and click 'view submissions' to create your application.

Policies and Benefits: Part 1

Section 1: Policies and Benefits

This section comprises of 7 questions and examines the policies and benefits the organisation has in place to support LGBT staff. The questions scrutinise policy audit process, policy content and communication. This section is worth 7.5% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

1.1 Does the organisation have an audit process to ensure relevant policies (for example, HR policies) are explicitly inclusive of same-sex couples and use gender neutral language?

GUIDANCE: The audit process should be systematic in its implementation across all relevant policies. Relevant policies include HR policies, for example leave policies.

Yes

Please describe the audit process:

State when the process last happened:	An updated HR policy audit process was introduced in 2018. The last audit cycle took place between March and August 2018, with the 2019 cycle now underway.
Describe the audit process:	<p>The GLA had an existing process for reviewing HR policies which ensured that all policies were up to date, legally compliant and inclusive. This process was updated following the GLA's 2018 Workplace Equality Index submission feedback, as we enhanced our HR policy review process to specifically ensure that all policies use gender neutral language and and all relevant policies are explicitly inclusive of same sex couples. This is ensured by using Stonewall's Inclusive Policy Toolkit when developing and amending policies as part of this policy audit and consulting with the GLA's LGBT+ Network input on policy development, as members share their lived experience. All GLA policies use gender neutral language.</p> <p>The review of all existing policies for 2019 has been initially focused on the development of 3 new policies. Where</p>

relevant, all of these policies will be explicitly inclusive of couples regardless of gender and all will use gender neutral language:

Resolution Policy the aim is to enhance informal processes and peer support to ensure that there is a stronger focus on resolution before issues escalate to formal grievances.

'Domestic violence and gender based abuse Policy' The two current policies (Workplace Policy on Violence Against Women and Girls and Workplace Policy on Domestic Violence) overlap significantly so there is a lot of duplication. We are proposing the title 'domestic violence and gender based abuse' because we feel that the title should be inclusive and not focus solely on one group.

Smart working Policy this new policy is focused on good working practices, ensuring that our working environment and arrangements enable everyone at the GLA to work effectively together, make the best use of available space, enjoy a healthy work life balance, and deliver world class service to London and Londoners.

These new and amended policies are currently in the process of internal consultation and are expected to be implemented in October 2019. The LGBT+ Network has been engaged and consulted on these policies.

Although the 2019 policy review has initially been focused on these three policies, please note that this is part of a full policy review in which all GLA policies are being reviewed through the GLA's Transformation programme.

Describe any previous outcomes of the audit process:

During the 2018 HR policy audit, HR worked with the GLA's LGBT+ Network to review all existing policies specifically focusing on the need to use gender neutral language throughout and to ensure that all relevant policies were explicitly inclusive of same sex couples. The GLA also developed a new Trans and Gender Identity Policy, which drew on best practice and the network's lived experience following consultation with the LGBT+ Network. The draft policies were shared with the GLA's Diversity & Inclusion Managers, the Assistant Director for HR&OD, the Mayoral Director for Policy (Board level), and our Trade Union (Unison) to review and provide further feedback. Following final updates to the policies based on feedback from these

stakeholders, all revised policies were communicated to staff via the GLA's intranet and weekly staff newsletter.

The Chief Officer of the GLA, the most senior (non political) role at the GLA, communicated the outcome of this policy review to all staff via a personal 'Core Brief' communication in August 2018. It included this statement: 'As part of our ambition to be an even more inclusive place to work, HR&OD have been reviewing and updating our HR policies to make sure we use gender neutral and inclusive language. Thank you to the LGBT+ network who have helped with this policy review.'

The HR team and LGBT+ Network Chair also created an intranet blog highlighting the revised policies to all employees. The specific policies that were updated are:

Introduction of a new policy

- Trans and Gender Identity Policy

Updating language of existing policies

- Adoption Leave

- Code of Ethics

- Dignity at Work Policy

- Disciplinary Procedure

- Domestic Violence Policy

- Flexible working guidelines

- Grievance Procedure

- HIV Policy

- Maternity Policy

- Paternity Policy

- Probation procedure

- Shared Parental Leave Policy

- Special Leave scheme

- Sickness Absence Policy

- Workplace Policy on Violence against Women and Girls

1.2 Does the organisation have a policy (or policies) which includes the following?

Tick all that apply

GUIDANCE: The policy/policies should clearly state that the organisation will not tolerate discrimination against employees on the grounds of sexual orientation, gender identity and/or trans identity. These may be listed along with other protected characteristics. The policy/policies should also demonstrate, through careful wording, a zero tolerance approach to homophobic, biphobic and transphobic bullying and harassment. They should explicitly include examples of what homophobia, biphobia and transphobia in the workplace may look like.

- A. Explicit ban on discrimination based on sexual orientation
- B. Explicit ban on discrimination based on gender identity and gender expression
- C. Explicit ban on bullying & harassment based on sexual orientation
- D. Explicit ban on bullying & harassment based gender identity and gender expression

Name the policy and paste the relevant policy excerpt:

	Policy	Excerpt
		<p>DIGNITY AT WORK POLICY</p> <p>1.1 The Greater London Authority (GLA) respects the dignity of all employees and values the contribution they make in the workplace. The GLA has a zero tolerance approach to all forms of bullying, harassment (discrimination) and victimisation, and is committed to providing a working environment that is open, inclusive and in which everyone is treated with respect.</p> <p>1.2 The GLA deplores any kind of bullying, harassment or victimisation. This behaviour causes offence, degrades people and creates an intimidatory working environment. It can affect people’s health, wellbeing, safety and welfare, and prevent effective working.</p> <p>1.3 The GLA will not tolerate this type of behaviour and will deal with any complaints of bullying, harassment and victimisation promptly, fairly and sensitively. If, after</p>

A. Explicit ban on discrimination based on sexual orientation

Dignity at Work Policy / Code of Ethics

investigation, it is found that bullying, harassment or victimisation has occurred, the GLA will take action under our disciplinary procedure.

Protected Characteristics and examples of unacceptable behaviour:

- age
- disability
- sex
- sexual orientation
- gender reassignment
- race
- religion or belief
- marriage and civil partnership*
- pregnancy and maternity*

(MARKER PLEASE NOTE Dignity at Work Policy then gives examples of discrimination, bullying and harassment based on each protected characteristic, including sexual orientation. These examples are shown in answer 1.2C.)

CODE OF ETHICS

The Authority will work towards eliminating all discrimination, because of age, disability, gender reassignment, marital status and civil partnership, pregnancy and maternity, race, religion or belief, sex, gender identity, gender expression, and sexual orientation. It believes that all employees should be treated with dignity and respect at all times and it will not tolerate bullying, harassment or victimisation of any groups or individuals.

The Authority recognises that it is essential to promote equal opportunities to all persons without discrimination in all aspects of employment and encourages staff at all levels to act fairly and prevent discrimination because of age, disability, gender reassignment, marital status and civil partnership, pregnancy

		and maternity, race, religion or belief, sex, gender identity, gender expression, and sexual orientation. These are referred to as protected characteristics under the law.* We have added gender identity and gender expression which goes above and beyond the law
B. Explicit ban on discrimination		<p>DIGNITY AT WORK POLICY</p> <p>1.1 The Greater London Authority (GLA) respects the dignity of all employees and values the contribution they make in the workplace. The GLA has a zero tolerance approach to all forms of bullying, harassment (discrimination) and victimisation, and is committed to providing a working environment that is open, inclusive and in which everyone is treated with respect.</p> <p>1.2 The GLA deplores any kind of bullying, harassment or victimisation. This behaviour causes offence, degrades people and creates an intimidatory working environment. It can affect people’s health, wellbeing, safety and welfare, and prevent effective working.</p> <p>1.3 The GLA will not tolerate this type of behaviour and will deal with any complaints of bullying, harassment and victimisation promptly, fairly and sensitively. If, after investigation, it is found that bullying, harassment or victimisation has occurred, the GLA will take action under our disciplinary procedure.</p> <p>Protected Characteristics and examples of unacceptable behaviour:</p> <ul style="list-style-type: none">• age• disability• sex• sexual orientation• gender reassignment• race

<p>based on gender identity and gender expression</p>	<p>Dignity at Work Policy / Code of Ethics</p>	<ul style="list-style-type: none"> • religion or belief • marriage and civil partnership* • pregnancy and maternity* <p>(MARKER PLEASE NOTE Dignity at Work Policy then gives examples of discrimination, bullying and harassment based on each protected characteristic, including gender reassignment. This term is used because the policy is directly referencing the Equality Act 2010.)</p> <p>CODE OF ETHICS</p> <p>The Authority will work towards eliminating all discrimination, because of age, disability, gender reassignment, marital status and civil partnership, pregnancy and maternity, race, religion or belief, sex, gender identity, gender expression, and sexual orientation. It believes that all employees should be treated with dignity and respect at all times and it will not tolerate bullying, harassment or victimisation of any groups or individuals.</p> <p>The Authority recognises that it is essential to promote equal opportunities to all persons without discrimination in all aspects of employment and encourages staff at all levels to act fairly and prevent discrimination because of age, disability, gender reassignment, marital status and civil partnership, pregnancy and maternity, race, religion or belief, sex, gender identity, gender expression, and sexual orientation. These are referred to as protected characteristics under the law.* We have added gender identity and gender expression which goes above and beyond the law</p>
		<p>The Greater London Authority (GLA) respects the dignity of all employees and values the contribution they make in the workplace. The GLA has a zero tolerance approach to all forms of bullying, harassment (discrimination)</p>

C. Explicit ban on bullying & harassment based on sexual orientation

Dignity at Work Policy

and victimisation, and is committed to providing a working environment that is open, inclusive and in which everyone is treated with respect.

Protected Characteristics and examples of unacceptable behaviour:

- age
- disability
- sex
- sexual orientation
- gender reassignment
- race
- religion or belief
- marriage and civil partnership*
- pregnancy and maternity*

Sexual Orientation

- Homophobic, biphobic or transphobic remarks or banter made to or about an employee about their sexual orientation or perceived sexual orientation
- Jokes about gender identity or expression, or a person's sexuality.
- Comments implying sexual orientation, or making assumptions and judgements about a colleague based on their sexual orientation
- Offensive terminology used to or about a gay, lesbian or bisexual employee
- Deliberate isolation of someone at work or non cooperation on the grounds of the person's sexual orientation
- Teasing, speculation or gossip directed at an employee because of their sexual orientation or a family member who is gay, lesbian or bisexual
- Gestures or phrases which are derogatory, demeaning or making stereotypical assumptions towards gay, lesbian or bisexual people
- Outing an individual without their permission
- Using religious or cultural belief to justify anti LGBT+ bullying and

harassment

- Making assumptions about a person's sexual orientation.

Bullying, Harassment and Discrimination

6.1 The GLA adopts a zero tolerance approach to harassment, bullying or victimisation and will deal with any such complaints promptly, fairly and sensitively.

6.2 Examples of harassment against trans people include:

- verbal abuse such as name calling, threats, derogatory remarks or belittling comments about trans people;
- asking an individual if they have a Gender Recognition Certificate (GRC);
- joking about someone's gender identity or trans people generally;
- refusing to use the pronoun appropriate to someone's acquired gender (for example, calling a trans woman "he") or calling the person by the name they had before they transitioned;
- threatening behaviour or physical abuse;
- intrusive questioning about someone's gender identity or transition;
- excluding a trans colleague from conversations or from social events;
- refusing to work with someone because they have transitioned; and
- displaying or circulating transphobic images and literature.

6.3 All employees should be aware of the GLA's dignity at work policy and the procedures in place for handling complaints of bullying and harassment.

6.4 Any complaints of bullying and harassment are taken seriously and dealt with in accordance with the GLA's Dignity at Work and Grievance policies. If, after investigation, it is found that bullying, harassment or victimisation has occurred, the GLA will take action under the disciplinary procedure. Relevant procedures can be found on

D. Explicit ban on bullying & harassment based on gender identity and gender expression

Trans and Gender Identity Policy

the intranet

http://intranet.london.gov.uk/pages/humanresources/policies_and_procedures

7.9 Consistently addressing a trans employee by their previous name and/or an inappropriate pronoun may be regarded as harassment and will be dealt with through the GLA's Dignity at Work Policy and Disciplinary procedure.

The GLA is committed to providing a working environment that is free from all forms of discrimination and in which everyone is treated with respect. The GLA recognises that trans job applicants and employees are not required to inform the GLA of their gender status or gender history. The gender in which the individual presents will always be acknowledged and respected.

3.3 The GLA recognises that gender identity, gender expression and sexual orientation are not interchangeable terms. Trans status is not indicative of a person's sexual orientation and so employees should not assume that a trans colleague has a particular sexual orientation.

3.4 The GLA will not tolerate inappropriate language from any of its employees. Using inappropriate language and terminology that has not been reflected by the individual will cause offence and distress and undermines the GLA's efforts to create an inclusive workplace for trans people.

3.5 If any employee feels that they are experiencing unfair or discriminatory treatment at work should seek advice and support to raise awareness and challenge the inappropriate behaviour or treatment.

(MARKER PLEASE NOTE: Further examples of bullying and harassment and based on gender identity are also included in the GLA's Dignity at Work Policy.)

1.3 Where the organisation has the following policies, do they explicitly state they are applicable to same-sex couples and use gender neutral language?

Tick all that apply

GUIDANCE: Where applicable, the policies should explicitly state that they apply to same-sex couples (or same-gender or non-heterosexual couples). Alternatively, they should explicitly state that they apply regardless of the gender of an employee's partner. The policies should avoid unnecessarily gendered language and pronouns, for example, by using the term 'partner' instead of 'husband' or 'wife' (as long as you have previously stated what constitutes a partner). It should be clear that parental leave policies apply to all employees, regardless of gender.

A. Adoption policy

B. Special or Compassionate Leave Policy

C. Maternity policy

D. Paternity policy

E. Shared Parental leave policy

Provide a brief description of the policy/policies you have uploaded:

All policies are attached as evidence. All of these policies use gender neutral language throughout and explicitly state that they apply to same sex couples and apply to all employees, regardless of gender.

A. Upload the adoption policy

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544820/OkBK41Lrgo/>

B. Upload the special or compassionate leave policy

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544820/tkitMIXhdn/>

C. Upload the maternity policy

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544820/0sGU2ihCky/>

D. Upload the paternity policy

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544820/T3ERPqTNsQ/>

E. Upload the shared parental leave policy

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544820/J0xLA4boR4/>

Policies and Benefits: Part 2

Next Steps

1.4 Does the organisation have a Yes policy (or policies) which support employees who are transitioning?

Does the policy (or policies) in place to support employees who are transitioning cover the following?

Tick all that apply

GUIDANCE: Evidence submitted should demonstrate how information around organisational support for people transitioning is tailored to different employee groups. For guidance on creating a transitioning at work policy, see Stonewall's resource [here](#).

A. Work related guidance for an employee who is transitioning

B. Work related guidance on the process for an employee to change their name and gender marker on workplace systems

C. Work related guidance for HR staff on how to support an employee who is transitioning

D. Work related guidance for managers on how to support an employee who is transitioning

E. Work related guidance for employees on how to support a colleague who is transitioning

Provide a brief description of the policy/policies you have uploaded:

The GLA has a Trans and Gender Identity Policy, which has been provided as evidence. The aim of this policy is to demonstrate the GLA's commitment to welcoming and supporting trans employees, including non binary employees, and to remove any barriers to their recruitment, progression, and retention.

The policy applies to all GLA employees and its provisions apply to all other GLA policies, such as the Recruitment and Selection Policy, Dignity at Work Policy and Sickness Absence Policy.

This policy was developed through consultation with the GLA's LGBT+ Network. The Trade Union was also informed before the policy was launched. The policy will be reviewed as part of the GLA's systematic review process described in the GLA's answer to question 1.1.

The whole policy is attached as evidence for criteria A E. Please use the entire policy as evidence, but specific policy sections which relate to criteria A E are listed below:

- A Entire policy but please especially note Sections 3, 4, and 7
- B Section 4 and also paragraphs 7.5 7.9
- C Paragraphs 3.6 3.8, 3.10, 4.3, 4.5, Section 5, Section 7
- D Paragraphs 3.9 3.10, 4.2, 4.5, 7.1 7.2
- E Section 2, Section 3, Section 6, Section 9

A. Upload guidance for members of staff

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544820/gA5onlolfq/>

B. Upload guidance for making changes on systems

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544820/4Gui2ytD5P/>

C. Upload guidance for HR staff

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544820/7UOn01Nb1x/>

D. Upload guidance for managers

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544820/ov2czmqo8C/>

E. Upload guidance for colleagues

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544820/qIxgxfMaCH/>

1.5 Does the organisation have a Yes
policy (or policies) in place to
support all trans employees,
including people with non-binary
identities?

Does the policy (or policies) in place to support all trans employees, including people with non-binary identities cover the following?

Tick all that apply

GUIDANCE: Policies submitted should include clear information around how the organisation supports all trans employees, including non binary people. Guidance on dress code should be offered regardless of whether an organisation has a uniform or dress code policy.

- A. A clear commitment to supporting all trans people, including those with non binary identities
- B. Information on language, terminology and different trans identities
- C. Guidance on facilities and dress code for non binary people

Provide a brief description of the policy/policies you have uploaded:

A. The GLA's Trans and Gender Identity Policy includes the following commitment:

'1.1 The Greater London Authority (GLA) is committed to welcoming and supporting trans employees and removing barriers to their recruitment, promotion and retention. Providing a working environment that is free from discrimination, harassment or victimisation because of gender identity or gender expression is an important step in ensuring that trans employees are treated with dignity, respect and are valued.'

The policy uses trans as an umbrella term, inclusive of non binary people:

'2.1 Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth. Trans people may describe themselves using a wide variety of terms, including (but not limited to) transgender, transsexual, gender fluid, non binary, gender variant, trans man, trans woman, trans masculine, trans feminine.'

B. Section 2

C. Paragraph 3.6

Upload the policy and highlight content relevant to option A

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544820/GFKDD3TTgb/>

Upload the policy and highlight content relevant to option B

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544820/amtnaiEWc1/>

Upload the policy and highlight content relevant to option C

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544820/zrQToS4t2r/>

1.6 In the past two years, has the organisation communicated that its policies are LGBT inclusive to all employees?

GUIDANCE: The communication uploaded should demonstrate the organisation has informed employees that policies are LGBT inclusive. This may be on a post on an intranet system, but any file or screenshot must demonstrate the reach of the communication.

Yes

Provide a brief description of the communication you have uploaded:

1) Following 2018 policy reviews, the GLA's Chief Officer included a message in the August 2018 'Core Brief' communication to all staff:

"As part of our ambition to be an even more inclusive place to work, HR&OD have been reviewing and updating some of our HR policies to make sure we use gender neutral and inclusive language. Thank you to the LGBT+ Network who have helped with this policy review."

2) The HR team and LGBT+ Network also produced an intranet blog highlighting revised policies to all employees. This blog is attached.

3) This statement is also permanently shown/communicated at the top of the Policies and Procedures intranet page, visible to all staff:

" [...] The GLA's policies apply to all employees, regardless of age, disability, gender reassignment, marital status and civil partnership, pregnancy and maternity, race, religion or belief, sex, gender identity, gender expression and sexual orientation."

Upload a communication from the past two years highlighting the relevant content:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544820/h6CkZJbBNu/>

Provide the date that the 03/09/2018
communication was shared.

The following question is for information gathering purposes only and is not scored.

1.7 Does the organisation provide its employees with private healthcare insurance which is explicitly inclusive of LGBT-specific health needs?

Yes

Describe how you ensure that the healthcare insurance is inclusive of all LGBT identities (and in particular, inclusive of trans people):

The GLA is a public sector organisation, so it is unable to offer private healthcare insurance to all employees. However, the GLA does offer free health screening to all GLA employees through a partnership with Blossoms Healthcare. The GLA also has an EAP service available to all employees.

The Employee Lifecycle: Part 1

Section 2: The Employee Lifecycle

This section comprises of 9 questions and examines the employee lifecycle within the organisation; from attraction and recruitment through to development. The questions scrutinise how you engage and support employees throughout their journey in your workplace. This section is worth 13.5% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

2.1 When advertising for external appointments, how does the organisation attract LGBT talent?

Tick all that apply

GUIDANCE: This question examines the ways in which you attract external LGBT candidates to apply for roles within your organisation.

A. Advertise or recruit from LGBT/diversity websites/diversity recruitment fairs and events

B. Include a statement around valuing diversity, explicitly inclusive of LGBT people in job packs and pages

C. Supply potential applicants with information about your LGBT employee network group or LGBT inclusion activities

D. Other

Describe the evidence uploaded:

A. The GLA uses BAME Recruitment, a Diversity and Inclusion Consultancy firm, to advertise specific senior roles in the organisation. BAME Recruitment works to reach candidates from all communities and all underrepresented groups, explicitly including LGBT+ people. The GLA has also previously advertised on Proud Employers.

B. All job adverts include: 'London's diversity is its biggest asset and we strive to ensure our workforce reflects London's diversity at all levels. We welcome applications from everyone regardless of age, gender, ethnicity, sexual orientation, faith or disability.'

C. A blog called 'Making the GLA an Inclusive Place to Work' was published on the external GLA website on 3rd October 2018. This blog informed applicants about the GLA's use of gender neutral language in policies and the LGBT+ Network's role in reviewing HR policies. The careers pages also include information about the LGBT+ Network (screenshot provided).

D. The GLA website's careers pages include a 'Diversity and Our Values' page with information about the GLA's D&I work. The Stonewall Diversity Champions logo is displayed alongside accompanying text: 'The GLA is a member of the Stonewall 'Diversity Champions Programme' and is committed to improving the workplace culture for lesbian, gay, bi and trans staff'.

Upload evidence for option A

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/zijTrTL6iu/>

Upload evidence for option B

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/GEtvDDgsds/>

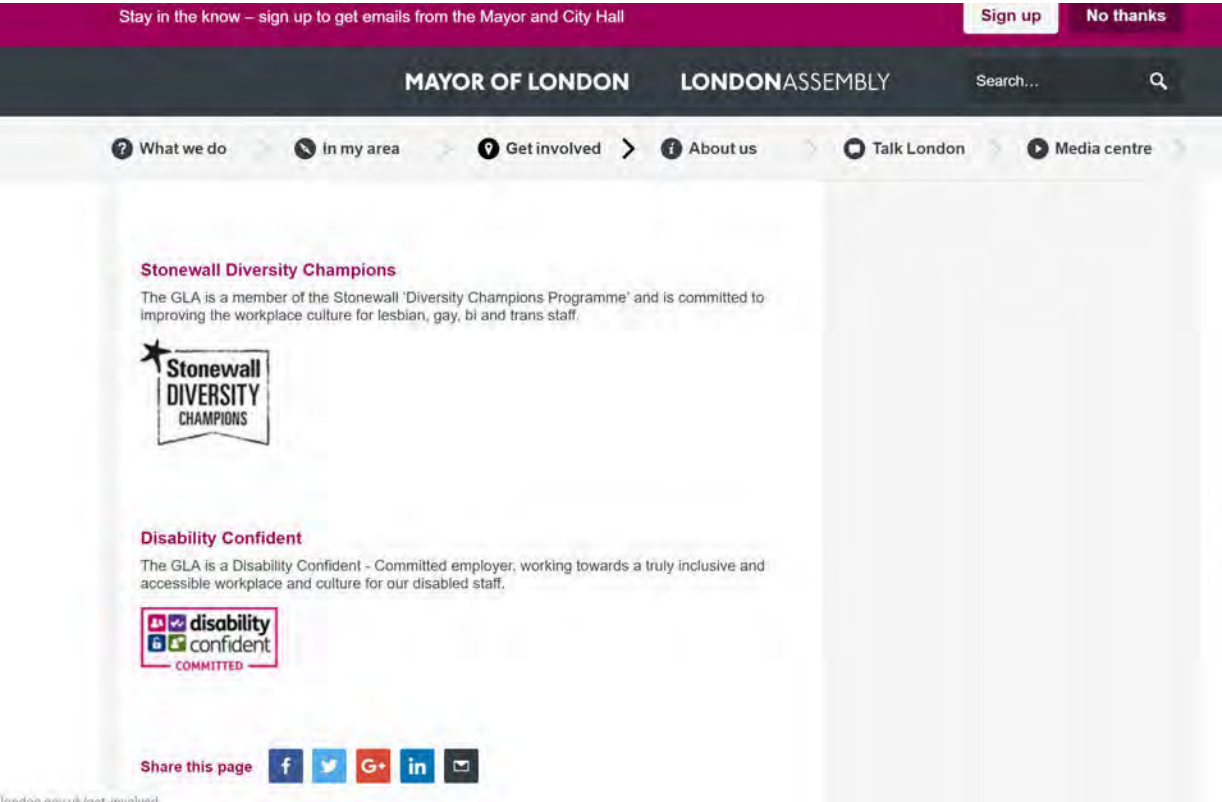
Upload evidence for option C

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/dLxg5a119S/>

Upload evidence for option D

please be aware only **one** file is allowed per answer



2.2 What percentage of employees with recruitment responsibilities have been trained on reducing bias and discrimination towards LGBT people in the recruitment cycle?

Select the completion rate for the training

GUIDANCE: The training should reach as many employees who recruit as possible. Training content should explicitly mention examples of discrimination and bias towards LGBT people. Content should also include the steps recruiters can take in eliminating this discrimination and bias. Examples of content you could upload are case studies, e learning screenshots or PowerPoint presentations.

A. 76 100 per cent

Describe the department or team who deal with recruitment and how you estimate training completion rates:	<p>The training completion rates are based on training records held in the HR System. All recruitment at the GLA is overseen by the HR&OD team, and follows GLA recruitment and selection policy.</p> <p>All managers involved in recruitment panels must be trained (1 day Recruitment and Selection workshop for managers) and compliance is checked by the resourcing team prior to recruitment and selection process taking place.</p> <p>All staff are also expected to attend Dignity and Inclusion training which explicitly mentions bias towards LGBT+</p>
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	<p>employees. All attendance is recorded on the HR System and we proactively target new managers who are likely to be involved in recruitment activities to attend this training.</p>
Describe the format of the training and the content you have uploaded:	<p>Recruitment and Selection workshop is a full day workshop which aims to equip delegates to undertake effective recruitment and selection.</p> <p>The following are specific examples of the content where reducing bias and discrimination against LGBT+ people, alongside and including people with other protected characteristics, are addressed:</p> <ul style="list-style-type: none"> • The legal framework overview and Equality & Diversity in the selection and recruitment process • Signposting to GLA recruitment and selection policy and process; • How to minimise the impact of unconscious bias; • Ground rules for evaluation meeting <p>All learning objectives touch on how to achieve a fair recruitment process, eliminate bias, challenge behaviours of others, and promote awareness of own biases among recruitment managers.</p> <p>Learning outcomes include:</p> <ul style="list-style-type: none"> • Explain how an interview panel can work successfully together to achieve fair outcomes • Explain how you would successfully and fairly shortlist a number of applications for a vacancy • Define what makes a good interview experience for a candidate • Explain how you can make selection decisions fairly and objectively and the skills needed • Describe how you would use the GLA competency framework within the short listing process and how they can be used for fair selection • Describe how you could evaluate your own interview practice • Explain how you would deal with a panel member that may be allowing an unconscious bias to come into their decision making • Explain how you would give constructive feedback to candidates following an interview <p>During the actual training participants are given group exercises to discuss a variety of examples of bias and discrimination, including examples of discrimination and bias towards LGBT+ people; how these can be spotted and reduced. The attached workbook covers the whole training.</p> <p>Exercises on pages 6 and 9 typically would cover LGBT+</p>

people. The workbook has been updated in 2019 to use gender neutral language throughout to be inclusive of applicants of all gender identities.

Dignity and Inclusion training is a 3.5 hour interactive workshop delivered by an experienced external trainer who specialises in this subject area. All staff with recruitment responsibilities attend this training.

Course Aim:

To enable participants to achieve positive outcomes through promoting inclusive behaviours within the workplace.

Learning Outcomes:

- Define diversity, equality and inclusion at the GLA
- Explain the concept of bias and how bias can hinder an inclusive environment
- Describe strategies individuals can use to eliminate their own bias
- List and describe the characteristics protected by equality legislation
- Recognise inappropriate behaviours
- Demonstrate the ability to confidently challenge inappropriate behaviours
- Plan specific actions for promoting dignity and inclusion within GLA

The attached participant workbook gives an overview of what is covered by this workshop. LGBT+ specific content and examples are on p.17, p. 18 and p.36.

In 2018 we worked with our training provider to ensure they provide more detailed and specific examples in the session of LGBT+ related bias and discrimination.

Upload training content

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/h1tvMiQ5M4/>

Upload training content

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/wuN2q8ufXd/>

2.3 What information does the organisation supply to all new employees (external appointments) when being inducted in to the organisation?

Tick all that apply

GUIDANCE: The senior leader message should explicitly call out LGBT inclusion. The content of all options given can be either in person, online, through a video or post, or on paper.

- A. Explicit message from senior leader on their commitment to LGBT inclusion
- B. Information on the LGBT employee network/allies programme or initiative
- C. Information on LGBT inclusive policies

Briefly describe the induction process and at what point the new starter receives the above information:

Summary of the GLA induction process: all new starters at the GLA attend a face to face corporate induction session during their probation period and are guided by their manager to familiarise themselves with the dedicated new starter induction pages on the GLA's intranet. Please note that all new starters will read the induction intranet pages in their first week as standard. The intranet pages form the basis of all inductions this is why they are the focus of our answer below:

A. The dedicated new starter intranet pages, which all new starters read in their first week, signpost new starters directly to an intranet page about the GLA's LGBT+ staff network. On this intranet page, the Mayor of London features in a network video encouraging GLA staff to become allies and highlights his personal commitment to LGBT+ inclusion. A link to the full video is provided as evidence, as well as a screenshot of the video on the intranet page. As well as this, the Mayor has also produced an induction video for new starters in which he notes the importance of promoting inclusion at the GLA and our responsibility to work for all Londoners. A screenshot of this video is provided as further evidence.

B. New starters are given information about the LGBT+ network and allies programme through the dedicated new starter website pages on the GLA's intranet. These pages clearly signpost new starters to intranet pages dedicated to the staff networks. All of the staff networks, including the LGBT+ staff network, have a dedicated intranet page. The LGBT+ network's page includes information about the network (including network activities and the network's aims), contact details for the network chairs, information on the network's Allies programme, and clear instructions for a new starter on how they can join the network or get involved. The attached evidence is a screenshot of the dedicated network page and further screenshots to demonstrate how this page is clearly signposted from the new starter intranet pages.

C. New starters are given information about LGBT+ inclusive policies through the dedicated new starter website pages on the GLA's intranet. These pages clearly signpost new starters to the 'A Z of Human Resources policies and procedures' intranet page, which includes all of the GLA's policies and procedures. At the top of this intranet page the following statement is used to explicitly share information about LGBT+ inclusive policies: 'The Greater London Authority intends that its workforce reflects London's diversity at all levels of the organisation and aims to be an inclusive employer that positively values the contribution of all employees. Through both its employment policies and strategies for London, the GLA aims to achieve equality of opportunity for all sections of the workforce and the community it serves. The GLA's policies apply to all employees, regardless of age, disability, gender reassignment, marital status and civil partnership, pregnancy and maternity, race, religion or belief, sex, gender identity, gender expression and sexual orientation.'

Upload evidence for option A

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/BZkIElr3JF/>

Upload evidence for option B

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/DzvvlFnvsE/>

Upload evidence for option C

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/qEiCCwqzWI/>

The Employee Lifecycle: Part 2

2.4 Does the organisation enable non-binary employees to have their identities recognised on workplace systems?

GUIDANCE: Examples include being able to use the title Mx, the option to choose a gender marker other than male or female and the ability to have a passcard with two forms of gender expression present.

Yes

Describe how non-binary identities are recognised on workplace systems:

- 1) The GLA currently provides applicants with the following options on the recruitment monitoring questionnaire listed below under the field 'title' as part of their application: Mr, Mrs, Miss, Ms, Mx and Dr.
- 2) On the GLA's internal staff directory, Connect, staff can self select their gender (the gender field is then visible to all staff under the staff member's 'personal details' tab). Staff can choose non binary as an option for this field. Connect is a workplace system hosted on the GLA's intranet. It is used by all staff to find colleague contact details and information. This system update was made following the 2019 Stonewall feedback meeting.
- 3) All GLA employees are encouraged to include their pronouns in their email signatures if they wish to do so. Non binary employees can include their pronouns in their email signatures to ensure that their identities and correct pronouns are recognised through email communications.
- 4) The GLA's ID cards do not include pronouns or gender markers.

2.5 Does the organisation provide all-employee equality and diversity training which includes the following topics, explicitly covering LGBT people?

Tick the completion rate for the training

GUIDANCE: The training should reach as many employees as possible across your organisation. Training content should explicitly mention LGBT people and cover lesbian, gay, bi and trans in the context of each option selected. Examples of content you could upload are case studies, e-learning screenshots or PowerPoint presentations.

A. Organisational policy and legislation	76 100%
B. Language, stereotypes and assumptions	76 100%
C. Challenging inappropriate behaviour	76 100%
D. Routes to reporting bullying and harassment	76 100%

Describe how you estimate completion rates:	<p>Estimates are based on data held on HR systems. There is a dedicated Learning & Organisational Development team which advises new starters and new managers to enrol on and attend appropriate training courses. All attendance is recorded on the HR System. We use a training management system to record all delegates who attend training. We require all training attendees to sign a delegate list when they attend the training and we use this to update the training management system so we can run attendance reports. We therefore know exactly who attends training as we maintain accurate records on our system.</p> <p>The GLA has comprehensive Dignity and Inclusion training which covers; organisational policy and legislation, language, stereotypes and assumptions, challenging inappropriate behaviour, and routes to reporting bullying and harassment. This training is mandatory for new starters within their first six months of employment managers have to confirm that a new starter has attended this training for the new starter to pass probation. Ahead of the training employees are also expected to familiarise themselves with the GLA's Dignity at Work Policy, Code of Conduct and Grievance procedure. The Dignity and Inclusion training workbook (which staff use during the training session) has been uploaded as evidence.</p> <p>The GLA has also introduced Public Sector Equality Duty training which helps staff understand how the duty can be applied to their area of work to meet legal requirements and deliver the best results for diverse Londoners. This training is provided to staff who have policy making as part of their remit (which is a significant proportion as the GLA is a policy</p>
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making organisation).

In 2019 the GLA has rolled out a further training programme to all staff called 'Inclusive GLA'. This programme focuses on the following:

- Nature of unconscious bias including different types of bias, how it operates and can be identified
- Impact of unconscious bias on all forms of decision making in relation to policy making, service delivery and employment practice
- How to identify unconscious bias and mitigate its effects
- How to identify unconscious bias in others and offer constructive challenge

The Inclusive GLA training is delivered through an e learning to all staff, interactive workshops for managers, interactive workshops for teams, and 1:1 coaching sessions for senior leaders.

All of the above training is explicitly inclusive of LGBT people.

The GLA has also made the promotion of equality a systematic process throughout the organisation through its equality framework 'Inclusive London the Mayor's Equality, Diversity and Inclusion Strategy'.

Describe the format of the training and the content you have uploaded:

The most relevant pieces of evidence from the GLA's suite of equality and diversity training have been uploaded for each option. However, please consider all four files as evidence across topics A D, as these topics are covered across the three different all employee equality and diversity training programmes that the GLA has in place (Dignity and Inclusion training, Public Sector Equality Duty training, Inclusive GLA training).

A: Workbook for the Public Sector Equality Duty training, provided to all staff who have policy making as part of their remit (which is a significant proportion as the GLA is a policy making organisation). This also includes information about the Equality Act 2010 and organisation policy and explicitly covers LGBT people. Please also take note of the Dignity and Inclusion training uploaded for topic C, which is provided to all staff and also covers organisational policy and legislation throughout.

B: Facilitator notes for a case study exercise from the all staff Inclusive GLA training. This is a significant exercise used in the workshops. Please also take note of the all staff Dignity and Inclusion training workbook uploaded for option C, which includes further information on language, stereotypes and assumptions on pages 6 8 and page 36.

C: Workbook for the all staff Dignity and Inclusion training. Please see pages 17 – 20 in particular for challenging inappropriate behaviour.

D: Workbook from the all staff Dignity and Inclusion training. Please see pages 17 – 20 and page 22 for routes to reporting bullying and harassment.

Upload evidence for option A

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/IH0WVbd3pM/>

Upload evidence for option B

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/VuM0obzgeR/>

Upload evidence for option C

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/PBF6Li67zg/>

Upload evidence for option D

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/oMk00TpL30/>

2.6 In the past year, which of the following messages have appeared in internal communications to all employees?

Tick all that apply

GUIDANCE: Communications uploaded should have been sent, or made available to all employees (or as many as geographically possible through the specific communication method). Evidence could include emails and screenshots of intranet posts. IDAHOBiT refers to the International Day Against Homophobia, Biphobia and Transphobia. In your uploaded evidence, make clear who/how many employees the communication reached. Evidence provided for option A. must clearly include all identities within LGBT.

A. Information about LGBT History Month, Pride, Spirit Day and/or IDAHOBiT

B. Information about Bi visibility Day and/or other bi specific events (e.g. bi pride events or Bicon)

C. Information about Transgender Day of Visibility, Transgender Day of Remembrance and/or Trans Pride

D. Information about the LGBT Employee Network Group and allies activity

Upload evidence for option A

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/HCRtTDwTW4/>

Upload evidence for option B

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/BilaGwohps/>

Upload evidence for option C

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/GXT4lhmpr5/>

Upload evidence for option D

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109544061/8EdDnq45bu/>

Provide date for option A	01/02/2019
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Provide date for option B	19/09/2018
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Provide date for option C	18/03/2019
----------------------------------	------------

Provide date for option D	01/04/2019
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The Employee Lifecycle: Part 3

2.7 In the past year, which of the following career development opportunities has the organisation specifically communicated to LGBT employees?

Tick all that apply

GUIDANCE: Communications here can either be specific communications to LGBT people through the employee network group OR an all employee communication making it clear you welcome LGBT employees on the programmes/opportunities.

- A. General leadership and development programmes
- B. LGBT specific leadership/professional development programmes
- C. LGBT specific seminars and conferences

<p>A. Describe the programmes and how these programmes are promoted to LGBT employees:</p>	<p>'Our Time' is a GLA initiative which supports more women within the GLA Group into senior leadership. The programme pairs high potential women at the GLA with senior staff champions, provides training, and supports networking.</p> <p>The opportunity to apply for the 2019 Our Time cohort was communicated to LGBT employees through direct emails to the LGBT+ Network in June 2019, encouraging network members to apply. An all employee intranet blog post on 07/06/19 also explicitly asked LGBT+ staff to apply, stating 'We hope this approach will particularly benefit women who currently face multiple barriers (e.g. BAME, Disabled and LGBT+ women) to progression'.</p>
<p>B. Describe the programmes and how these programmes are promoted to LGBT employees:</p>	<p>The GLA held a Stonewall Role Models empowerment programme on 19 October 2018. The opportunity to attend this LGBT specific development programme was communicated to LGBT employees through an intranet blog, available to all staff, on 10 October 2018. An extract from the blog:</p> <p>'Stonewall Role Models Training is taking place at City Hall on 19 October 2018. The Stonewall LGBT Role Models programme gives individuals the opportunity to explore what it means to be a role model and the space to identify how they are going to create an inclusive environment [...] This training is open to all LGBT+ staff'</p>
<p>C. Describe the programmes and how these programmes are promoted to LGBT employees:</p>	<p>Budget was allocated to enable members of the LGBT+ Network to attend Stonewall's Workplace Conference London 2019. This opportunity was shared with the network directly from the EDI team over email and two network members were able to attend.</p> <p>The opportunity to attend the Stonewall Network Group Masterclass event (28 June 2019) was shared with the LGBT+ staff network over email from the EDI team in June 2019. [REDACTED] LGBT+ Network Co Chair, took up this opportunity and was supported by the GLA to attend.</p>

A. Provide a date on which these opportunities were communicated 07/06/2019

B. Provide a date on which these opportunities were communicated 10/10/2018

C. Provide a date on which these opportunities were communicated 14/06/2019

2.8 Does the organisation proactively recognise contributions to the LGBT employee network group during employee performance appraisals?

GUIDANCE: The onus should be on the employer/manager to make explicit that network group activity links in with organisational values and count towards diversity goals. Please note, the recognition doesn't have to be financial, but should be systematic and applied to all performance appraisals, not just those of the network leads.

Yes

Describe how contributions are recognised:

GLA staff have a performance appraisal once a year and a mid year informal appraisal conversation. Employees complete a written self assessment of their performance, which is then used to structure an hour long performance appraisal meeting with their manager. Following this meeting, the manager writes an additional assessment of the employee's performance. The employee then has the opportunity to add further comments before the form is completed and the appraisal is finalised.

The GLA proactively recognises contributions to the LGBT+ network group throughout this appraisal process. The self assessment form is split into two sections; 'Objectives' and 'Competencies, Learning, Staff Networks and Volunteering'. The following question is included in the latter section:

'Volunteering and Staff Networks

The GLA policy is to encourage staff to get involved in volunteering and staff networks. Staff volunteering and participation in staff networks offer opportunities to learn new skills, meet people and gain valuable experience beyond our core roles. If you had an opportunity to volunteer or get involved in staff networks over the last 6 12 months, how did these activities help you achieve your development goals and/or supported the delivery of personal or organisational objectives?'

This question prompts staff to share the contributions they have made to staff networks, including the LGBT+ staff network. The answers are used to inform the appraisal discussion with the employee's manager.

Following the meeting, the manager completes their assessment of the employee's performance. The following prompt is included in the manager's section of the appraisal form:

'Please use this space to recognise any further contributions your member of staff has made to the GLA; for example, volunteering or participating in staff networks.'

This appraisal process is used for all GLA staff, ensuring that recognition for staff contributions to the LGBT+ network group is systematic and applied to all performance appraisals.

2.9 Does the organisation identify and act on any LGBT issues raised at exit interviews or on exit surveys?

GUIDANCE: Examples include giving employees an opportunity to raise any issues relating to discrimination they may have experienced in the organisation.

Yes

<p>Describe the exit interview/survey process and how LGBT issues would be identified or raised:</p>	<p>All employees leaving the GLA are invited to complete an online exit interview questionnaire and are offered an optional face to face interview with a member of the HR team. Through the questionnaire and/or the interview, the GLA seeks feedback on the employee's experiences. This includes:</p> <p>A direct question asking the individual if they experienced discrimination, harassment, or bullying in relation to any of the protected characteristics under the Equality Act 2010 (including sexual orientation and gender reassignment). This question gives LGBT employees the opportunity to raise any issues related to discrimination that they may have experienced within the GLA.</p> <p>Questions about the GLA's working environment, including management action and support</p> <p>Open questions allowing employees to give comments on any experience they wish to report</p>
<p>Describe how any issues raised would be acted upon by the organisation:</p>	<p>All survey and interview responses are reviewed by the relevant HR Officer. Areas for further review, such as any homophobic, biphobic, or transphobic discrimination, are escalated to an HR Manager to investigate. As long as the employee has given permission for HR to do so, any issues raised will be discussed with the employee's line manager and Senior Management. Where appropriate, action will then be taken to address any LGBT issues raised.</p>

ENG: Part 1

Section 3: LGBT Employee Network Group

This section comprises of 7 questions and examines the activity of your LGBT employee network group. The questions scrutinise its function within the organisation. This section is worth 11% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

3.1 Does the organisation have an LGBT employee network group for LGBT employees? A. Yes, with a defined role and terms of reference

Upload the LGBT employee network group's terms of reference:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/110160369/XfJa2nsHqS/>

ENG: Part 2

3.2 Does the LGBT employee network group have clearly defined yearly objectives?

GUIDANCE: Examples could include holding a certain number of events or campaigns, engaging with different groups of staff across the organisation and collaborating with other organisation's network groups.

Yes

List examples of some of your most recent objectives and progress towards achieving them:

Our LGBT+ Network has a number of objectives – some are long term objectives that remain largely unchanged from year to year, and some are short term annual objectives.

Our long term objectives are:

- Support the GLA's LGBT+ inclusion work, including ensuring that gender neutral language is used to accommodate trans and non binary identities through membership of the Mayor's Diversity and Inclusion Management Board
- Support the Mayor's Office in delivering the Mayor's Pride in London reception and coordinate and support the GLA's presence at PRIDE and UK Black PRIDE
- Act as a confidential point of contact and support for the GLA's LGBT+ staff and allies for any LGBT+ issues.
- Support the GLA's submission to the Stonewall WEI.

This year, our short term objectives include focused work on:

- Explicit trans and non binary inclusion, across intersections of ethnicity, nationality, race, age, faith, neurodivergence, different ability, and protected characteristics. This involves magnifying trans voices within the organisation and ensuring there is a visible trans/trans ally presence at the GLA. This will require a full review of the organisation's policies and processes to ensure representation of trans perspectives and experiences. Progress update: the LGBT+ Network has supported a trans member of staff to share her story on the staff intranet, to be profiled as a role model on Trans Day of Visibility 2019. The Network has also reviewed policies and training to ensure they use gender neutral language and that staff D&I training includes trans specific case studies.
- Explicit bi inclusion, across various identities and experiences. Similarly, this involves bringing forward visible bi role models and representatives within the organisation. Progress update: the LGBT+ Network published a blog for Bi Visibility Day to highlight bi experiences. The Network is currently recruiting for a bi rep, who will be in place later in 2019.
- Intersectionality – particularly focusing on LGBT+ people of faith, LGBT+ people of colour, and LGBT+ disabled people. This will require greater engagement with other internal and external (from the wider GLA Group and London Local Authorities) staff networks. Progress update: The LGBT+ staff Network has engaged with other GLA Networks to explore what is possible and has worked to ensure its events and activities are intersectional and inclusive of all LGBT+ people.

3.3 Which of the following support activities does the LGBT employee network group facilitate?

Tick all that apply

GUIDANCE: The individual support the network offers should be available and advertised to all staff. Consultation on internal policies and practices should be considered as policies which impact upon employee welfare, for example, reviewing an updated adoption policy. Consultation on the organisations broader work refers to organisational outcomes, for example being consulted on a LGBT media marketing campaign.

- A. Provide confidential support to all employees on LGBT issues
- B. Provide support to enable employees to report homophobic, biphobic and transphobic bullying and harassment
- C. Have been consulted on improving internal policies and practices
- D. Have been consulted on business development, organisational priorities and/or the organisation broader work

Describe the options selected:

A. Describe the confidential support the group offers and how this is communicated to all staff:	<p>The LGBT+ staff Network offers confidential support to all employees on LGBT+ issues. Network co chairs offer confidential one to one support and the Network also offers signposting. Our Network has an HR Business partner to ensure we work closely with HR to advise them on LGBT+ issues/escalate issues to them where necessary.</p> <p>All of this confidential support is offered and communicated to all LGBT+ and non LGBT+ staff. The network sends newsletters and runs campaigns (legible online and on paper in common areas) that reach the wider organisation to communicate the support available and to ensure we are visible to and engaging with all staff both LGBT+ staff and non LGBT+ staff. These include sessions disseminating information or training to all staff on LGBT issues.</p> <p>We are regularly called upon through these channels to support staff, and do so confidentially on a range of issues.</p> <p>This confidential support is also clearly communicated through the Network's terms of reference, available to all staff on the intranet. An extract from the terms of reference reads:</p> <p>'The LGBT+ Network will provide a gateway of confidential support and assistance'.</p>
B. Describe how the group offers	The Network makes clear in our Terms of Reference and on

support to enable employees to report homophobic, biphobic and transphobic bullying and harassment and how this is communicated to all staff:

our 'Intranet' portal (visible to all employees online) that we are available to support LGBT+ staff in the event that they are facing bullying, harassment or discrimination as a result of their LGBT+ identity/ies.

Network co chairs also offer one to one sessions to any staff that request support with the issues listed above we work confidentially with them to resolve the issue, or signpost them to Employee Assistance Programs (including a helpline), the appropriate HR contact, or other internal/external resources (such as training or counselling) that are available to them where appropriate.

C. Describe the consultation process and outcome:

In 2019 the Network has made significant contributions towards internal training sessions, most recently on all staff Unconscious Bias training, which is being rolled out across the organisation to new and existing staff. The Network was consulted on the training roll out. Through this consultation the Network reviewed content and contributed ideas, language and case studies to the training specifically on LGBT+ issues. This is one example of how the Network has been significantly consulted on improving an internal practice.

Network members provided feedback on the GLA's Responsible Procurement Policy in early 2018, which was re drafted by the GLA. This feedback was taken into consideration as part of the policy review.

D. Describe the consultation process and outcome:

The GLA LGBT+ Network sits on the GLA's Diversity and Inclusion Management Board (DIMB), which meets on a quarterly basis. The DIMB brings together various Network representatives, the Mayor's Chief of Staff, senior HR staff, the Chief Officer and Executive Directors from across the GLA to confer and advise on a range of internal and external policies and priorities relating to diversity and inclusion (those affecting staff and Londoners). The LGBT+ Network co chairs attend all meetings, provide updates on Network activities, review and feed into all decisions taken to the DIMB, and bring Network recommendations to the DIMB for decision. For example, through the most recent DIMB meeting in July 2019 the LGBT+ Network was consulted on the GLA's Gender and Ethnicity Pay Gap Action Plans, the GLA's participation in Disability Confident, and the GLA's performance against the Diversity and Inclusion Action Standard.

The network is also consulted by various internal teams on an ad hoc basis on recruitment, management and training, complaints and grievances, campaigns and events.

ENG: Part 3

3.4 In the past year, which of the following activities has the LGBT employee network group undertaken?

Tick all that apply

GUIDANCE: ‘Awareness raising events’ here refers to activities which serve to educate or inform the wider organisation about different sexual orientation, gender identity and/or trans issues, for example panel discussions, lunch and learns or stalls during diversity events. ‘Mentoring or coaching programme’ here refers to either a specific programme run by the network, or alternatively an organisation wide programme which proactively incorporates LGBT mentoring with the aid of (and driven by) the network group. ‘Reverse mentoring’ here refers to a formal process whereby senior employees are reversed mentored by more junior LGBT employees.

- A. Social networking event for members
- B. Lesbian, gay and bi equality awareness raising event
- C. Trans equality awareness raising event
- D. Collaborated with other LGBT network groups
- E. Collaborated with other internal network groups
- F. Mentoring or coaching programme
- G. Reverse mentoring programme
- H. Fundraised for an LGBT charity, community group or event

Describe the activities selected and when they occurred. Please provide specific dates or time periods within the last year.

A. Social networking event for members	<p>The Network organises regular socials for members, as well as more widely for all LGBT+ staff and allies. The most recent social was on Saturday 6 July 2019 after Pride. Prior to this, the Network organised a cinema trip social and LGBT+ walking tour during LGBT History Month 2019.</p> <p>The GLA was a key partner and primary funder for Pride in London 2019 as well as UK Black Pride 2019, and the Network managed the GLA float and presence at the event, inviting LGBT+ staff and allies to attend. We also attended events as a Network during BFI Flare film festival 2019 (an LGBTQ+ film festival).</p>
B. Lesbian, gay and bi equality awareness raising event	<p>During LGBT History Month 2019 the network ran a programme of activities with dedicated weeks to focus on</p>

	<p>L,G,B and T identities in turn. The network organised a walking tour of queer history in London for 'G' week and a film night for 'L' week, and intranet blogs and activity for 'B' week during LGBT History Month. These were specific equality awareness raising events focusing on LGB identities.</p> <p>For IDAHoBiT 2019 (Friday 17 May 2019), the LGBT+ Network scripted and reviewed a speech for the Mayor that spoke out against discrimination and violence facing the LGBT+ community this was shared to the Network, the wider organisation, and to Londoners and international audiences via the Mayor's social media channels.</p>
C. Trans equality awareness raising event	<p>During LGBT History Month 2019 the network ran a programme of activities with dedicated weeks to focus on L,G,B and T identities in turn. The Network shared literature on the organisation wide Intranet on the importance of trans inclusion for the 'T' week. This included a blog written by [REDACTED] working at the GLA on her intersecting struggles and experiences at work and in her daily life.</p> <p>The network also held a bake sale for Transgender Day of Visibility 2019 on Monday 1 April. The bake sale was held between 11.00 15.00 and all GLA staff were invited to come along and learn about trans equality. The event was advertised to all staff through an intranet blog on 18th March. All money raised from the event was donated to Stonewall Housing.</p>
D. Collaborated with other LGBT network groups	<p>The GLA LGBT+ Network shares funding and advice, and collaborates on campaigns with the wider GLA Group's LGBT+ Networks. The GLA Group is composed of the following organisations: Greater London Authority (GLA), Transport for London (TfL), Metropolitan Police, London Fire Brigade (LFB), Mayor's Office for Policing and Crime (MOPAC), Old Oak and Park Royal Development Corporation (OPDC), and the London Legacy Development Corporation (LLDC).</p> <p>We have regular meetings and collaboration with LGBT network groups from these organisations. For example, the GLA's LGBT+ Network worked with TfL's LGBT+ Network to share intersectional messaging and communications for 2019's London Pride weekend (including bi, trans, and POC inclusive Pride Roundels across the London Underground).</p> <p>The GLA's LGBT+ network is also part of a new 'Stronger Together' group that brings together staff Networks from the Mayor's Office for Policing and Crime, London Fire Brigade, London Legacy Development Corporation and the GLA. The group was founded in July 2019.</p> <p>The Network also liaises with the Pan London forum of</p>

	London Local Authorities' LGBT+ Networks. We have shared our LGBT+ specific policies, our Terms of Reference, and our trans policy with these external Networks in the last year.
E. Collaborated with other internal network groups	The LGBT+ Network collaborated with all internal GLA staff networks for Staff Networks Day 2019. This saw all staff Networks, including the new Disability Network, setting up stalls in our common area and raising awareness of our work online/on paper around the building. Staff Networks Day also involved conversations between various Networks on how best to collaborate e.g. the BAME Network and LGBT+ Network met up to plan GLA engagement with UK Black Pride.
F. Mentoring or coaching programme	The GLA LGBT+ Network has an allies programme that encourages staff who do not identify as LGBT+ to join the network and undertake allies training to support their LGBT+ colleagues but also to ensure that the Mayor's policies are representing London's LGBT+ community as well.
G. Reverse mentoring programme	The Network has a programme of reverse mentoring upcoming in Autumn 2019 in which more junior LGBT+ staff mentor more senior counterparts at other organisations within the wider GLA Group.
H. Fundraised for an LGBT charity, community group or event	<p>The Network raised £532.96 for Stonewall Housing through a Bake Sale for Transgender Day of Visibility 2019 (the bake sale was held on 1 April 2019). All of the money raised went to Stonewall Housing's trans specific projects. An all staff intranet blog on 12 April following the event included the following further information to inform all GLA staff what the money would be used for:</p> <p>'Stonewall Housing work to ensure lesbian, gay, bisexual and trans people live in safer homes, free from fear, and where they can celebrate their identity and support each other to achieve their full potential.</p> <p>In 2016, Stonewall Housing opened the UK's first and only trans specific supported accommodation project. People who are transitioning or trans identified require specific support to address mental, physical and emotional wellbeing issues that often affect their housing options and sustainability.</p> <p>By providing a safe space for trans people to grow and develop at a pace that is right for them, Stonewall Housing are able to improve quality of life and prevent the cycle of homelessness in the future.'</p>

3.5 In the past two years, has the LGBT employee network group held campaigns, initiatives, seminars or events engaging with the following diversity strands?

Tick all that apply

GUIDANCE: 'Initiatives' and 'campaigns' here refer to specific programmes or projects online or offline undertaken to achieve LGBT specific aims in the near term. For example, creating a series of blog posts during LGBT History Month to highlight homophobia, biphobia and transphobia in sport.

Examples include raising awareness of the specific mental health challenges faced by LGBT people during mental health awareness week and profiling prominent trans women on International Women's Day.

This question is looking at how your network group engages with the intersections between LGBT identities and other diversity strands, work on LGBT identities that does not clearly engage one of these other diversity strands will not be accepted for this question.

Please provide specific dates or time periods within the last two years.

- A. Age
- B. BAME
- D. Women
- F. Mental health (including disability related to mental health)

Describe the campaigns, initiatives, seminars or events and when they occurred:

A. Age	The LGBT+ network led on an 'It Gets Better' video released in October 2018 which shared the experiences of LGBT+ staff members, including older members of the LGBT+ community talking explicitly about their experiences.
B. BAME	The LGBT+ network led on an 'It Gets Better' video released in October 2018 which shared the experiences of LGBT+ staff members, including a member of staff explicitly sharing his experience of growing up in London as a black gay man.
D. Gender	The GLA LGBT+ network hosted a performance by [REDACTED] from Trans Creative (the first trans led theatre company in the UK) on 24 September 2018. This performance shared [REDACTED] and ended with a Q&A about trans equality and transitioning. This event was open to all GLA staff and was advertised to all staff through an intranet blog on 7 September 2018.
F. Mental Health	The LGBT+ network worked with ThriveLDN, a citywide partnership that aims to get all Londoners talking about mental health and wellbeing, during Pride weekend in 2018. The Network shared ThriveLDN resources, which included facts and statistics about mental health within the LGBT+ community as well as contact details for ThriveLDN. The Network handed these resources out to members of the public during the parade and also made them accessible for GLA staff members to access.

ENG: Part 4

3.6 In the past year, what initiatives has the LGBT employee network group undertaken to ensure the membership is as diverse as possible?

Tick all that apply

- GUIDANCE:** Examples provided should clearly demonstrate that the LGBT employee network group is driven in ensuring the membership is representative of many different types of people.
- A. Implemented a formal mechanism or process to ensure bi and trans issues are covered and engaged with (for example, bi or trans reps)

B. Promoted the LGBT employee network group as being open to all employees and inclusive of LGBT people with multiple identities (for example, BAME LGBT people or LGBT people with experience of mental health problems)

C. Reviewed and evaluated past and future activity to remove barriers to engagement from LGBT people with multiple identities

D. Other

Describe the initiatives selected and when they took place or were implemented.
Please include specific dates or time periods.

<div>A. Implemented a formal mechanism or process to ensure bi and trans issues are covered and engaged with (for example, bi or trans reps)</div>	<p>The LGBT+ Network has a specific trans inclusion workstream as part of its aims and objectives, which acts as a formal process to ensure that trans identities and issues are systematically covered in all of the Network's events and activities. Similarly, bi inclusion is always explicitly considered as standard when planning all Network events and activities, including business as usual activities such as network meetings. This systematic consideration of bi inclusion has enabled the Network to run a dedicated 'bi week' during LGBT History Month 2019 and write all staff blogs on the importance of bi inclusion.</p> <p>Given the (small) size of the Network, we are currently in the process of putting in place bi and trans reps across the GLA Group organisations, so that bi and trans members across the GLA Group who are comfortable being out and visible can represent those groups in a formal way. The Network is also putting in place in 2019 bi and trans reps within the GLA. These roles will be open to allies where there are no bi or trans members who wish to take them up.</p>
<div>B. Promoted the LGBT employee network group as being open to all employees and inclusive of LGBT people with multiple identities</div>	<p>1) Over the last year the LGBT+ Network has engaged with the GLA BAME, Women’s and Disability Networks to highlight that the LGBT+ Network is inclusive of LGBT people with multiple identities and to encourage members of other Networks to become involved with the LGBT+ Network. The LGBT+ Network emailed the BAME, Women's and Disability Network leads directly to cascade this message.</p>

	<p>2) The 2019 Network Terms of Reference, which are shared on the LGBT+ Network's intranet page (which is visible to all staff), state: 'we welcome members from the wider queer community, allies and members with multiple identities. We work alongside the BAME, Women's, Parents and Carers, and Disability Networks and encourage their members to be part of the LGBT+ network as well.'</p>
C. Reviewed and evaluated past and future activity to remove barriers to engagement from LGBT people with multiple identities	<p>The Network reviews its Terms of Reference annually to ensure that the language we use is as inclusive as possible for all staff, including LGBT+ staff with multiple identities.</p> <p>The Network considers and alternates the timings of our events and activities to ensure that we do not discriminate against people with flexible working patterns or those with parental / caring responsibilities, including LGBT+ parents and carers who wish to engage with the network.</p>
D. Other	<p>In early 2019 the GLA LGBT+ Network commissioned a LGBT+ Pride flag which incorporated the colours of the bi flag, the trans flag, and the POC inclusive Pride flag. The Network now ensures that this flag is flown outside City Hall to commemorate or raise awareness about specific dates, such as IDAHOBIT or International Trans Day of Visibility. For example, it was recently flown in June 2019 to mark Pride month in London.</p> <p>This custom made Network Pride flag is the most intersectional LGBT+ Pride flag to have ever been flown on a UK civil building; as City Hall is the seat of London's devolved government, flying this flag outside City Hall is a powerful political statement which demonstrates the Network's and the GLA's support of intersectional LGBT+ equality.</p>

3.7 Has the LGBT employee network group undertaken any additional work in the past year to advance LGBT equality in both your organisation and the wider community?

GUIDANCE: The work detailed here should be additional to the work already covered in other questions.

Yes

Describe the activity and impact. Please include specific dates or time periods.

The LGBT+ Network wrote and proposed a new Inclusive Language Policy to support trans (including non binary) staff and Londoners, which was successfully signed off by the GLA's Diversity and Inclusion Management Board in May 2019. Before sign off, the LGBT+ Network consulted with the GLA's other staff networks to ensure the policy was as inclusive as possible.

Following sign off in May 2019, this policy is now in place. This policy builds on existing policies (also pushed through by the Network) on the inclusion of non binary people into Mayoral policy and policy wording. The Inclusive Language Policy advises the organisation on how to use gender neutral language where appropriate, how to avoid misgendering people and how to use alternative titles for people where relevant. By 'organisation' we are referring to all GLA staff, including front line staff, policy officers, security staff working in GLA security or London's kitchen, and the Mayor's Public Liaison Unit who respond to calls and emails from the public and external stakeholders.

The use of gender neutral language has positively impacted staff within the organisation, but also our many visitors and most significantly, the thousands of Londoners who engage with City Hall. It has supported the GLA to become more inclusive of trans people, including non binary people.

Going forwards, the policy will be shared with the wider GLA Group so GLA Group organisations can adopt these policies to keep our inclusive language LGBT friendly, but also disability friendly and inclusive of other identities/experiences too.

As a result of Network lobbying, all GLA legal advice is now provided on a gender neutral basis.

The following question is not scored.

3.8 Does the LGBT employee network group's terms of reference state that the group is inclusive of bi and trans people? Tick all that apply.

A. Bi people

B. Trans people, including non binary people, trans men and trans women

Allies and Role Models: Part 1

Section 4: Allies and Role Models

This section comprises of 9 questions and examines the process of engaging allies and promoting role models. The questions scrutinise how the organisation empowers allies and role models, then the individual actions they take. This section is worth 11% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

Allies

4.1 Does the organisation have a formal programme or initiative to engage all non-LGBT employees to become allies? A. Yes, as part of our LGBT employee network group

GUIDANCE: The programme should be a formal mechanism to engage non LGBT people with LGBT equality.

Describe the allies programme or initiative:

The GLA LGBT+ Staff Network is advertised as being open to all GLA staff regardless of sexual orientation or gender identity. All events, such as specific staff wide LGBT+ social events in house are open to all staff to attend.

The GLA LGBT+ Network has an Allies Programme, specifically raising awareness about the importance of LGBT+ allies through blog posts, internal lounge bar events, an allies video which was screened at the launch event last year and with an allies photographic exhibition that was on display throughout PRIDE month in 2018.

The GLA also has rainbow badges and LGBT+ lanyards available, which allow allies to show their support for LGBT+ staff.

The GLA staff PRIDE parade float, organized annually, is open to all staff to attend. Allies are seen as important to the promotion of the Network and when achieving our goal of mainstreaming equality in all our work. The current LGBT+ Staff Network is made up of staff with many different sexual orientations and gender identities.

The Mayor of London, Sadiq Khan, is one of the GLA's biggest LGBT+ allies and has 'led from the front' with his support for the LGBT community. He has flown the intersectional LGBT+ Pride flag outside City Hall in 2019 (which incorporated the colours of the bi flag, trans flag, and POC inclusive LGBT flag), marched at the front of Pride 2019, and made appointments to his senior team of openly LGBT staff, some of whom were profiled in the run up to PRIDE 2018. The Mayor has made visibly clear to all staff and to the public of the importance of being an ally of LGBT community through a number of initiatives for example recording messages of support for the LGBT+ Network allies video and hosting an annual Pride reception at City Hall.

The evidence provided is as follows:

- 1) A link to a video which shares information about the formal Allies programme at the GLA, including personal testimonies from GLA staff (including Mayor of London Sadiq Khan) on the importance of allies
- 2) A screenshot showing information about the Allies programme, including the above video, permanently shown on the LGBT+ Network's intranet page
- 3) The following statement on the LGBT+ Network intranet page which explicitly invites allies to engage in the network:

'The GLA LGBT+ Network is a staff led group that raises awareness about and champions LGBT+ equality issues for City Hall staff, supports LGBT+ staff in their social and working lives, and encourages all City Hall employees to become LGBT+ allies. Membership of the LGBT+ Network is open to all City Hall, regardless of sexual orientation or gender identity, our LGBT+ allies are some of our most active Network members. Meetings take place on a monthly basis to find out more, simply send an email.'

Upload a communication advertising the allies programme or initiative:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109546824/kkN9QSKHNa/>

4.2 In the past year, has the organisation held internal awareness raising sessions, campaigns or initiatives specifically for allies which cover the following?

Tick all that apply

GUIDANCE: Content/activity should be tailored for non LGBT people and run through mechanisms that engage allies. Content should cover all LGBT identities (lesbian, gay, bi and trans).

- A. The importance of allies
- B. Discrimination towards LGBT people
- C. Personal stories from LGBT people
- D. Actions they can take to be effective allies

Provide a brief description of the content you have uploaded:

On Thursday 29th November 2018, the GLA ran a Stonewall Allies Empowerment programme specifically for allies which all staff had the opportunity to attend. This Empowerment programme was an in depth awareness raising session which covered the importance of allies, discrimination towards LGBT people, personal stories from LGBT people, and actions that attendees can take to be effective allies. Following the programme, attendees were asked to share their reflections on the course and give advice for all allies at the GLA based on what they had learnt. These personal testimonies were shared in a blog post on 2nd January 2019 which was visible to the entire GLA organisation. The blog post also shared information about Stonewall's work and the GLA LGBT+ staff network, including guidance on how allies could get involved with the network or register their interest for future awareness raising sessions for allies.

As the slides from this programme are not shared by Stonewall, we have uploaded the Allies toolkit which is circulated after the programme as evidence for options a d on the advice of our Client Account Manager. For option D, we have also uploaded the intranet blog which was published after the allies programme.

Upload content covering option A:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109546824/idH7rHFTkw/>

Upload content covering option B:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109546824/CuRhaaxGjs/>

Upload content covering option C:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109546824/2pyVM7tHD7/>

Upload content covering option D:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109546824/EldupEXszl/>

Provide a date for Option A: 29/11/2018

Provide a date for Option B: 29/11/2018

Provide a date for Option C: 29/11/2018

Provide a date for Option D: 02/01/2019

4.3 Does the organisation enable allies to visibly signal their commitment to LGBT equality?

GUIDANCE: Examples include visual signals such as email signatures, badges, lanyards and mugs.

Yes

Describe how allies can visibly signal their commitment to LGBT equality:

During Pride month this year (2019), lanyards with the colours of the POC inclusive Pride flag (with brown and black stripes), the bi flag, and trans flag, were distributed to Network members (allies and LGBT+ staff) as well as allies across the building to wear going forwards.

For Pride month 2019 (and therefore the Mayor's Pride reception, Pride in London, UK Black Pride, and other Network events), LGBT+ staff and allies were given environmentally friendly mini flags composed of the bi flag, trans flag, and POC inclusive rainbow flag to show their pride/support.

In February 2019, with the Network's input, new email signatures were introduced, and all staff were encouraged to adopt them. These email signatures include a line on preferred pronouns.

Allies and Role Models: Part 2

Allies

4.4 In the past year, which of the following activities have allies engaged in?

Tick all that apply

GUIDANCE: 'Helped organise' here, refers to allies taking an active involvement in the planning and execution of events. It does not mean allies simply turning up to events.

- A. Participated in LGBT network group activities
- B. Helped organise a lesbian, gay and bi equality awareness raising event
- C. Helped organise a trans equality awareness raising event
- D. Recruited other allies

Describe the activities selected. Please include specific dates or time periods.

A. Participated in LGBT network group activities	<p>Our Network is open to LGBT+ staff and allies, and identities/experiences are not policed. We encourage allies to take on responsibility as much as possible/appropriate meaning numerous Network events including Pride participation and the further engagement of new allies.</p> <p>One example of how allies participate in LGBT+ Network group activities was an ally who wrote an all staff blog on behalf of the Network about bi visibility for LGBT History Month 2019. This is because the Network did not have any bi members who were out at the time, but the Network recognised the importance of sharing bi specific messaging during LGBT History Month.</p>
B. Helped organise a lesbian, gay and bi equality awareness raising event	<p>Allies helped to organise the Mayor of London's Pride reception on Wednesday 3rd July 2019, as part of the LGBT+ Network's support for this event. Specifically, allies helped sign in attendees on the reception desk and supported the GLA's events team to set up the event on the day. Allies also specifically acted as key points of contact with more vulnerable members of an LGBT choir who were performing at the event. The choir specifically asked for attendees not to take photographs during their performance for safety reasons, so allies were appointed to ensure that no one in the crowd was photographing the choir.</p> <p>Allies also helped with the filming and editing of the 'It Gets Better' video that was released in October 2018.</p>
C. Helped organise a trans equality awareness raising event	<p>An ally led on the LGBT+ Network's bake sale fundraising event for Trans Day of Visibility 2019, which raised money for trans specific projects at Stonewall Housing, on 1st April 2019.</p>
D. Recruited other allies	<p>Some of the Network's most active members are our allies, bringing new staff to attend meetings and raising awareness about events through internal communications.</p> <p>Following the Stonewall Allies empowerment programme at the GLA in November 2018, an intranet blog post was published (visible to all GLA staff) on 2nd January 2019. This blog featured the personal reflections of GLA staff who attended the Allies empowerment programme. These personal stories from allies encouraged all GLA staff to become involved in the GLA's Allies programme, take part in a future Stonewall Allies empowerment programme, and take steps to become better allies.</p>

4.5 Does the organisation support all non-trans employees (including lesbian, gay and bi employees) to become trans allies through training, programmes and/or resources?

GUIDANCE: Examples can include information booklets, programmes or training, but must focus specifically on being an ally to trans people. By non trans, we mean people who do not identify as trans.

Yes

Describe the training, programmes and/or resources:

Example 1: The GLA held a Stonewall Allies empowerment programme in November 2018, open to all staff, which included specific guidance on how non trans employees can act as allies to trans people. Following this training, the intranet blog post which featured personal reflections from attendees also included links to further resources on being a trans ally. These resources included links to the Stonewall glossary of terms and signposted staff to the LGBT+ Network for further advice and support on being a trans ally. This blog post and further signposting ensured that cis LGB people, who could not attend the Stonewall empowerment programme, were still able to benefit from resources and further support.

Example 2: During LGBT History Month 2019, a blog was published on the GLA intranet on 25th February 2019 to mark 'T' week. This blog was shared with all GLA staff. It used Stonewall research to share the context for trans equality in the UK and gave a suggested reading list of trans literature and upcoming internal and external trans specific events. The aim of this blog is to signpost and encourage non trans staff to educate themselves about trans equality, in order to step up as allies.

Example 3: The GLA is currently rolling out Unconscious Bias training to all managers and staff, both existing and new. The roll out began in early Summer 2019. This training includes specific case studies and sections on transphobia and tranmisogyny in particular focused around the impact of misgendering someone and how to act as an ally to trans people. The case studies are assigned to teams who are tasked with identifying the right response. An extract from one of the case studies (with facilitator notes) is as follows:

'Case study 3: Responding to misgendering a colleague

A colleague in your team has come to you in tears. They have just had a conversation with a colleague in your directorate who has recently started transitioning while in the organisation. Your team colleague had been trying hard to make sure that they refer to their colleague in the appropriate gender but accidentally used the incorrect pronoun to refer to their colleague instead during this conversation. There was an awkward silence, and while your team colleague apologised profusely, they are now upset because they know that when this happens to the colleague they were speaking to, they find it very distressing.

Questions

- How do you respond to your team colleague?
- What kinds of assumptions, unconscious and conscious bias as well as associated behaviours can you identify?
- What is the impact?

Facilitator notes

- Scenario highlights both the potential impact of the act of being misgendered and the impact on the person responsible for (what may be inadvertently) misgendering a colleague

Learning points

- Establish / ensure understanding of concepts including transitioning, appropriate use of pro nouns and misgendering
- Potential negative impact of being misgendered
- Importance of promoting a culture where people feel safe to ask questions
- Promote the use of non gendered language'

Allies and Role Models: Part 3

LGBT Role Models

4.6 Does the organisation support LGBT employees at all levels to become visible role models through training, programmes and/or resources?

GUIDANCE: Examples can include role model and information booklets, programmes or training, but must focus specifically on steps LGBT people can take to become active role models.

Yes

Describe the training, programmes and/or resources:

The GLA held a Stonewall Role Models empowerment programme on 19th October 2018. This was advertised in a blog post to all GLA staff through the GLA intranet (visible to all GLA staff). This programme supported LGBT employees at all levels to become visible role models.

During 'T' week of LGBT History Month 2019, our Intranet featured a blog written by [REDACTED] working at the GLA on her intersecting struggles and experiences at work and in her daily life. Support was provided by the Network and the organisation to this member of staff to support her in publishing this blog.

4.7 In the past year, have any visible LGBT role models at board level from the organisation been profiled?

GUIDANCE: For information about what is meant by board level, see [here](#). Within the profiling opportunity, the person's sexual orientation, gender identity and/or trans identity must be clear. It should not be left up to the reader or viewer to make assumptions.

Yes

Submit evidence where you have profiled the person/s in the last year:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109546824/SBwQSUOPG5/>

Provide the date on which this 05/12/2018
profile was shared.

4.8 In the past year, have any visible LGBT role models at senior management level from the organisation been profiled?

Tick all that apply

GUIDANCE: For information about what is meant by senior management level, see [here](#). Within the profiling opportunity, the person's sexual orientation, gender identity and/or trans identity must be clear. It should not be left up to the reader or viewer to make assumptions.

E. None of the above

A. Provide the date on which this (No response)
profile was shared:

B. Provide the date on which this (No response)
profile was shared:

C. Provide the date on which this (No response)
profile was shared:

D. Provide the date on which this (No response)
profile was shared:

Allies and Role Models: Part 4

LGBT Role Models

4.9 In the past 18 months, has the organisation profiled visible role models from the following communities? Tick all that apply.

Tick all that apply

GUIDANCE: Within the profiling opportunity, the person's identity must be clear. It should not be left up to the reader or viewer to make assumptions.

A. Gay people or lesbians

C. Binary trans people (e.g. trans men and trans women)

D. Non binary people (e.g. genderfluid and genderqueer people)

F. Young LGBT people (aged 25 or under)

H. BAME LGBT people

J. LGBT people being open about their mental health (including disability related to mental health) or wellbeing challenges

Evidence:

A. Submit evidence where you have profiled the person/s in the last 18 months:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109546824/rEHtUKSac0/>

C. Submit evidence where you have profiled the person/s in the last 18 months:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109546824/lgOhcqCqlq/>

D. Submit evidence where you have profiled the person/s in the last 18 months:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109546824/2QBzH0iDzn/>

F. Submit evidence where you have profiled the person/s in the last 18 months:

please be aware only **one** file is allowed per answer

**Stonewall 50th Anniversary -
An invitation from the Mayor
of London**

Friday, July 5, 2019 - 11.00 to 13.00



As part of his annual Pride in London celebrations the Mayor of London, Sadiq Khan, would like to invite you to City Hall as his guest **on Friday 5 July 2019, to mark the 50th anniversary of the Stonewall uprising**, and to celebrate Stonewall UK's 30th anniversary.

The event takes place from 11.00am to 1.00pm, and we are delighted that model and social activist **Munroe Bergdorf** has agreed to be the Mayor's guest compere for the day. The theme for the event is recognising the value of intersectional LGBT+ identities.

This event will focus on the experience of younger LGBT+ Londoners aged 16-30 – particularly those from BAME backgrounds. We are aware that sometimes younger voices are not heard, so this Pride event has been created for them. The Mayor wants to hear directly from them about their experiences of growing up and living in London, and the barriers they still experience. Attendees will hear from the Mayor and Ruth Hunt, CEO of Stonewall. They will have the opportunity to interact with Munroe and other LGBT+ influencers, and to participate in group discussions with young BAME LGBT+ Londoners.

To confirm your attendance please **RSVP to [redacted] by Monday 1 July 2019**. Please inform us if you have any specific access or dietary requirements. Light refreshments/lunch will be served in a safe space where photography will be optional. Please note that capacity is strictly limited to 80 people. A reserve list will be in operation once the event reaches capacity.

Directions to City Hall can be found here <https://www.london.gov.uk/about-us/contacting-city-hall-and-mayor-0>

If you would like any further information, please don't hesitate to contact me directly at [redacted]

The Mayor looks forward to welcoming you to City Hall in July.

Location:

City Hall
The Queen's Walk
London • SE1 2AA

H. Submit evidence where you have profiled the person/s in the last 18 months:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109546824/QR260JklwD/>

J. Submit evidence where you have profiled the person/s in the last 18 months:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/109546824/aSInN064eB/>

Dates:

A. Provide the date on which this 05/12/2018
profile was shared:

B. Provide the date on which this (No response)
profile was shared:

C. Provide the date on which this 01/04/2019
profile was shared:

D. Provide the date on which this 30/04/2018
profile was shared:

E. Provide the date on which this (No response)
profile was shared:

F. Provide the date on which this 05/07/2019
profile was shared:

G. Provide the date on which this (No response)
profile was shared:

H. Provide the date on which this 05/12/2018
profile was shared:

I. Provide the date on which this (No response)
profile was shared:

J. Provide the date on which this 01/04/2019
profile was shared:

K. Provide the date on which this (No response)
profile was shared:

Allies and Role Models: Part 5

The following question is not scored.

4.10 Does the organisation support all non-bi employees (including lesbian and gay employees) to become bi allies through training, programmes and/or resources?

GUIDANCE: Examples can include information booklets, programmes or training, but must focus specifically on being an ally to bi people.

Yes

Describe the training, programmes and/or resources:

The GLA hosted a Stonewall Allies empowerment programme in November 2018 which included specific content on being a bi ally. Work is now being undertaken to expand support available for non bi staff to become bi allies.

The following question is not scored.

4.11 Does the organisation enable allies to visibly signal their commitment to bi and trans equality? Tick all that apply.

GUIDANCE: Examples include visual signals such as email signatures, badges, lanyards and mugs. These could display the bi and trans flags, or other symbols of support.

Bi equality

Trans equality

Senior Leadership: Part 1

Section 5: Senior Leadership

This section comprises of 4 questions and examines how the organisation engages senior leaders. The questions scrutinise how the organisation empowers senior leaders at different levels, then the individual actions they take. This section is worth 8.5% of your total score.

Within this section, senior leaders are split between two levels – board level and senior management. For more information about how we use these two terms, please see [here](#).

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

Board level staff

5.1 How does the organisation support board level employees to understand the issues that affect LGBT people?

Tick all that apply

GUIDANCE: The support given should be systematic in its implementation.

B. Promote LGBT specific conferences or seminars to the board level employees

C. Other

Describe each option selected:

<p>B. Promote LGBT specific conferences or seminars to the board level employees</p>	<p>Please note that for this submission, 'Board level' refers to the political administration of the GLA (Mayor of London and London Assembly, as well as the Mayor's Office).</p> <p>The GLA held a Mayoral event to mark the 50th anniversary of the Stonewall riots on 5th July, as part of the Mayor's package of Pride in London celebrations. Members of the Administration were invited to attend and both attended and spoke at the event; this included the Deputy Mayor for Social Integration, Social Mobility and Community Engagement, the Mayor's Nights Czar, and also the Deputy Mayor's Senior Political Adviser.</p>
<p>C. Other</p>	<p>Example 1: GLA staff have to bid for the Mayor of London's time as the Mayor does not have time to participate in every event which the GLA is involved in. The GLA's LGBT+ Network has been consistently successful in bidding for the Mayor's time and as a result the Mayor has had oversight of and been involved in the Network's Allies video (2018) and the GLA's participation in the 'It Gets Better' campaign (2018). The Mayor consequently appeared in both the Allies video and the It Gets Better video.</p> <p>Example 2: In 2019 the GLA has rolled out a programme to all staff called 'Inclusive GLA'. This programme focuses on the following:</p> <ul style="list-style-type: none">Nature of unconscious bias including different types of bias, how it operates and can be identifiedImpact of unconscious bias on all forms of decision making in relation to policy making, service delivery and employment practiceHow to identify unconscious bias and mitigate its effectsHow to identify unconscious bias in others and offer constructive challenge <p>The training contains LGBT specific examples.</p> <p>The Mayor, Deputy Mayors and Mayor's political team (Board members) have received the Inclusive GLA workshop training tailored to their leadership role within the GLA.</p>

5.2 In the past year, which of the following activities have members of the board engaged in?

Tick all that apply

GUIDANCE: Messages communicated should explicitly reference sexual orientation and trans equality. Meetings with the LGBT employee network group should be systematic and not ad hoc.

- A. Communicated a strong message on sexual orientation equality
- B. Communicated a strong message on trans equality
- C. Met regularly with the LGBT employee network group
- D. Reviewed top line LGBT monitoring reports and actions
- E. Spoken at an internal LGBT event
- F. Spoken at an external LGBT event
- G. Engaged with senior management to discuss LGBT equality
- H. Reviewed and/or approved an LGBT inclusion strategy
- I. Attended an external LGBT event, for example Pride
- J. Other

Describe each option selected. Please include specific dates or time periods.

A. Communicated a strong message on sexual orientation equality	Following the GLA's support of the House Proud LGBT+ Pledge, the Deputy Mayor for Housing and Residential Development James Murray stated: “Social housing is at the heart of the Mayor's vision of a city for all Londoners. Alongside building more social housing and managing existing homes well, social housing landlords have a key role to play in promoting equality for LGBTQ+ residents and staff. We are very pleased to support the HouseProud Pledge scheme and we would encourage all social housing landlords in London to sign up." This strong statement was used in a press release by the University of Surrey (a House Proud pledge partner) on 16th May 2019.
B. Communicated a strong message on trans equality	On 18th July 2019, Sadiq Khan used his position as Mayor of London to openly write to the government alongside the Mayors of Greater Manchester, Liverpool and Sheffield, urging ministers to speed up the implementation of reforms to the Gender Recognition Act. An extract from the letter to the Minister for Women and Equalities, signed by the four Mayors, reads as follows: 'The government has made commitments to ‘streamline and demedicalise’ the gender recognition process, a promise that was welcomed by trans and non binary people across the country. We hope to see this reflected in the new legislation. We are currently lagging

	<p>behind the progress made by countries around the world in terms of legal equality for trans and non binary people. Changing the law would bring us in line with the standard already set by Ireland, Denmark and Norway, whilst transforming the lives of trans and non binary people. It is time listen to the voices of our trans and non binary communities, and proceed with reforming this legislation to ensure that it benefits the communities it was intended to support.' This is a powerful statement of support for trans equality from the Mayor of London.</p>
C. Met regularly with the LGBT staff network group	<p>All of the formal staff networks at the GLA have an Executive (Senior Leadership) and Mayoral (Board level) Sponsor. Nick Bowes, Mayoral Director of Policy, is the Mayoral sponsor for the LGBT+ Network. Nick Bowes has met regularly with representatives of the LGBT+ Network throughout 2019 and has attended Network events.</p> <p>Most recently, Nick Bowes met with the Network Co Chairs several times in the run up to Pride 2019, the most recent meeting being on Tuesday 4th June 2019.</p>
D. Reviewed top line LGBT monitoring reports and actions	<p>The London Assembly (which is comprised entirely of Board level elected politicians, whose role is to hold the Mayor to account) reviewed the July 2019 Workforce Report, which presents information about the demographics of GLA staff including LGBT monitoring. This review took place at Oversight Committee in July 2019.</p> <p>The London Assembly undertake a review of the Workplace Report every 6 months the report covers data from the previous 6 months. For example, in December 2018 the London Assembly reviewed data from the period April 2018 September 2018. However, each year the Workforce Report also publishes data for the previous 12 month period. In July 2019, the data reviewed was from April 2018 March 2019.</p>
E. Spoken at an internal LGBT event	<p>The Mayor of London, Sadiq Khan, and the Mayor's Office Night Czar, Amy Lamé, both spoke at the GLA's annual Pride reception event on Wednesday 3rd July. This internal event was open to all staff and the GLA also invited partners and LGBT community groups to attend. Amy Lamé's speech focused on the work that the Mayor's Office was undertaking to protect LGBT venues in London and advance LGBT equality. Sadiq Khan's speech celebrated the progress that has been made in LGBT equality, especially over the last 50 years since the Stonewall riots. His speech also warned attendees that we should not be complacent, as equality can go backwards as well as forwards, noting the threat of far right ideology to LGBT equality and the need to combat homophobic, biphobic and transphobic hate crime.</p>

F. Spoken at an external LGBT event	<p>The Mayor of London, Sadiq Khan, spoke at London Pride 2019 to open the event before leading the parade for the entire route and marching with the trans inclusive group L with the T. Sadiq Khan spoke to the public and the press on the day at the beginning of the parade, before speaking to the crowd of 10,000+ assembled in Trafalgar Square. As well as this, Sadiq Khan released press and social media messages to correspond with the event.</p>
G. Engaged with senior management to discuss LGBT equality	<p>David Bellamy, the Mayor's Chief of Staff at the GLA (Board level), attends the Diversity and Inclusion Management Board to represent the Mayor. The Diversity and Inclusion Management Board has corporate responsibility for oversight of all workforce diversity and inclusion activity and is chaired by the GLA's Chief Officer (senior management level) and attended by Executive or Assistant Directors of each Directorate, alongside Unison and staff Network Chairs. The Board meets every two months, with papers circulated ahead of each meeting.</p> <p>David Bellamy has engaged with senior management through the Diversity and Inclusion Management Board to discuss LGBT specific areas of work. Illustrative examples of LGBT specific discussions and decisions made through this forum over the last 12 months (please note this is not an exhaustive list) include:</p> <ul style="list-style-type: none"> Use of gender neutral language across GLA communications (May 2019 meeting) Approval to submit to Stonewall's WEI (May 2019 meeting) Analysis of staff survey results by staff demographic, including comparing LGBT and non LGBT responses (November 2018 meeting)
H. Reviewed and/or approved an LGBT inclusion action plan	<p>David Bellamy, the Mayor's Chief of Staff, reviewed the GLA's self assesment against the Diversity and Inclusion Action Standard. This is a bespoke benchmarking tool used across the GLA Group organisations (including TfL, MOPAC and London Fire Brigade) to ensure there is a consistent approach to workforce diversity and inclusion across the GLA Group. Self assessments take place on a three year cycle. The Diversity and Inclusion Action Standard overs five key aspects of workforce diversity:</p> <ul style="list-style-type: none"> Diversity and inclusion foundations Workforce representation Recruitment Career development and reward Inclusive culture <p>Although the Diversity and Inclusion Action Standard is broader than LGBT inclusion, this internal benchmark does include LGBT specific assessments and related actions.</p>

	<p>David Bellamy is both the administration lead on the GLA's self assessment against the Diversity and Inclusion Action Standard and he also approved the GLA's self assessment as part of the Diversity and Inclusion Management Board meeting on 12th July 2019, in his role as the Mayor's representative on this forum.</p>
I. Attended an external LGBT event, for example Pride	<p>The Mayor of London, Sadiq Khan, and the Mayor's Office Night Czar, Amy Lamé, both led the Pride in London 2019 parade on 6th July 2019 on behalf of the Greater London Authority. By leading the parade for the entire parade route, they used their platform and role as board members to make a powerful statement about the importance of LGBT inclusion both within the GLA and in London as a city. Sadiq Khan and Amy Lamé also gave media interviews on the morning of the parade, to ensure their message of LGBT inclusion was promoted in the press and on social media to as wide an audience as possible.</p>
J. Other	<p>The Mayor of London, Sadiq Khan, held an event at City Hall for young LGBT Londoners on 5th July 2019. This event marked the 50th anniversary of the Stonewall riots, and the 30th anniversary of the formation of Stonewall. The aim of the event was to mark these milestones and also to hear directly from young BAME LGBT Londoners about their experiences of growing up in London. The Mayor's Office hosted this event and Sadiq Khan gave a keynote speech which considered the progress made in LGBT equality and also noted the work still left to do. Ruth Hunt and Munroe Bergdorf also gave keynote speeches at the event.</p> <p>An extract from the Mayor's speech (also shared on the Mayor's Instagram account) is below:</p> <p>'Not only does the LGBTQ+ community still face prejudice, discrimination, and abuse, but we also have a growing movement of people who seem determined to wind back the clock on the progress made over the last 50 years. This anniversary is an important opportunity to celebrate the progress that's been made. But I believe it's also a moment for us to take stock.'</p>

Please list the names and job titles of the individuals named above. Please ensure you have strict permission from them for their name to appear in this submission.

	Name	Job title
Person 1	Sadiq Khan	Mayor of London (Board level)
Person 2	Amy Lamé	Night Czar (Board level)
Person 3	James Murray	Deputy Mayor for Housing and Residential Development (Board level)
Person 4	Nick Bowes	Mayoral Director of Policy (Board level)
Person 5	David Bellamy	Chief of Staff (Board level)

Senior Leadership: Part 2

Senior Management level staff

5.3 How does the organisation support senior management to understand the issues that affect LGBT people?

Tick all that apply

GUIDANCE: The support given should be systematic in its implementation.

B. Promote LGBT specific conferences or seminars to senior management level employees

C. Other

Describe each option selected:

<p>B. Promote LGBT specific conferences or seminars to senior management level employees</p>	<p>The opportunity to attend Stonewall's Workplace Conference London 2019 was shared with Emma Strain, Executive Director for Communities & Intelligence and senior management sponsor of the LGBT+ Network. This opportunity was shared with Emma Strain from the EDI team through a direct email and Emma Strain was available and keen to attend.</p> <p>This promotion was specific to Emma Strain due to her role as the Executive Director Network sponsor.</p>
<p>C. Other</p>	<p>Example 1: The GLA has a Diversity and Inclusion Management Board which is chaired by the GLA's Chief Officer and has corporate responsibility for oversight of all workforce diversity and inclusion activity. The majority of attendees at this internal Board are senior management level (despite the name) and the Board regularly discusses LGBT related work internally. Every meeting, the chairs of the LGBT+ Network also present a verbal or written update of their work over the previous two months to inform senior leaders present.</p> <p>Example 2: As mentioned in 5.1C, in 2019 the GLA has rolled out a training programme to all staff called 'Inclusive GLA'.</p> <p>The Inclusive GLA training is delivered through an e learning to all staff, interactive workshops for managers and teams, and 1:1 coaching sessions for senior leaders. The training contains LGBT specific examples.</p> <p>Senior Management were the first group to receive the Inclusive GLA workshop training in early 2019. These workshops were tailored to support the leadership role the Senior Management attendees have within the GLA. From July 2019 onwards, all members of senior management are now receiving four 1:1 coaching sessions, implicitly bias tests, and 360 feedback reports focused on D&I in the roll out.</p>

5.4 In the past year, which of the following activities have senior management engaged in? Tick all that apply.

Tick all that apply

GUIDANCE: Messages communicated should explicitly reference sexual orientation and trans equality. Meetings with the LGBT employee network group should be systematic and not ad hoc.

- A. Communicated a strong message on sexual orientation equality
- B. Communicated a strong message on trans equality
- C. Met regularly with the LGBT employee network group
- D. Reviewed top line LGBT monitoring reports and actions
- G. Engaged with the board to discuss LGBT equality
- H. Reviewed and/or approved an LGBT inclusion strategy
- I. Attended an external LGBT event, for example Pride
- K. Other

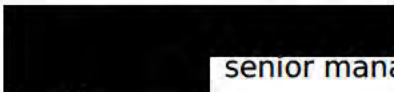
Describe each option selected. Please include specific dates or time periods.

A. Communicated a strong message on sexual orientation equality	<p>Please note that for this submission, 'senior management' refers to senior leaders in the GLA's corporate structure. This encompasses the GLA's Chief Officer, SMT, and CMT. It also includes members of the GLA's Diversity and Inclusion Management Board please note that the majority of members of this internal board are at senior management level not board level despite the group name.</p> <p>As a member of the Diversity and Inclusion Management Board, [REDACTED] (Co Chair of the LGBT+ Network) is considered senior management level within this Index. For Bi Visibility Day 2018, [REDACTED] published a blog on the GLA intranet on 19th September 2018. An extract from the blog is as follows:</p> <p>'September 23rd is Bi Visibility Day and we're celebrating all our colleagues who identify as bisexual as we fast approach this important day. This report highlights some of the latest research about bi inclusion in the UK.</p> <p>Worryingly, bisexual people won't often disclose their sexuality as they feel misunderstood in most communities. There is undeniably also biphobia within the LGBT+ community.'</p> <p>The blog contained information about bi experiences in the UK and signposted staff to ways they can celebrate Bi</p>
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	<p>Visibility Day, including local bi specific events.</p>
<p>B. Communicated a strong message on trans equality</p>	<p>Emma Strain, Executive Director for Communities & Intelligence at the GLA, published a blog post on 7th February 2019 on the GLA staff intranet. The purpose of this blog post was to ask all staff to update their email signature and it included specific guidance for staff to include their pronouns in their email signature if they wished to, in order to be trans inclusive.</p> <p>An extract from the blog is as follows: 'As part of the GLA's LGBT+ Network Allies programme you may also wish to include your preferred pronouns in your email signature e.g.'My pronouns are: he/him she/her they/them'. As a senior leader in the GLA, Emma uses this wording in her own email signature to lead by example.</p>
<p>C. Met regularly with the LGBT staff network group</p>	<p>Emma Strain, Executive Director for Communities & Intelligence, is the Executive Sponsor for the LGBT+ Network at the GLA. Emma Strain meets regularly with the network and supports the Network's budget for events and activities. Emma Strain has had regular engagement with the Network throughout 2019.</p>
<p>D. Reviewed top line LGBT monitoring reports and actions</p>	<p>Charmaine De Souza, Assistant Director HR&OD, and Mary Harpley, Chief Officer, reviewed and approved the GLA's Workforce Report in June 2019 for discussion at Oversight Committee (a meeting of the Board level London Assembly) in July 2019. The Workforce Report presents analysis of staff demographics, including LGBT monitoring information.</p> <p>Mary Harpley is the most senior non political officer at the GLA and is also the Diversity Champion for the GLA.</p>
<p>G. Engaged with the board to discuss LGBT equality</p>	<p>David Bellamy, the Mayor's Chief of Staff at the GLA (Board level), attends the Diversity and Inclusion Management Board to represent the Mayor. The Diversity and Inclusion Management Board has corporate responsibility for oversight of all workforce diversity and inclusion activity and is chaired by the GLA's Chief Officer Mary Harpley (senior management level) and attended by Executive or Assistant Directors of each Directorate (senior management level), alongside Unison and staff Network Chairs. The Diversity and Inclusion Management Board meets every two months, with papers circulated ahead of each meeting.</p> <p>Through the Diversity and Inclusion Management Board, senior management regularly engage with David Bellamy as a Mayoral representative (Board level) to discuss LGBT equality. Illustrative examples of LGBT specific discussions and decisions made through this forum over the last 12 months (please note this is not an exhaustive list) include:</p> <p>Use of gender neutral language across GLA</p>

	communications (May 2019 meeting) Approval to submit to Stonewall's WEI (May 2019 meeting) Analysis of staff survey results by staff demographic, including comparing LGBT and non LGBT responses (November 2018 meeting)
H. Reviewed and/or approved an LGBT inclusion action plan	The Diversity and Inclusion Management Board reviewed and approved an updated version of the GLA's LGBT+ Action Plan in their bi monthly meeting on Friday 12th July 2019. This action plan was created using feedback from the Stonewall Workplace Equality Index 2019 benchmarking meeting and is specifically focused on LGBT inclusion. The Diversity and Inclusion Management Board is composed of heads of directorates from across the GLA, staff network leads, Unison leads and the GLA's Chief Officer. Please note that members of this group are at senior management level not board level, despite the name. On the date that the LGBT+ Action Plan was approved, the Diversity and Inclusion Management Board meeting was chaired by Debbie Jackson, Executive Director for DEE.
I. Attended an external LGBT event, for example Pride	Emma Strain, Executive Director for Communities & Intelligence, attended Stonewall's Workplace Conference London 2019 as part of her role as Executive Sponsor for the LGBT+ Network at the GLA.
K. Other	Mary Harpley, Chief Officer, actively lobbied GLA Legal Shared Services to adopt gender neutral language in early 2019. As a result, all legal advice is now provided in gender neutral language.

Please list the names and job titles of the individuals named above. Please ensure you have strict permission from them for their name to appear in this submission.

	Name	Job title
Person 1	Debbie Jackson	Executive Director, Development, Enterprise & Environment (senior management level)
Person 2	Emma Strain	Executive Director, Communities & Intelligence (senior management level)
Person 3		 senior management level)
Person 4	Mary Harpley	Chief Officer (senior management level)
Person 5	Charmaine De Souza	Assistant Director HR&OD (senior management level)

Monitoring: Part 1

Section 6: Monitoring

This section comprises of 7 questions and examines how the organisation monitors its employees. The questions scrutinise data collection methods, analysis and outcomes. This section is worth 11% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

Please ensure that no personally identifiable information is contained in your answers or evidence.

6.1 Does the organisation gather data on employee sexual orientation on diversity monitoring forms and/or systems?

GUIDANCE: If you collect data on multiple systems, you should paste the question/s and options you ask on the majority of the systems. In the text box, explain what proportion of systems the question is used on.

Yes

Copy and paste the question/s you ask and options staff can select:

Monitoring information on sexual orientation is gathered through the recruitment monitoring questionnaire at application stage. Once an applicant has started working at the GLA, their responses are automatically entered into the GLA's HR system, iTrent. When the employee starts at the GLA, they are prompted to enter the iTrent system and update their responses to the monitoring questions, including the monitoring question on sexual orientation. This data is stored confidentially and the employee can update their responses easily at any time by logging into the HR system.

The following monitoring question is asked (it is a drop down list rather than an actual question):

Sexual Orientation

Bisexual

Gay

Heterosexual

Lesbian

Not Provided

Prefer Not to Say

6.2 Does the organisation gather data on whether employees are trans and/or non-binary on diversity monitoring forms and/or systems?

GUIDANCE: If you collect data on multiple systems, you should paste the question/s and options you ask on the majority of the systems. In the text box, explain what proportion of systems the question is used on.

Yes

Copy and paste the question/s you ask and options staff can select:

Monitoring information on gender identity is gathered through the recruitment monitoring questionnaire at application stage. Once an applicant has started working at the GLA, their responses are automatically entered into the GLA's HR system, iTrent. When the employee starts at the GLA, they are prompted to enter the iTrent system and update their responses to the monitoring questions, including the monitoring question on gender identity. This data is stored confidentially and the employee can update their responses easily at any time by logging into the HR system.

The recruitment monitoring questionnaire asks the following questions:

Gender (drop down)

- Male
- Female
- Other
- Prefer not to say

Is your present gender the same as the one assigned to you at birth?

- Yes
- No
- Prefer not to specify

Information from this form is then automatically loaded into iTrent, the GLA's HR system, when an employee starts. The following monitoring drop down option is then included on iTrent to monitor gender identity:

Gender Reassignment

- Yes
- No
- Information Refused

The GLA is making representations to HMRC to change the systems we need to use for tax purposes to enable non binary data gathering.

Monitoring: Part 2

6.3 Does the organisation monitor and analyse from application to appointment the success rate of LGBT applicants?

Yes

GUIDANCE: This refers to external appointments to the organisation and comparing applicant diversity forms to new starter diversity forms.

Upload the most recent data showing analysis of application to appointment by sexual orientation and trans identity:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/110058309/qhPdF58TnG/>

Describe who the analysis is seen by and action taken:

The GLA publishes workforce data twice a year on snapshot dates of 31 March and 30 September through its Workforce Report. The Workforce Report also includes analysis of application to appointment for all applicants by sexual orientation. The most recent Workforce Report from March 2019 is attached as evidence. Please note the data covers April 2018 – March 2019.

The data is shared widely across the organisation with corporate and senior management through management meetings and cascading of the information. The data also features on the agenda at the Diversity and Inclusion Management Board where the findings are discussed. The Diversity Inclusion Management Board consists of Directors and senior management together with trade union representatives and network groups including the LGBT+ network Co Chairs.

The twice yearly reports are also placed on the agenda of the GLA Oversight Committee – a London Assembly committee. The Assembly Members will discuss the report, offering comment and challenge as necessary. The reports are also openly published on the GLA website and are therefore publicly available.

The discussion at the various forums leads to actions and programmes of activity specifically aimed at addressing diversity priorities.

Analysis of application to appointment by sexual orientation is shown on Page 18 of the attached Workforce Report. We recognise that the data is presented as 'LGBT' when it should read 'LGB', but please note that this monitoring is for sexual orientation only.

Application to appointment by trans identity is monitored through the gender identity monitoring questions on the recruitment form, but there is not enough data to report on this through the Workforce report.

6.4 Does the organisation monitor and analyse through a HR system, the spread of LGBT people at different pay grades and/or levels?	Yes
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GUIDANCE: The system of data collection cannot be through an anonymous staff satisfaction survey.

Upload the most recent data showing analysis of pay levels and grades:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/110058309/E6LLTx1rRs/>

Describe who the analysis is seen by and action taken:

The GLA publishes workforce data twice a year on snapshot dates of 31 March and 30 September through its Workforce Report. The most recent Workforce Report from March 2019 is attached as evidence.

The data is shared widely across the organisation with corporate and senior management through management meetings and cascading of the information. The data also features on the agenda at the Diversity and Inclusion Management Board where the findings are discussed. The Diversity Inclusion Management Board consists of Directors and senior management together with trade union representatives and network groups including the LGBT+ network chair.

The twice yearly reports are also placed on the agenda of the GLA Oversight Committee – a London Assembly committee. The Assembly Members will discuss the report, offering comment and challenge as necessary. The reports are also openly published on the GLA website and are therefore publicly available.

The discussion at the various forums leads to actions and programmes of activity specifically aimed at addressing diversity priorities.

Sexual orientation monitoring for the entire GLA is shown on Page 7 of the attached report. Sexual orientation is monitored by salary band, however, the numbers of LGB people per salary band are too small to be published in this report. Therefore, the GLA does monitor the spread of LGB people at different pay grades but only publishes data for the overall organisation.

The Workforce Report does not currently monitor the spread of trans people (including non binary people) at different pay grades and levels. This is an area of work which the GLA will aim to improve going forwards.

6.5 When running staff Yes

satisfaction surveys, does the organisation break down and analyse the satisfaction of LGBT employees?

GUIDANCE: This can be through collecting diversity data on a staff satisfaction survey.

Upload the most recent staff satisfaction data:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/110058309/rwRkmECJWL/>

Describe who the analysis is seen by and action taken:

The GLA carries out a biennial employee engagement survey. Our next survey will run in late Autumn 2019, so the information provided below is from our last staff survey in 2017. The response rate was very high (92%); itself a sign of high staff engagement. This is above average for both the public sector (73%) and private sector (79%). Our Employee Engagement Index scores are high (79%). We carry out analysis of the data by demographic groups to ensure that the response rate is consistent with our workforce profile, and to identify any significant differences in the response rate or employee engagement between groups. This monitoring is conducted for sexual orientation; it has not previously been possible to monitor gender identity in the staff survey, but the GLA is exploring whether it can monitor and report on gender identity through the staff survey in future. The breakdown of staff survey results by sexual orientation is provided as evidence. The staff survey breakdown was published on the intranet for transparency.

The data is reviewed by our corporate management team, our senior management team, by individual units and by relevant staff network groups and any actions are agreed. Overall the 2017 data showed LGB staff are in line with or more positive than the overall GLA scores.

Monitoring: Part 3

6.6 What proportion of employees have answered the monitoring question asked in 6.1?

Tick one

GUIDANCE: The proportion should **not** include those who prefer not to say and should be from an HR system, not an anonymous staff survey.

80 89%

Upload reports or data demonstrating the declaration rate:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/110058309/Uaa2UBukXA/>

Provide a brief description of the report you have uploaded:

The March 2019 Workforce Report has been uploaded. The total percentage of staff who have declared their sexual orientation is 86.8%.

The numbers of staff who have declared their sexual orientation is listed on Page 7 of the Workforce Report. The total number of staff at the GLA on the date of this report is 1043, as shown in paragraph 5.2 of the Workforce Report. The calculation is as follows:

Total number of GLA staff 1043

Total number of GLA staff who have declared their sexual orientation (excluding 'prefer not to say' and 'not provided') 905

Calculation: $(905/1043) * 100 = 86.8\%$ declaration rate

6.7. What proportion of employees have answered the monitoring question asked in 6.2?

Tick one

GUIDANCE: The proportion should **not** include those who prefer not to say and should be from an HR system, not an anonymous staff survey.

Under 50%

Upload reports or data demonstrating the declaration rate:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/110058309/1KFhWZaBCm/>

Provide a brief description of the report you have uploaded:

The gender monitoring for the GLA is shown on Page 5 of the GLA's Workforce Report. However, this does not currently reflect best practice as the report only shows binary gender reporting.

The following question is not scored.

6.8. Do you analyse differences in staff satisfaction levels between different LGBT identities?

No

Describe who the analysis is seen by and what action is taken.

Type here...

Procurement: Part 1

Section 7: Procurement

This section comprises of 4 questions and examines how the organisation affects change in its supply chain. The questions scrutinise the steps taken to ensure LGBT inclusive suppliers are procured and held to account. This section is worth 9% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

7.1 Does the organisation train or give guidance to the person/team responsible for procurement around diversity and inclusion outcomes, inclusive of LGBT equality?

GUIDANCE: Examples can include information booklets, programmes or training, but must explicitly mention LGBT equality in relation to procuring services.

Yes

Describe the role or team responsible for procurement:

TfL Commercial teams provide procurement services for the Greater London Authority under a shared services agreement.

The Commercial Services team procures services and provides support to the business in three main areas:

- Premises and Office Services (e.g. Facilities, Catering, Security, Office Hardware)
- Business Services (e.g. Media Buying, Occupational Health, Employee Benefits)
- Professional Services (e.g. Engineering and Project, Management consultancy, Learning & Development, Training, Recruitment)

The Commercial Technology and Data team procures goods and services and provides support to the business in two main areas:

- Information technology infrastructure (including software and licensing)
- Communications infrastructure

In addition, the GLA and its Functional Bodies are signatories to the GLA Group Responsible Procurement (RP) Policy. This

	<p>is a strategic policy setting out the GLA Group’s plans, ambitions and commitments for ensuring our extensive public procurement of products and services delivers lasting positive change. The Policy focuses on six key themes, including ‘Encouraging equality and diversity’ and ‘Enabling skills, training and employment opportunities’, with specific actions tailored to ensure our supply chain addresses underrepresentation of and discrimination against diverse groups, explicitly including LGBT+ people. The GLA Group organisations are supported by the Central Responsible Procurement Team.</p>
<p>Describe the diversity and inclusion training or guidance they receive:</p>	<p>Bite size Responsible Procurement Training sessions are delivered to GLA Group commercial and procurement staff. The session provides information on the context and application of the GLA Group Responsible Procurement Policy, assessing for example the application of the ‘Encouraging equality and diversity’ policy theme. LGBT inclusion is not explicitly referenced here but the broad D&I work undertaken by the Procurement team is talked about in detail for example, how the Procurement function encourages suppliers to employ a workforce which is representative of London's diversity and to provide services which are inclusive of all Londoners. As part of the training session attendees complete a group exercise considering which elements of Responsible Procurement are relevant to a facilities management contract.</p> <p>In addition to training sessions, all GLA staff are signposted to the GLA Responsible Procurement Policy as part of the training (on Slide 7 via a hyperlink). This guide describes what our staff need to know about procuring goods and services on behalf of the GLA, including a section on equality and diversity. The guidance makes explicit reference to the need 'to address under representation of diverse groups, including women, disabled people, younger and older people, LGBT people and people from a Black, Asian and minority ethnic background' (Page 7) and highlights how the GLA does this through its Procurement function.</p> <p>Please note that the Bite size Responsible Procurement Training is currently being reviewed and developed into a longer training, due to be rolled out from October 2019.</p>

7.2 Before awarding a contract, does the organisation scrutinise the following in the tender process?

Tick all that apply

GUIDANCE: Although it would be best practice, these criteria do not need to be deciding factors when awarding contracts. They should however still be scrutinised and appropriate action taken if the contract is awarded.

- A. Whether the potential supplier has a policy which explicitly bans discrimination/bullying and harassment based on sexual orientation or gender identity
- B. Whether the potential supplier has equality training which is explicitly inclusive of sexual orientation and gender identity

Describe the options selected below:

A. Describe how the organisation scrutinises the potential suppliers' policies:	<p>`Inclusive London', the Mayor's equality, diversity and inclusion strategy, describes our Equality and Diversity approach to responsible procurement. It includes looking for ways to work with companies (and their supply chains) that have a good track record and can clearly demonstrate their commitment to promoting equality, diversity and inclusion.</p> <p>The GLA actively encourages tender applications from all sections of the community. We endeavour to appoint contractors who are committed to promoting equality of opportunity in their own employment and service delivery, and who can demonstrate an ability to assist the GLA achieve its statutory responsibilities in this important area.</p> <p>As part of the tender process for relevant contracts, bidders are required to provide the following elements related to diversity and inclusion:</p> <ul style="list-style-type: none">• Supplier Diversity Plan• Equality and diversity policy• Equality and diversity action plan (including KPIs)• Equality and diversity training plan for their staff• Communications plan <p>The action plan is required to include the tenderer's equality policy, highlighting its key equality and diversity objectives and the means by which the objectives will be achieved over the duration of the contract. The policy should also set out the methods by which the tenderer proposes to monitor and report on the implementation of the policy and its effectiveness. The policy is specifically required to cover sexual orientation. Bid responses are evaluated on either a pass/fail or weighted scoring basis. Potential providers are therefore scrutinised on whether they have a policy banning discrimination on the grounds of sexual orientation and</p>
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	<p>gender identity among other protected characteristics.</p> <p>The GLA is also committed to maximising the diversity of our supplier base. In order to help us monitor whether we are successful in this aim we ask all tenderers to complete our Supplier Diversity Monitoring Form. Two relevant questions include:</p> <ul style="list-style-type: none">• Is your enterprise majority LGBT owned/led?• What is the % of LGBT staff in your enterprise workforce? <p>The information requested is not to be scored and is kept confidentially, therefore this information does not affect the tenderer’s application in any way.</p> <p>Finally, GLA suppliers are expected to operate in line with the GLA group responsible procurement policy e.g. on the London Living Wage and under representation of diverse groups, including LGBT people. As part of the submission process for relevant contracts, bidders are requested to submit a general statement highlighting how they will operate in line with the GLA group responsible procurement policy for the duration of the contract. Depending on the contract, the weighting for the assessment of such statement could represent up to 10% of the evaluation.</p>
B. Describe how the organisation scrutinises potential suppliers' equality training:	<p>Potential suppliers are required to provide an equality and diversity training plan which explains their strategies for ensuring employees and subcontractors are trained in, and understand, the equality and diversity issues which may arise in the workplace and when delivering services. This plan then is used by the GLA to scrutinise the equality training of potential suppliers.</p> <p>An ‘Equality and Supplier Diversity’ form is used by bidders when applying for contracts. This form contains example equality and diversity training plans which include LGBT specific examples. The form also gives bidders information about the Equality Act 2010.</p> <p>The equality and diversity training plan should identify those employees who will receive equality and diversity training and the proposed timeframes for providing the training. The plan should also identify those persons or organisations that will provide the equality and diversity training, the proposed content and the duration of the proposed training programmes.</p> <p>Employees in managerial roles throughout the contractor supply chain will need to receive equality impact assessment training and managing diversity training. New employees will need to receive equality and diversity training as part of their induction and be made aware of equality goals that have been set by the organisation.</p>

The plan should indicate the types and levels of training to be undertaken, evaluation processes to be employed and procedures for monitoring effectiveness. It will ultimately need to demonstrate that it can deliver comprehensive training to staff at all levels.

Tenders are provided with a template and guidance to ensure the creation of specific, time bound and measurable actions, with specific owners.

Procurement: Part 2

7.3 Once a contract is awarded, how does the organisation hold the supplier to account?

Tick all that apply

GUIDANCE: The slot in supplier monitoring meetings does not have to be specifically for LGBT related issues, but should be inclusive of them.

A. Include a broad diversity and inclusion slot in contract monitoring meetings inclusive of LGBT issues

Describe the options selected below:

A. Describe how D&I outcomes are included within contract monitoring meetings:

D&I contract terms and conditions are included in relevant contracts. These are directly related to the plans which are required to be completed as part of the tender process, as described in 7.2, which will be implicitly or explicitly inclusive of LGBT issues. These requirements may be covered as part of contract monitoring meetings as appropriate, although this is dependent on the contract and is not applied across all contract monitoring meetings for all contracts. This area of work is something that the GLA is reviewing.

Also, GLA suppliers are expected to operate in line with the GLA group responsible procurement policy e.g. on the London Living Wage and under representation of diverse groups, explicitly including LGBT+ people.

7.4 In the past year, how has the organisation engaged or collaborated with its suppliers? Tick all that apply.

Tick all that apply

GUIDANCE: Joint LGBT diversity and inclusion training can also include sharing training with your suppliers.

- A. Joint LGBT diversity and inclusion training
- B. Invite suppliers' employees to take part in LGBT employee network group events
- C. Joint community outreach projects targeting LGBT people

Describe the options selected below. Please include specific dates or time periods.

A. Describe the joint training:	<p>Please note that while TfL Commercial teams provide procurement services for the Greater London Authority, TfL also functions as a supplier for the GLA. We have chosen to present two examples of how TfL and GLA have held joint diversity and inclusion training.</p> <p>Example 1: During LGBT History Month 2019, GLA employees were invited to attend TfL allies training.</p> <p>Example 2: The Stonewall Allies programme held in November 2018 was open to GLA Group employees and people from TfL and MOPAC (The Mayor's Office for Policing and Crime) attended.</p>
B. Describe the invitation to suppliers' employees to take part in network group activity:	<p>The GLA's LGBT+ Network invited the following suppliers to attend the Mayor's Pride Reception evening on Wednesday 3rd July 2019, a GLA event run in partnership with the GLA's LGBT+ Network:</p> <p>TfL CN Lester TransCreative (a trans inclusion training provider for the GLA)</p>
C. Describe the joint outreach project:	<p>The GLA worked with TfL, a supplier for the GLA, during Pride month 2019 to make tube station signs across London reflect different LGBT+ communities by re colouring them with the POC inclusive Pride flag, bi flag, and trans flag at different tube stations throughout London.</p> <p>This joint outreach project focused on highlighting LGBT+ visibility throughout London and made a clear statement to all Londoners and visitors to London that both TfL and the GLA support LGBT+ equality.</p>

Community Engagement: Part 1

Section 8: Community Engagement

This section comprises of 4 questions and examines the outreach activity of the organisation. The questions scrutinise how the organisation demonstrates its commitment to the wider community and the positive impact it has. This section is worth 10% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

8.1 In the past year, has the organisation utilised its social media accounts and online presence to demonstrate its commitment to LGBT equality?

GUIDANCE: The social media accounts here should be the ones with the widest reach. This question examines how you demonstrate to the largest possible audience that your organisation is committed to LGBT equality.

Please upload evidence of two separate social media posts. The two social media posts uploaded (for example tweets), should be across a year and not concentrated on one event. The evidence can be an LGBT employee network group being re posted by an account with bigger reach.

Yes

Describe the activity:

The Greater London Authority's main social media accounts are the Mayor of London accounts. The Mayor of London Twitter account has 3.27 million followers and the Mayor of London Instagram account has 72,500 followers at time of writing (July 2019). These accounts have been utilized throughout the past year to demonstrate both the Mayor's personal commitment and the GLA's organisational commitment to LGBT equality. The two examples from the Mayor of London Instagram account included in this answer (Pride 2019 and Trans Day of Visibility 2019) are illustrative of LGBT specific posts shared throughout the year across all social media accounts. For all of the LGBT specific posts, consideration is given to ensure the content is intersectional and inclusive of all LGBT people, with specific social media content dedicated to bi and trans equality. The Mayor of London has the largest political mandate of any directly elected politician in the UK; the use of these social media accounts and online presence to promote LGBT inclusion and to demonstrate the GLA's commitment to LGBT equality is a powerful statement with enormous reach.

Upload a screenshot of social media activity:



Upload a screenshot of social media activity:



Provide the date of the activity: 25/06/2019

Provide the date of the activity: 31/03/2019

8.2 Which of the following outreach activities has the organisation taken part in the last year? Tick all that apply.

Tick all that apply

GUIDANCE: Sponsored or supported can include in kind gifts and donations, for example providing a meeting room for a group, and doesn't have to be directly financial (i.e. giving money). The support of a campaign to tackle homophobia, biphobia and transphobia needs to be externally facing and not an internal awareness raising event.

- A. Sponsored or supported LGB community group/s
- B. Sponsored or supported trans community group/s
- C. Sponsored or supported LGB community event/s
- D. Sponsored or supported trans community events
- E. Supported campaign/s to tackle hate crime or homophobic, biphobic and transphobic bullying

Describe each option selected. Please include specific dates or time periods.

<p>A. Sponsored or supported LGB community group/s</p>	<p>On Friday 12th July 2019, the GLA supported Planning Out (an LGBT network and community group for LGBT professionals in the town planning sector) to launch a toolkit to help promote and protect LGBT venues. The GLA supported this group by providing space in City Hall for the launch event, which was hosted by London's Night Czar, Amy Lamé.</p> <p>The GLA also organises an 'LGBT+ Venues Forum', a business forum for London's 50+ LGBT+ venues chaired by the Mayor's Night Czar.</p>
<p>B. Sponsored or supported trans community group/s</p>	<p>The GLA's LGBT+ Network held a bake sale for trans specific work at Stonewall Housing on Monday 1st April for Trans Day of Visibility 2019, raising money to sponsor their trans specific projects.</p>
<p>C. Sponsored or supported LGB community event/s</p>	<p>In 2019 the GLA provided £100,000 and £20,000 to Pride in London and UK Black Pride respectively to support the delivery of these LGBT community events. These events took place in July 2019.</p> <p>This sponsorship is paid in installments in the run up to the events. Pride in London and UK Black Pride agree milestones with the GLA and provide evidence that they have met these milestones as per the funding agreement which they sign up to with the GLA.</p>
<p>D. Sponsored or supported trans community events</p>	<p>Example 1: As part of his annual Pride in London celebrations, the Mayor hosted an afternoon event on Friday 5 July 2019 at City Hall. This event marked the 50th anniversary of the Stonewall uprising, and the 30th anniversary of the formation of Stonewall UK.</p> <p>This event specifically targeted younger BAME lesbian, gay, bisexual, trans and non binary people aged 16 30.</p> <p>The Mayor is aware that younger voices often go unheard, and he is keen to hear directly from younger guests about their experiences of growing up and living in London, and the barriers they still experience.</p> <p>Munroe Bergdorf, model and trans activist, hosted the event on the Mayor's behalf.</p> <p>Guest speakers included the Mayor, Ruth Hunt, CEO of Stonewall, Amy Lamé, the Mayor's Night Czar, and activists and influencers Sabah Choudrey, Tanya Compas, and Dr. Ronx.</p> <p>GLA staff were invited to attend the first section of this event to ground their understanding of barriers experienced by LGBT+ people.</p>

	<p>Example 2: The GLA hosted an Equal Play Conference hosted at City Hall on 29th October 2018. This event brought together parent groups, businesses, government and teachers to challenge gender stereotypes in childhood. Regardless of gender or gender identity, children should be able to have early and equal opportunities to develop their knowledge, skills and aspirations for the future.</p>
<p>E. Supported campaign/s to tackle hate crime or homophobic, biphobic and transphobic bullying</p>	<p>The Community Sport Team at the GLA supported Pride Sports (a UK organisation founded in 2006 which works to challenge homophobia, biphobia, and transphobia in sport and improve access to sport for LGBT+ people) by providing venue space to hold their 10th anniversary event for their 'Football v Homophobia' campaign on 8th February 2019.</p> <p>Despite the name of their campaign, this campaign is inclusive of all LGBT people. As shown on the Pride Sports website:</p> <p>'Football v Homophobia exists to challenge discrimination based on sexual orientation, gender identity and expression at all levels in football. As an international initiative FvH engages in campaigning, education, advice and guidance, research, policy consultation and capacity building to:</p> <ul style="list-style-type: none"> Make existing football structures safe, welcoming and inclusive for LGBTI people Create opportunities and promote engagement of LGBTI people in football at all levels and in all forms Improve the representation and visibility of LGBTI people throughout football To realise the potential of football in society as a tool to create positive change' <p>The venue provided was London's Living Room, an impressive events space at the top of City Hall. It was also significant that the GLA hosted this campaign event at City Hall, which is the seat of London's devolved government.</p>

Community Engagement: Part 2

8.3 In the past year, have you collaborated with other organisations in your region or sector on an initiative to promote LGBT equality in the wider community?

GUIDANCE: The initiative can be a one off or on going project.

Yes

Complete the following. Please include specific dates or time periods.

Name the organisation/s you collaborated with:	The Outside Project Stonewall Housing Islington Council London Fire Commissioner
Describe the collaboration or initiative:	<p>The Mayor of London and the GLA have supported the UK's first permanent shelter for homeless LGBTIQ people by awarding the shelter £50,000 from the Mayor's Rough Sleeping Innovation Fund. The specific LGBT community group supported was The Outside Project, which with the GLA's support has moved into the previously disused Clerkenwell fire station in May 2019. The Outside Project are now able to provide a dedicated community centre offering safe daytime refuge, sexual health clinics, and co working spaces for marginalised groups.</p> <p>The project also partnered with the community group Stonewall Housing to give vulnerable LGBTIQ people access to wrap around employment and housing support.</p> <p>The GLA and Mayor of London worked with Islington Council and the London Fire Commissioner to make the building available.</p>
Describe the impact of the collaboration or initiative:	<p>As of May 2019, the shelter has now been fully funded for a year at this location. This has already provided significant support to homeless LGBTIQ people and will continue to do so.</p> <p>At the launch of the shelter in May 2019, Carla Ecola, founder of The Outside Project, said: "This centre will make an immeasurable difference to our guests who will always be loudly and proudly at the centre of the project. We're grateful for the support from the Mayor of London, our LGBTIQ community and allies across the country. We can't thank you enough for standing beside us."</p>

8.4 Has your organisation done any further work in the past year to promote LGBT equality in the wider community?

Yes

GUIDANCE: Activity here should be additional to anything already mentioned in the submission. Please include specific dates or time periods.

Describe the activity and impact:

Example 1: The London Plan

The London Plan is the statutory Spatial Development Strategy for Greater London prepared by the Mayor of London. Consultation was carried out in 2018 on a draft new London Plan, which included a policy on public toilets. Following the consultation, an updated version of the Plan was published in August 2018, including stronger wording in this policy to make it explicit that relevant schemes should include specific provision for gender neutral toilets. Once the Plan is formally adopted (scheduled for early 2020), new development that comes forward will have to comply with the policies in the London Plan in order to gain planning permission.

This will make public areas and facilities significantly more accessible and inclusive for non binary and gender non conforming people throughout London, improving quality of life, and will have a meaningful impact on LGBT equality throughout London.

Relevant extracts from the July 2019 London Plan (the most recent version) are below:

'Large scale developments that are open to the public, and large areas of public realm, should provide and secure the future management of:

- 1) free publicly accessible toilets suitable for a range of users including disabled people, families with young children and people of all gender identities; and
- 2) free 'Changing Places' toilets designed in accordance with the guidance in British Standard BS8300 2:2018.'

'Taking into account the needs of all Londoners and to provide suitable levels of choice, a range of toilet facilities should be provided. They should include unisex disabled persons' toilets, separate accessible baby change/family toilets, and cubicles for people with ambulant mobility impairments which can also be suitable for some older people or people who require additional space. [...] Where gender specific toilets are provided, a gender neutral option should also be provided wherever possible (in addition to unisex disabled persons toilets).'

Example 2: Support of LGBT inclusive Relationships & Sex Education

The Mayor of London publicly promoted LGBT inclusive RSE in 2019, on behalf of the GLA. Pride In London wrote to the Mayor in 2019 with concerns that protests against LGBT inclusive RSE would spread to schools in London. The Mayor responded in April 2019, stating he was:

'aware of the ongoing situation and will be monitoring any developments in London's schools and communities [...] Our schools must be places where children feel safe and welcome, regardless of their

gender identity or sexual orientation, or that of their families [...] young people should be able to learn about healthy relationships of all kinds at school, and that includes LGBT+ relationships. To do so is the very basis of our decency as a society.'

The Mayor and GLA also supported Parliament passing new LGBT inclusive RSE guidance on 27/03/2019.

An extract from the Mayor's press statement: 'This will properly equip students to make safe and informed decisions, show that LGBT+ relationships are part of everyday life, and ensure that all Londoners can feel proud of who they are.'

The Mayor's high profile support of LGBT inclusive RSE powerfully promoted LGBT equality across London's schools and local authorities.

The following question is not scored.

8.5 In the past year, has the organisation utilised its social media accounts to demonstrate its commitment to bi and trans equality?

GUIDANCE: The social media accounts here should be the ones with the widest reach. This question examines how you demonstrate to the largest possible audience that your organisation is committed to LGBT equality. The evidence can be an LGBT employee network group being re posted by an account with bigger reach.

Trans equality

A. Upload a screenshot of social media activity:

(No response)

B. Upload a screenshot of social media activity:



Provide the date of the activity: (No response)

Provide the date of the activity: 20/11/2018

Routing question Section 9

Section 9: Clients, Customers and Service Users

This section comprises of between 3 5 questions and examines how the organisation engages with clients, customers, services users or partners. This section is worth 8.5% of your total score.

In order to begin this section, choose which sector best describes the organisation below.

Please choose the option that B. Public or third sector non service provision
best describes your organisation:

Clients, Customers and Service Users: PS NSP

Public or third sector with non-service provision

9B.1 In the past year, has the Yes
organisation promoted LGBT
equality and diversity in its
sector?

GUIDANCE: This can include at
network of network forums and other
D&I initiatives and events.

Describe how the organisation has promoted LGBT equality in its sector. Please include specific dates or time periods.

We have chosen to present two examples of how the GLA has promoted LGBT equality in its sector (the GLA's sector is our partner organisations throughout London):

Example 1: Mayor's EDI Strategy and governance meetings

Published in May 2018, the Mayor's Equality, Diversity and Inclusion Strategy sets out how he will work to

create a fairer and more equal city. The GLA delivers this work on behalf of the Mayor. The strategy contains 39 objectives across all policy areas, including LGBT specific actions. An EDI progress report is produced annually in the Mayor's Annual Equality Report, with the most recent report published in June 2019. This D&I initiative not only provides the GLA's partners and Londoners with an update on the GLA's work, it also holds partner organisations to account and promotes best practice for LGBT inclusion. Examples of LGBT specific areas of work in the June 2019 report include:

- committing £1.1m to specialist services for victims of hate crime. This will fund more Hate Crime Victims' Advocates to offer specialist support for high risk victims through the criminal justice process, and specialist case work support for victims of anti-Semitic and LGBT+ hate crime.

- supporting more than 350 music venues, pubs and creative spaces to stay open through the work of the Culture at Risk Office. The Mayor also published an LGBT+ Venues Charter to stem the loss of venues for people from these communities.

- holding a Thrive LDN festival of culture to harness opportunities for arts and cultural activities to improve Londoners' mental health and well being. The festival seeks to give a voice to young Londoners most at risk of developing poor mental health. These include BAME, Portuguese speaking, black LGBT+ and Asian LGBT+ Londoners.

Example 2: Mayor's EDI Advisory Group and LGBT+ EDI Advisers

In late 2018 the Mayor appointed his Equality, Diversity and Inclusion (EDI) Advisory Group to act as the main body which brings together expert representatives from equalities groups and civil society in the shaping and delivery of the Mayor's EDI Strategy.

The Mayor appointed Laks Mann, Lisa Power and Harri Weeks as his LGBTQ+ Advisers as part of his group to guide the GLA's work to tackle inequality.

Part of the role of the LGBTQ+ Advisers is to host two community stakeholder meetings per year. The first of these events was held in July 2019 to discuss hate crime in London. The meeting attracted a representative cross section of the many intersectional communities that make up the LGBTQ+ community in London and was also attended by representatives from the Metropolitan Police Service, British Transport Police, and MOPAC. The meeting was chaired by LGBTQ+ EDI Adviser, Laks Mann. This D&I event significantly promoted LGBT equality.

The second meeting will take place early in 2020 and focus on the health needs and barriers of lesbian, bi and trans women.

These meetings not only inform policy direction for the GLA, but also support our partner organisations who attend the meetings to meaningfully promote LGBT equality across London.

9B.2 In the past year, has the organisation encouraged partners to take part in diversity programmes or assessments? Yes

GUIDANCE: 'Partners' here refer to other organisations which are not suppliers which the organisation might collaborate with.

Describe how the organisation has encouraged partners to take part in diversity programmes and initiatives. Please include specific dates or time periods.

We have chosen to present two examples of how the GLA has encouraged partners to take part in LGBT specific diversity programmes and initiatives:

Example 1: HouseProud LGBT+ Pledge Scheme

Following the release of HouseProud's 'There's No Place Like Home' research, HouseProud (the professional network for LGBTQ+ people working in the housing sector) and the University of Surrey have developed a pledge which landlords can follow to demonstrate their commitment to LGBT+ equality and support. The GLA was part of the steering group to develop this pledge, alongside 10 housing associations (including Stonewall Housing). In June 2019, the GLA wrote to senior leaders at local councils across London to encourage these organisations to sign up to the pledge to support their social housing tenants. An extract from the GLA letter reads: 'Following this research, HouseProud and the University of Surrey have developed a pledge which landlords can follow to demonstrate their commitment to LGBT+ equality and support. You can find out more about the HouseProud pledge at www.houseproud.lgbt.com or email HouseProud_LGBT@outlook.com for further information. As a valued partner of the Mayor, I encourage you to sign up to the pledge so we can make sure the social housing sector continues to be at the forefront of LGBT+ inclusivity.' This example demonstrates how the GLA has encouraged Local Authority partners to take part in an LGBT specific diversity initiative to improve the lived experience of LGBT Londoners living in social housing. The reach of this initiative is enormous and the GLA's endorsement and encouragement of the initiative is a powerful way to expand participation in the initiative across London.

Example 2: 'Leading By Example' Steering Group

Charmaine D'Souza, Assistant Director HR&OD, chairs a 'Leading By Example' steering group which brings together representatives from the GLA Group organisations, the London Ambulance Service, and London & Partners. This steering group meets every 6 weeks (and has met every 6 weeks in 2019) on an ongoing basis to share best practice and encourage partners to take part in diversity programmes and events. Although this steering group covers the entire D&I agenda, this explicitly includes LGBT specific and LGBT inclusive initiatives and events. For example, London Fire Brigade held a staff networks day in July 2019 which brought together representatives from staff networks across the GLA Group. The steering group promoted this event throughout the GLA Group and supported representatives from LGBT Networks across the GLA Group to attend. This diversity initiative promoted intersectional and cross organisational working among the Networks, explicitly including LGBT Networks.

9B.3 In the past year, has the organisation invited partners to take part in in-house LGBT initiatives or events? Yes

GUIDANCE: The events or initiatives should be organised and held by the organisation.

Describe how the organisation has invited partners to take part in in-house initiatives. Please include specific dates or time periods.

Since the Mayor of London, Sadiq Khan, was elected in 2016 he has reintroduced an annual in house Pride reception event which is held at City Hall. The aim of the event is to celebrate the progress made in LGBT+ equality and to highlight best practice, as well as to remind attendees of the continued need to tackle homophobia, biphobia and transphobia. Partners who have made a significant contribution to LGBT+ equality in London and strategic partners for the GLA's LGBT+ outreach work are invited to attend; care is taken to ensure that bi and trans specific organisations are represented at the event, as well as organisations which focus on intersectional LGBT+ equality, to ensure that the event is inclusive of all LGBT+ people. This year, the Pride reception took place on Wednesday 3rd July 2019. The Mayor and the Night Czar both spoke at the event, with the Mayor's speech focusing on the achievements of Pride in London and UK Black Pride as well as the need to tackle homophobic, biphobic and transphobic hate crime and discrimination. A wide range of stakeholder groups, LGBT networks, businesses, organisations, public sector bodies, and activists were invited to take part. The following partners attended this in house initiative:

- UK Black Pride
- Bi Pride UK
- Opening Doors
- GIRES (Gender Identity Research and Education Society)
- Visa
- PinkNews
- Pride in London
- Mayoral supporters
- MPs
- PIL Community Advisory Board
- Merton LGBT Forum
- PwC
- Individual LGBT+ activists
- House of Lords

Head of Sexual Violence Support Service
Equity
British Transport Police
Ye Olde Rose and Crown
Fierte Montreal
Strategic Lead for Women & PrEP Prepster
UCL
Bar Wotever
Stonewall founder
Sydney Mardi Gras
London Borough of Hounslow
New Bloomsbury Set
Stonewall
Founder Usurp Arts Co founder Shakti
Westminster City Council
Royal Vauxhall Tavern
Retro Bar
Institute of Physics
London Borough of Lewisham
London Borough of Haringey
LGBT staff network Travers Smith
London Borough of Hackney
Queer Spaces Network
Terrence Higgins Trust
Royal Borough of Kingston upon Thames
Budweiser
Fierte Montreal
Copenhagen Pride
Trans Programme Manager Spectra
The City of Quebec (Manager)
RVT Future
UKPON
Gilead Sciences
The Scout Association
MPS LGBT Advisory Group
The Wayout
Gal dem
Gays the Word
Naz and Matt Foundation

UCL
Unison
Metropolitan Police Service
Love Equality
Deputy Mayor
London Borough of Croydon
GALOP
Eagle London
London Borough of Bexley
Assembly Members
Fixers.org.uk
Innovision
LGBT Consortium
Hachette Childrens Books
ASOS
Sexual Health and Wellbeing Specialist Brook
NHSE National LGBT Programme Manager
MPS TSQ Bronze
Homosapiens
Dalston Superstore
Institute of Physics
V&A LGBTQ Tours
Proud Events
Trans inclusivity at Imperial
Councillor
The Independent
The Glory
Mischcon de Reya

Section 10

Section 10: Additional work

This section is your opportunity to tell us about any additional work the organisation has carried out over the past year. This section is worth 1% of your total score.

10.1 Has the organisation done any further work in the past year to improve the working environment for LGBT staff?

GUIDANCE: The activity detailed here should **not** have been mentioned anywhere else in the submission. The activity should relate to the UK, rather than global operations; please see the Global Equality Index to showcase global work.

Yes

Describe the activity and impact. Please include specific dates or time periods.

The GLA has included the following paragraph in its September 2019 Gender Pay Gap report, shared with all staff and the public:

'The Greater London Authority recognises that gender identity is not limited to the categories of male and female. Although gender pay gap regulations require the GLA to report on all staff as men and women, the GLA appreciates that some colleagues may not identify within this gender binary. The GLA welcomes and values colleagues of all gender identities. It recognises non binary identities through the use of gender neutral language throughout our HR policies and communications and by working closely with our LGBT+ Staff Network group'.

This statement supports the GLA's work to provide a non binary inclusive workplace and to ensure our HR processes are non binary inclusive, which in turn improves the working environment for non binary staff.

Although the Gender Pay Gap report will not be published until late September 2019, the work undertaken to include this paragraph has occurred within the past year.

Staff Feedback Survey

Has your organisation circulated the Staff Feedback Survey?

The Staff Feedback Survey is worth 10% of points in the Workplace Equality Index.

The survey can be found at www.stonewall.org.uk/index-survey-2020 and closes on Friday 1 November.

Your colleagues will need your organisation's 4-digit code in order to access the survey. If you do not have this code, contact memberships@stonewall.org.uk.

Optional Awards

Individual awards

The following awards will be given to outstanding individuals, network groups and organisations who have contributed significantly to LGBT equality, both within their workplace and the wider community.

The nominations are longlisted by the Membership Programmes team and then shortlisted and awarded by an internal Stonewall panel.

Award winners are profiled in Stonewall's Top 100 Employers publication.

You can still be named as an award winner if your organisation does not reach the Top 100 list.

For individual awards, please ensure you have the person's permission to share their details before completing and submitting the nominations.

Role Models of the Year

If you would like to nominate an individual(s) for one or more of the role model awards, please select from the below options and tell us about the great work they've done over the past year.

Guidance: You should tell us how the individuals have contributed significantly to LGBT equality in both your workplace and the wider community.

Please note that we use the below terms as umbrella terms for many different identities (See the [Stonewall glossary](#)).

You should ensure the nominated individual is comfortable being identified with the specific term selected. For example, if someone is pansexual, making sure they're comfortable receiving the award and being profiled as Bi Role Model of the Year.

We will work with them to explore their identity fully within their profile in the Top 100 Employers publication.

No Responses Selected

Ally of the Year

If you would like to nominate an individual for the ally award, please tell us about the great work they've done over the past year.

Guidance: You should tell us how the individual has contributed significantly to LGBT equality in both your workplace and the wider community.

Please note this category can also include allies within the LGBT community. For example, a lesbian woman who has shown fantastic allyship to the trans community.

The GLA's LGBTQ+ Network nominates the Mayor of London, Sadiq Khan, in recognition of his significant contribution to LGBTQ+ equality both within the GLA and throughout London.

As Mayor of London, Sadiq Khan has the largest political mandate of any directly elected UK politician and has used this platform to vocally support LGBTQ+ equality on a local and national level. Over the past year the Mayor has publicly denounced protests against LGBTQ+ inclusive RSE lessons, has led the Pride in London Parade and addressed thousands of Pride attendees, and has published the most recent version of his London Plan which is the most LGBTQ+ inclusive London Plan ever written, with specific requirements for gender neutral facilities to list a few examples. The Mayor is passionate about ensuring London is an LGBTQ+ inclusive city; for example, he has appointed specific LGBTQ+ Advisors as part of his Equality, Diversity and Inclusion (EDI) Advisory Group. This forum brings together expert representatives from equalities groups and civil society to deliver the Mayor's EDI Strategy for London. As a result of the LGBTQ+ Advisors being in role, a community stakeholder meeting was held in July 2019 to tackle hate crime in London. The meeting was attended by representatives of the intersectional communities that make up the London LGBTQ+ community, the Metropolitan Police, British Transport Police, and MOPAC.

Sadiq Khan has used his influence as Mayor of London to support transformative LGBTQ+ specific outreach projects throughout London. One example of this is the Mayor's support of the UK's first permanent shelter for homeless LGBTQ+ people. Sadiq Khan awarded £50,000 from the Mayor's Rough Sleeping Innovation Fund to the shelter, which enabled The Outside Project to move into the previously disused Clerkenwell fire station in May 2019. With Sadiq Khan's involvement, The Outside Project are now able to provide a dedicated community centre offering safe daytime refuge, sexual health clinics, and co working spaces for marginalised groups.

Alongside LGBTQ+ specific outreach projects, the Mayor ensures that the GLA provides financial support for Pride in London and UK Black Pride to enable these events to take place. Since 2016, Sadiq Khan has restored the annual Pride reception at City Hall. Organisations, GLA partners, and individual activists were invited in July 2019 to celebrate their achievements. Sadiq Khan spoke to remind all attending that

while lots has been achieved, much more remains to be done to tackle homophobia, biphobia, and transphobia. He also used his address to warn that in these increasingly dangerous times, the progress made cannot be taken for granted and for the first time in a generation is at risk of going backwards. The Mayor also held a further Mayoral event in July 2019 for BAME LGBTQ+ young people. The Mayor is aware that younger voices often go unheard and was keen to hear directly from younger guests about their experiences of growing up and living in London, so the GLA could combat the barriers they still experience.

The Mayor recognises that trans people face disproportionate violence and discrimination. Sadiq Khan has used his platform to give vocal support to the reform of the Gender Recognition Act and to Trans Pride. In response to the GRA consultation the Mayor also wrote an open letter to the government in July 2019 with the Mayors of Greater Manchester, Liverpool and Sheffield, urging ministers to implement reforms. The Mayor has used his social media presence to promote trans equality to an enormous following, which is especially crucial in the current political climate.

Alongside Sadiq Khan's external work, he has also championed LGBTQ+ equality within the GLA. The Mayor has strongly supported the LGBTQ+ staff Network. This has enabled the Mayor to actively support Network events and initiatives, such as the Network's video for the 'it gets better' campaign in December 2018 which featured Sadiq Khan sharing a message of support. The Mayor also approved the flying of a custom Pride flag outside City Hall, which incorporated the bi flag, trans flag, and POC inclusive Pride flag, making it the most intersectional Pride flag ever flown outside a UK Government building. Sadiq Khan's approval of the flag was a powerful symbol of the GLA's support for LGBTQ+ equality both for GLA staff and Londoners.

Senior Champion of the Year

If you would like to nominate an individual for the senior champion award, please tell us about the great work they've done over the past year.

Guidance: You should tell us how the individual has contributed significantly to LGBT equality in both your workplace and the wider community.

Please note the senior champion does not need to identify as LGBT.

(No response)

Employee Network Group of the Year

If you would like to nominate your organisation's network group, please tell us about the great work it's carried out over the past year.

Guidance: You should tell us how the network group has contributed significantly to LGBT equality in both your workplace and the wider community.

Please note you may reference work which has already been documented in the LGBT Employee Network Group section.

Over the last year, the GLA's LGBT+ Network has utilised the GLA's platform to engage in several outreach activities. For example, the Network has commissioned research into London's infrastructure sector diversity, with a view to creating a charter to drive best practice. The Network also supported Sadiq Khan to create a 2019 IDAHoBiT video which was shared on the Mayor's social media accounts to an enormous following, promoting the message that homophobia, biphobia and transphobia have no place in London. In addition to this, in October 2018 the Network also produced a video for the GLA's involvement in the 'It Gets Better' project, which included the Mayor. This video has been viewed over 28,000 times. Through these projects, the Network has significantly highlighted the GLA's commitment to supporting LGBTQ+ Londoners. In addition, the Network raised £532.96 for Stonewall Housing through a Bake Sale for Transgender Day of Visibility on 1 April 2019. All of the money raised went to Stonewall Housing's vital trans specific outreach projects.

The LGBT+ Network is committed to sharing best practice and working with partners on LGBTQ+ inclusion. The Network works with the pan London LGBT forum, the external network London & Partners, and other Networks in the GLA Group (including Transport for London, London Fire Brigade, and the Metropolitan Police) to promote LGBTQ+ inclusion across London. [REDACTED] Co Chair of the Network, also accepted the invitation to share best practice at Stonewall's Workplace Conference London 2019.

Alongside the Network's external activity, the Network has also utilised its internal relationships to significantly progress LGBTQ+ inclusion within the GLA. For example, the LGBT+ Network wrote and proposed a new Inclusive Language Policy to support trans (including non binary) staff and Londoners, which was successfully signed off and implemented by the GLA's Diversity and Inclusion Management Board in May 2019. It builds on existing policies supported by the Network on the inclusion of non binary people into Mayoral policy and policy wording; it has positively impacted GLA staff and the thousands of Londoners who engage with City Hall.

The Network has worked tirelessly to improve knowledge and understanding of LGBTQ+ identities and experiences within the GLA. For example, on 24 September 2018 the Network hosted a performance by [REDACTED] from TransCreative (the first trans led theatre company in the UK). This performance, which all GLA Group staff were invited to attend, shared [REDACTED] and ended with a Q&A about trans equality and transitioning. During LGBT History Month 2019 the network ran a

programme of activities with dedicated focus on L,G,B and T identities in turn. This included a blog written by [REDACTED] working at the GLA on her intersecting struggles and experiences at work and in her daily life. As part of its aim to raise awareness within the GLA, over the last year the Network has been involved in consultation on GLA priorities, including the Staff Survey and the training content for the 'Inclusive GLA' all staff programme.

The Network recognises the importance of intersectionality in all of its work. For Pride 2019, the Network commissioned a custom flag which incorporated elements of the bi , trans, and POC inclusive Pride flags. With the support of the Mayor and senior GLA staff, the flag was flown outside City Hall; the most intersectional flag ever flown outside a UK civil building and presented a powerful message to GLA staff and Londoners in uncertain political times. Accompanying the flag, the Network also procured staff lanyards echoing the flag, enabling GLA staff to visibly show their commitment to intersectional LGBTQ+ inclusion. The Network explicitly welcomes staff with multiple identities and has engaged with other GLA Staff Networks to support wider inclusion messages through joint events. All Network activities and events are reviewed to ensure they are inclusive of people with multiple identities for example, meetings are organised to ensure that LGBTQ+ parents and carers can attend. The Network has a trans specific stream of work and systematically ensures that bi inclusion is considered in all Network activity, as it recognises that bi and trans people may face specific barriers to inclusion; the Network is also currently recruiting for bi and trans representatives to formalise this further.

Bi-Inclusive Workplace of the Year

If you would like to nominate your workplace for the Bi-Inclusive Workplace of the Year award, please tell us about the great work you've done over the past year.

Guidance: This is an opportunity to demonstrate that your organisation is leading the way as a bi inclusive workplace.

Please note you may reference work which has already been documented.

(No response)

Before starting a submission to one of Stonewall's indices or awards, please read the following very carefully.

It sets out how Stonewall will use the information you submit.

This privacy statement sets out how Stonewall uses and protects any information that you give Stonewall when you use this website.

Stonewall is committed to ensuring that your privacy is protected. Should we ask you to provide certain information by which you can be identified when using this website, then you can be assured that it will only be used in accordance with this privacy statement.

Stonewall may change this statement from time to time by updating this page. You should check this page from time to time to ensure that you are happy with any changes. This statement is effective from 25/02/2019.

Stonewall agree to comply with any applicable legislation relating to data protection or privacy of individuals, the "Regulation" (which means Regulation (EU) 2016/679 of the European Parliament and the Council ("General Data Protection Regulation") and its national implementing laws, as well as any applicable laws or regulations on cyber security ("Data Protection Laws").

What we ask you to submit

Whilst registering and completing a submission, we may ask you to submit the following information:

- Names and job titles**
- Contact information including email address**
- Demographic information such as postcodes**
- Information and files as supporting evidence for submissions such as:**
 - Policies**
 - Communications**

- Screenshots of intranet posts
- Descriptions of processes and ways of working
- Examples of training
- Case studies
- *Schools only:* photographs (see additional information below)
- *Schools only:* screenshots of school procedures/systems, e.g. SIMS
- *Schools only:* minutes/agendas from Governing Body meetings

Please note that whilst completing your submission you may be asked to provide pieces of evidence which include personal details, such as profiles of individuals. It is your responsibility to ensure you have the permission of the individual to share this information with Stonewall. Schools should not submit details that can identify individual children.

Schools - Photograph Permissions

- It is the responsibility of the school to ensure that they have parental permission before submitting a photograph of children as part of their supporting evidence.
- Any photographs submitted will not be used by Stonewall for any purpose other than scoring the School Champion Award application, without express written permission from the school.

What we do with the information you submit

Stonewall may use the information you submit for the following purposes related to the Workplace Equality Index and to further LGBT equality and inclusion in the workplace:

- Stonewall will use the information you submit to review, score and rank your organisation in comparison to other entrants.
- The information supplied is confidential between Stonewall and the applicant/organisation.
- Any ranks outside of the Top 100 will remain confidential between Stonewall and the applicant/organisation.
- Any scoring or comments made on the submission is confidential between Stonewall and the applicant/organisation, except for purposes outlined below.
- Aggregated scores, information and data may be used to identify national, regional and sector trends and patterns of work. This information may be published in

Stonewall resources. Where individual organisations or individuals are named, permission to do so will be sought.

- Individual practice, where deemed good practice by Stonewall, may be shared with other organisations either directly through Stonewall Account Managers, or within resources produced by Stonewall. Before any practice is shared, permission will be sought from the organisation in question.**
- Demographic data about your organisation, for example number of employees, will be used for internal record keeping and to improve our offers and services.**

Stonewall may use the information you submit for the following purposes related to the School Champion Awards and to further LGBT equality and inclusion in schools:

- Stonewall will use the information you submit to review your school against the criteria for the Schools Award for which you are applying.**
- The information supplied is confidential between Stonewall and the school.**
- Any scoring or comments made on the submission are confidential between Stonewall and the school, except for purposes outlined below:**
 - If your school is successful in obtaining a Stonewall School Award, the name of your school and the level of award achieved will be published on our website.**
- Individual practice, where deemed good practice by Stonewall, may be shared with other schools either directly by the Stonewall Education Team, or within resources produced by Stonewall. Before any practice is shared, permission will be sought from the school in question.**
- Demographic data about your school, for example whether you are a primary or secondary school, will be used for internal record keeping and to improve our offers and services.**

Stonewall may use the information you submit for the following purposes related to the CYPS Award and to further LGBT equality and inclusion:

- Stonewall will use the information you submit to review, score and rank your organisation in comparison to other entrants**
- The information supplied is confidential between Stonewall and the applicant/organisation.**
- Any scoring or comments made on the submission is confidential between Stonewall and the applicant/organisation, except for purposes outlined below.**

- Information and data may be used to identify national and regional patterns of work. This information may be published in Stonewall resources. Where individual organisations or individuals are named, permission to do so will be sought
- Individual practice, where deemed good practice by Stonewall, may be shared with other organisations either directly through Stonewall Account Managers, or within resources produced by Stonewall. Before any practice is shared, permission will be sought from the organisation in question
- Demographic data about your organisation will be used for internal record keeping and to improve our offers and services

We are committed to ensuring that your information is secure. In order to prevent unauthorised access or disclosure, we have put in place suitable physical, electronic and managerial procedures to safeguard and secure the information we collect online.

Links to other websites

Our website may contain links to other websites of interest. However, once you have used these links to leave our site, you should note that we do not have any control over that other website. Therefore, we cannot be responsible for the protection and privacy of any information which you provide whilst visiting such sites and such sites are not governed by this privacy statement. You should exercise caution and look at the privacy statement applicable to the website in question.

Controlling your personal and organisational information

We will not sell, distribute or lease your personal information to third parties unless we have your permission or are required by law to do so.

You may request details of personal information which we hold about you under the Data Protection Laws. Please visit our wider [Privacy Policy](#) under 'Your Rights' to see how to do this.

If you believe that any information we are holding on you is incorrect or incomplete, please write to or email us as soon as possible, at the above address or:

- memberships@stonewall.org.uk for queries related to the Workplace Equality Index or Global Workplace Equality Index

- education@stonewall.org.uk for queries related to School Champion Award
- cyps@stonewall.org.uk for queries related to CYPs Champion Award

We will promptly correct any information found to be incorrect.

FluidReview data protection and privacy

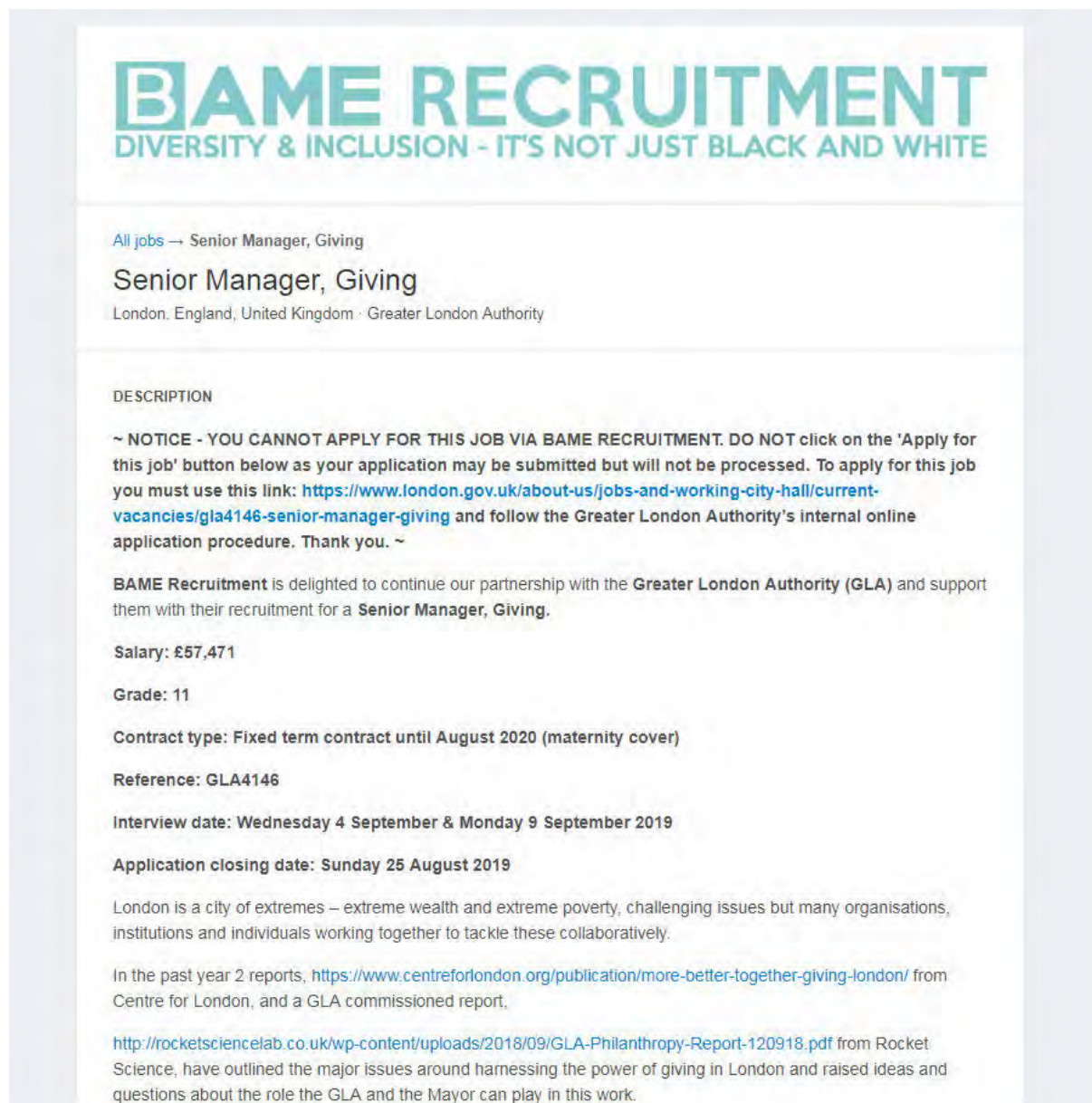
This site has been built and is managed using FluidReview, an online application system.

You can find the FluidReview privacy statement [here](#).

You can find the FluidReview security information [here](#).

Please tick here to show us	I've read and understood the data protection and privacy
you've read and understood the	policy
Stonewall data protection and	
privacy policy.	

EVIDENCE 1:



BAME RECRUITMENT
DIVERSITY & INCLUSION - IT'S NOT JUST BLACK AND WHITE

[All jobs](#) → Senior Manager, Giving

Senior Manager, Giving

London, England, United Kingdom · Greater London Authority

DESCRIPTION

~ NOTICE - YOU CANNOT APPLY FOR THIS JOB VIA BAME RECRUITMENT. DO NOT click on the 'Apply for this job' button below as your application may be submitted but will not be processed. To apply for this job you must use this link: <https://www.london.gov.uk/about-us/jobs-and-working-city-hall/current-vacancies/gla4146-senior-manager-giving> and follow the Greater London Authority's internal online application procedure. Thank you. ~

BAME Recruitment is delighted to continue our partnership with the **Greater London Authority (GLA)** and support them with their recruitment for a **Senior Manager, Giving**.

Salary: £57,471

Grade: 11

Contract type: Fixed term contract until August 2020 (maternity cover)

Reference: GLA4146

Interview date: Wednesday 4 September & Monday 9 September 2019

Application closing date: Sunday 25 August 2019

London is a city of extremes – extreme wealth and extreme poverty, challenging issues but many organisations, institutions and individuals working together to tackle these collaboratively.

In the past year 2 reports, <https://www.centreforlondon.org/publication/more-better-together-giving-london/> from Centre for London, and a GLA commissioned report, <http://rocketsciencelab.co.uk/wp-content/uploads/2018/09/GLA-Philanthropy-Report-120918.pdf> from Rocket Science, have outlined the major issues around harnessing the power of giving in London and raised ideas and questions about the role the GLA and the Mayor can play in this work.

EVIDENCE 2:

We advertised the following recruitment campaign via the Proud Employers site.

Proud Employers job ref number: 12058 (posted 25/06/18)

<https://www.proudemployers.org.uk/job/members-for-london-s-equality-diversity-and-inclusion-advisory-group-12058.htm>

Job reference number: EDI2018

Contract type: Fixed Term

Closing date: Monday 09 July 2018 at 23:59 GMT

Interview dates: W/c 23 July 2018
Salary: Unremunerated
Grade: Board Member

Mayoral Appointment: Members for London's Equality, Diversity and Inclusion Advisory Group

Help implement the Mayor's vision for greater fairness and equality in London

The Mayor of London is inviting applications from individuals to a new Equality, Diversity and Inclusion Advisory Group designed to bring together stakeholders with expertise in the various forms of inequality and discrimination that Londoners can face.

A successful city needs to work well for all residents. Everyone should be able to share in its prosperity, culture and community life regardless of their age, social class, disability, race, religion, gender, gender identity, sexual orientation, marital status, or whether they are pregnant or have young children. The Mayor is looking to appoint up to 20 members to bring their skills and experience to realise this vision – to create a truly inclusive London.

The Mayor wants to work in a new way with external experts to support the implementation of the new Equality, Diversity and Inclusion Strategy. The EDI Advisory Group will have a twin focus on guiding City Hall's work to tackle inequality and create a fairer city, while ensuring the many key external stakeholders that informed the drafting of the strategy continue to be heard and involved on an ongoing basis.

Members will also perform an important functional role in convening a set of wider stakeholder networks which the Mayor and the GLA will draw upon for advice and guidance.

Members will bring excellent knowledge of the opportunities and challenges involved in securing greater fairness across the city. In particular, we are seeking expertise in poverty and socio-economic status, disability equality, older people's equality, LGBT+ equality, gender equality and race equality.

If you share the Mayor's passion and ambition to tackle inequalities and create a truly inclusive city please read the **Application Pack** for full details of the role and recruitment process.

London's diversity is its biggest asset and we strive to reflect London's diversity in all Board appointments. The aim is that the Equality, Diversity and Inclusion Advisory Group contains a broad range of experience and reflects London's diversity. We welcome applications from all sections of the community, regardless of age, gender, ethnicity, sexual orientation, faith or disability.

How to Apply

If you are interested in applying, please submit your CV and a covering letter (max 4 sides in total) via our online recruitment system. You will also be asked to provide recruitment monitoring information.

The covering letter should provide details of the relevant experience that equips you to serve as the Member of the Equality, Diversity and Inclusion Advisory Group, in particular addressing the criteria listed under the person specification.

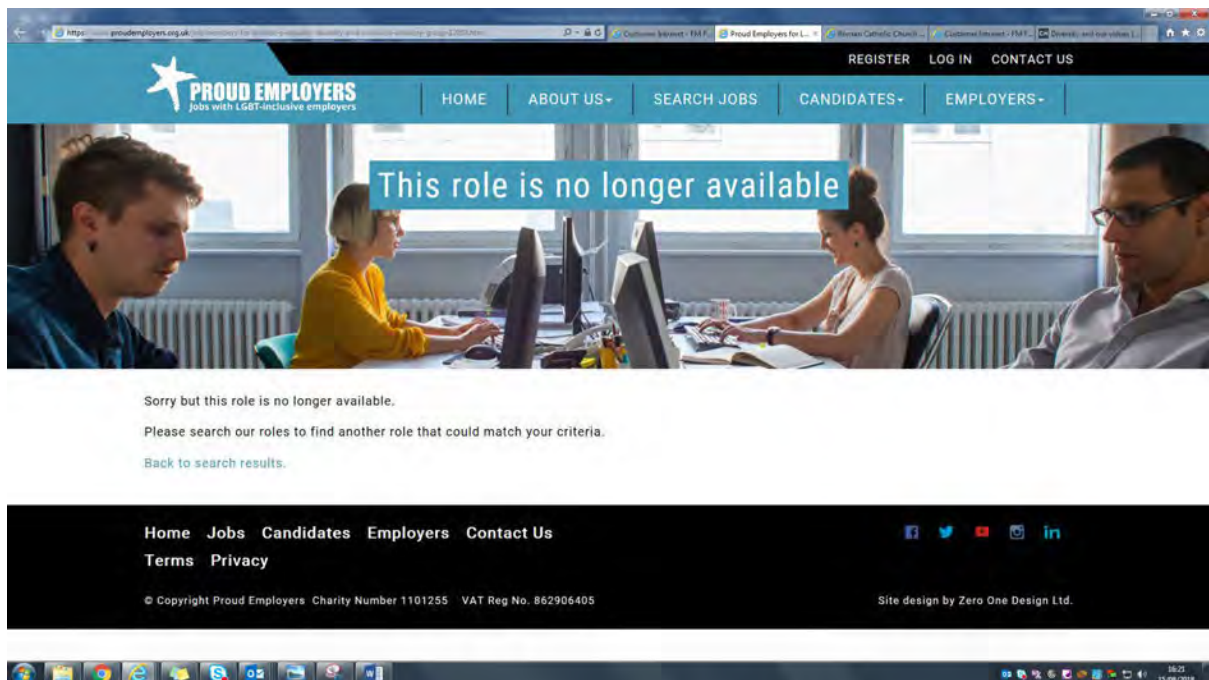
For full details on the application process please read the APPLICANT PACK

If you would like to discuss the position informally, please contact [REDACTED]
[REDACTED] or email diversitystrategy@london.gov.uk

If you have any queries regarding the application process or require information in an alternative format, please contact [REDACTED]r@london.gov.uk

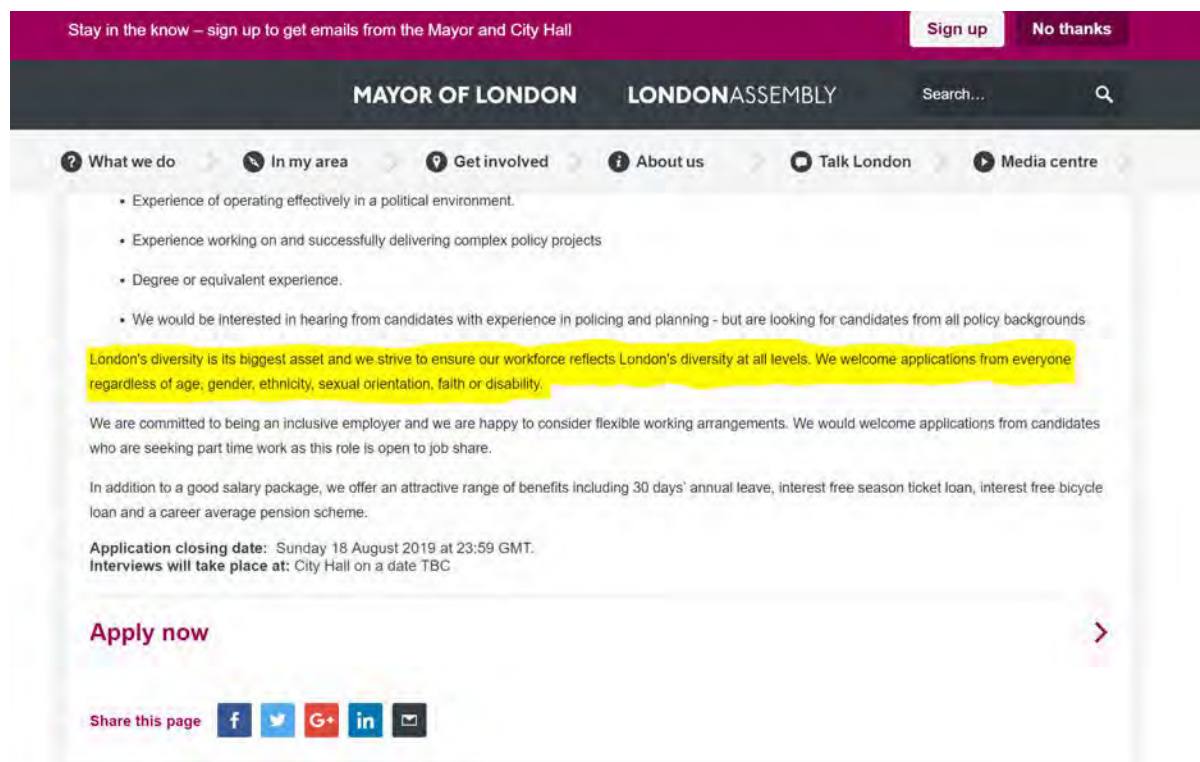
Application closing date: Monday 9 July 2018 at 23:59 GMT

Interviews will be held during the week commencing 23 July 2018



GLA Evidence 2.1B

Screenshot of diversity statement on GLA job advert, on the GLA website. This statement is included in all GLA job adverts. The statement is highlighted in yellow:



Full text of job advert example for your reference, with diversity statement highlighted in yellow:

Policy Adviser x3

Salary:

£43,517 per annum

Grade:

8

Contract type:

Permanent

Reference:

POL0719_1563

Interview date:

TBC

Application closing date:

Sunday 18 August 2019

The policy adviser will lead, produce and deliver projects, research, briefings, reports and a wide range of outputs on a variety of topics - as well as regularly liaise with politicians. The ideal candidate will have experience working on and successfully delivering complex policy projects in one or more of the policy areas; as well as an in-depth knowledge and understanding of political, policy and governance issues.

What will my responsibilities be in this role?

- Producing and delivering a wide-range of projects, research, briefings, reports and outputs.
- Playing a lead role in the Secretariat for the delivery of the Directorate's business plan and strategic goals, in order to ensure the organisation's impact and profile is measurably improved over time.
- Developing and maintaining effective working relationships with officers within the Assembly's Secretariat and senior officers to support London Assembly Members.
- Initiating, co-ordinating and monitoring action to support the Assistant Director and senior Secretariat managers to ensure successful delivery of the annual work programme.
- To develop and maintain effective working relationships with and the Authority's partner organisations, to ensure effective stakeholder management.
- To undertake the full range of related activities, including the development of project plans, preparation of reports for Assembly committees, as well as the preparation of reports and outputs arising from projects.

What experience do I need to be successful in this post?

- Knowledge and understanding of political, policy and governance issues relating to London and the UK more widely.
- Experience of operating effectively in a political environment.
- Experience working on and successfully delivering complex policy projects
- Degree or equivalent experience.
- We would be interested in hearing from candidates with experience in policing and planning - but are looking for candidates from all policy backgrounds

London's diversity is its biggest asset and we strive to ensure our workforce reflects London's diversity at all levels. We welcome applications from everyone regardless of age, gender, ethnicity, sexual orientation, faith or disability.

We are committed to being an inclusive employer and we are happy to consider flexible working arrangements. We would welcome applications from candidates who are seeking part time work as this role is open to job share.

In addition to a good salary package, we offer an attractive range of benefits including 30 days' annual leave, interest free season ticket loan, interest free bicycle loan and a career average pension scheme.

Application closing date: Sunday 18 August 2019 at 23:59 GMT.

Interviews will take place at: City Hall on a date TBC

GLA Evidence 2.1C

(1/2) Text of GLA external website blog, 3rd October 2018, 'Making the GLA an Inclusive Place to Work':

Making the GLA an inclusive place to work

03 October 2018

We aim to be a welcoming, inclusive and diverse place to work – but how do we make that happen?

By consistently looking at what we're doing and thinking about how we can do it better.

Part of this work includes examining the language we use in our policies, to talk about the people who work at the GLA.

This time it's HR policies that have been poured over – the HR & Organisational Development team have updated and modernised our language, making sure it's gender neutral and inclusive.

Our LGBT+ Staff Network have been instrumental in this work, reviewing policies and sharing their lived experiences.

We've made language changes across a wide range of policies to ensure that they are inclusive to all staff, regardless of gender expression or gender identity.

We have also introduced a new Trans and Gender Identity Policy, designed to help us support our trans and non-binary staff.

We worked closely with Stonewall and took onboard their feedback.

What is gender-neutral language and why is it important?



Some peoples' gender identities do not fit into the gender binary of male or female.

By removing gendered pronouns from our HR policies, we are ensuring that all staff – regardless of gender expression or gender identity – feel included.

[REDACTED] Chair of our LGBT+ Network, shared: "The GLA LGBT+ Network has been proud to support the HR&OD unit's huge efforts to review the GLA's HR policies.

"Throughout the process their focus has been to make sure that our policies are as inclusive as possible. I have been grateful for the opportunity for the LGBT+ Network members – both

members of the LGBT+ community and allies – to share their experiences as GLA employees to help shape the policies to make them better for all staff."

[Read more about working for the GLA.](#)

(2/2) Screenshot of information about LGBT+ Network on GLA website careers pages:

Staff networks and social life

Staff Networks

You will have the chance to get involved in our active staff networks including the BAME Network, Women's Network, LGBT+ Network, Christian Network and Health and Wellbeing Network.



? What we do >

📍 In my area >

📍 Get involved >

i About us >

🗨️ Talk London >

▶ Media centre >

Stonewall Diversity Champions

The GLA is a member of the Stonewall 'Diversity Champions Programme' and is committed to improving the workplace culture for lesbian, gay, bi and trans staff.



Disability Confident

The GLA is a Disability Confident - Committed employer, working towards a truly inclusive and accessible workplace and culture for our disabled staff.



Share this page



RECRUITMENT, SELECTION AND INTERVIEWING IN THE GLA

Capita Learning Consultant



Workshop Objectives

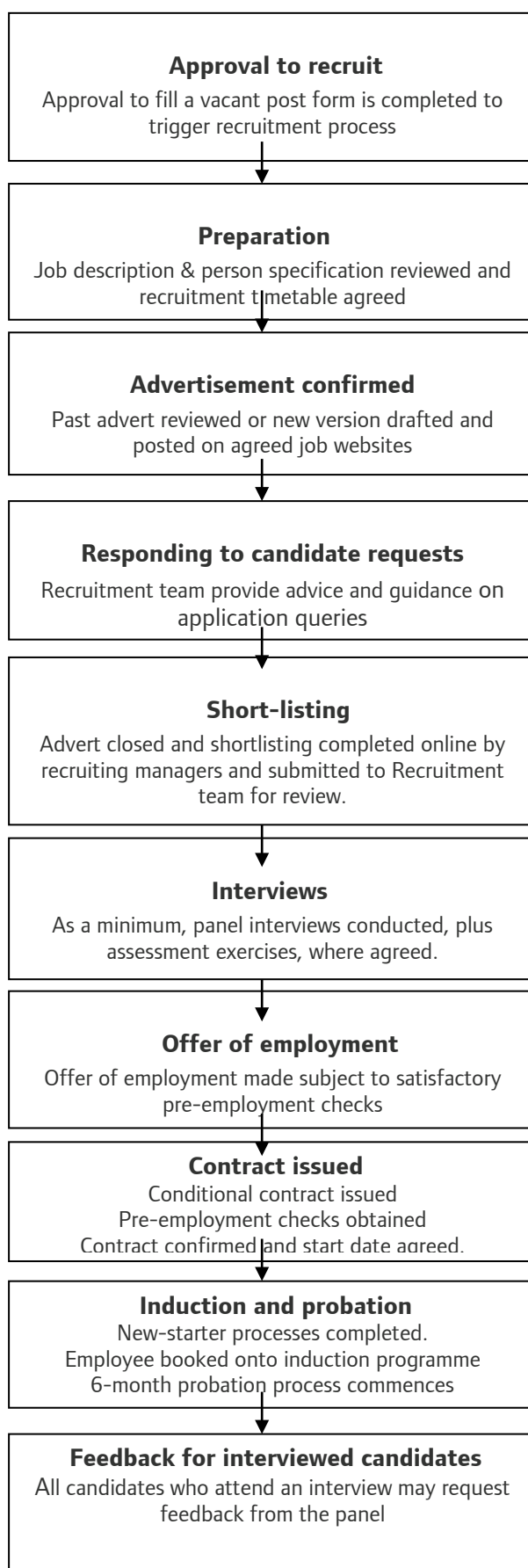
By the end of the session the participants will be able to:

- Explain the stages in the GLA recruitment process and your key responsibility as a line manager
- Explain how an interview panel can work successfully together to achieve fair outcomes
- Explain how you would successfully and fairly short list a number of applications for a vacancy
- Define what makes a good interview experience for a candidate
- Explain how you can make selection decisions fairly and objectively and the skills needed
- Describe how you would use the GLA competency framework within the short listing process and how they can be used for fair selection
- Describe how you would draft effective interview questions and the four key stages of a structured interview
- Describe how you could evaluate your own interview practice
- Explain how you would deal with a panel member that may be allowing an unconscious bias to come into their decision making
- Explain how you would give constructive feedback to candidates following an interview

Course Contents

- Key process stages overview
- A reminder of the legal framework overview and Equality & Diversity in the selection and recruitment process
- Defining job requirements and a person specification
- How to align competencies to a job role for selection purposes
- Key points to shortlisting
- Signposting to GLA recruitment and selection policy and process; support from HR&OD and GLA Applicant Tracking system
- How to minimise the impact of unconscious bias
- Key stages of a selection interview and questioning techniques
- Observed interview practice
- Ground rules for evaluation meeting
- Feedback giving practice

Recruitment & Selection Process



The Candidate Experience

Working for the GLA offers a challenging and rewarding job, as well as the chance to really improve the lives of Londoners. London's diversity is its biggest asset and we try to make sure our workforce reflects this diversity at every level. We also want to make sure that our workforce takes pride in what they do.

Have you ever compared the GLA's recruitment ads to those of our competitors? What about navigating the GLA website to find, or apply for, a job?

When did you last look at the GLA...through the eyes of a candidate? How was your experience?

To understand the candidate experience, you have to put yourself in the candidate's shoes. Many organisations are inundated with candidates looking for career opportunities – and many candidates are neglected in the process. The result? Candidates start developing negative perceptions of the organisations that are neglecting them.

This is not good – because we may need those candidates at some point in the future, and even if we don't we want them to be positive about the GLA and our role in London. Not only that, but there also has never been a better time to spread a message, good or bad – through blogs, viral marketing and social networks. That is why you want to do your best to provide a positive experience for all candidates interested in working with us.

As you look at the GLA from the candidate's perspective, you want to make sure you are able to answer certain questions:

- Why would I want to work here?
- What is different about your organization versus what I'm doing now?
- What is the culture like and how is it unique?
- What are the benefits?
- What is the commitment to work/life balance, diversity and the community?
- Who works here?
- What will my day look like at work?

[Check out the career pages of London.gov](#)

Questions a candidate may consider

- What's my first impression of the organisation?
- How was I treated when I first contacted the organisation?
- Does the advert / job description inspire me?
- Is the application process clear and straightforward?
- Can I find information about what it's like to work here?
- How long does the recruitment process take?
- Will I be updated on my progress through the process?
- What is the selection process and how long will it take?
- Did the receptionist look happy or stressed?
- Were the people I met at interview professional and welcoming?
- Do I feel my application has been treated fairly and objectively?
- Am I clear on the role they are talking about?
- Did they give me a chance to ask any questions?
- Can I get feedback on how I did an interview?
- Would I recommend applying to the GLA to people in my network, family and friends?

The Legal Framework

If you apply for a job what are your main rights under our legal framework?

Potential ways to discriminate

Equality & Diversity

What are the benefits of having a diverse team?

Me	My Team	The GLA
Hearing different perspectives	Improves flexibility Better problem-solving	Better innovation Better cohesion
Gives me exposure to new ideas	Encourages broader thinking	Better decisions are made
Enables me to learn different cultures	Improves creativity	Improves productivity
Enables me to have a better understanding of different people	Enables the team to deliver to service users more effectively	Improves reputation -An employer of choice
Improves trust and credibility my leadership	Improves communication and the use of languages	Improves service Attracts talented people

Equality / Diversity Monitoring

Monitoring equality and diversity in the workforce enables employers to examine how their employment policies and processes are working and to identify areas where these appear to be impacting disproportionately on certain groups of staff. It is necessary to meet legislative requirements, provide the basis for showing 'due regard' and can lead to the development of better and more informed, inclusive decision making, including decisions on recruitment and promotion. Effective monitoring also helps employers minimise possible legal, financial and reputational harm.

Monitoring can be done at a variety of different points in the employment cycle including recruitment, training, promotion, staff surveys, performance management, grievances and dismissals. The purpose of collecting this information is to look for differences between groups, identify trends over periods of time, to investigate the reasons for these differences and to put suitable actions in place.

Benefits for employers

Understanding the composition of the workforce can enable an organisation to highlight differences between groups in terms of satisfaction, engagement and progression. This in turns can enable organisations to identify, tackle and prevent issues that would otherwise undermine employee engagement and productivity.

Equality and diversity monitoring can help to:

- build reputation – Research shows that the best performing organisations are those that invest most on promoting equality and diversity in their workforce
- improve productivity – We know that valuing and supporting the diversity of people's backgrounds and lifestyles is important in making the most of the contribution that they can bring to an organisation's performance
- recruit and retain the best from the widest talent pool
- create awareness - Signalling the organisation's understanding of and commitment to creating a more inclusive work environment
- provide specific adjustments, training or interventions
- Identify and address any inequalities - in the application of employment practices; and
- avoid risk –compliance with the Equality Act 2010 avoids damaging and costly employment tribunals or negative publicity

The use of Diversity Data

Once Diversity data has been collected it is vital for it to be used, and for it to be seen to be used. Demonstrating its value and use will encourage further declaration. For example, during the recruitment cycle, by collecting and then analysing the data at various stages you can see which groups have applied for vacancies and see whether or not they have, proportionately, made it through the initial sift, interview and then through to final selection. This initial analysis may then be followed by some qualitative research on the barriers which may have existed for any groups disproportionately represented at any particular stage, followed up by an appropriate action to remove any unfair barriers.

Within the GLA

All applicants will complete an application form which includes a separate equal opportunities monitoring form. The monitoring form is removed from the application prior to the short-listing stage and is only seen by the recruitment team.

The information collated from the monitoring forms will be used for monitoring purposes only and to assess the Authority's performance against diversity targets and equal opportunities policy. Monitoring reports will be produced by the resourcing manager on a quarterly basis and shared with directors and heads of service.

The shortlist and interview panels will be provided with anonymised reports of candidates applying for and being shortlisted by ethnicity, gender, sexual orientation and disability. The panels should use the reports to satisfy themselves that, where possible, the applicant pool is representative of London's diverse community.

Providing Equal Opportunities and Recruiting a Diverse Workforce

How can recruiting managers/panel take steps to provide equal opportunities and recruit diversity teams.

What evidence would be in place to protect the organisation claims of discrimination/breach of policy/ethics.

Steps to take	Evidence

Equality and Diversity Strategies

Here is a selection of the strategies used within the GLA:

- Delivering 'get a job' workshops for charities and organisations
- Representing minority groups.
- Where possible, aim to provide representative selection panels.
- Guaranteed Interview Scheme
- Targeted campaigns to attract widest pool of applicants
- Policies recognises the importance of ensuring applications are ethnically and gender diverse, which is why additional efforts to attract suitable candidates may be made in certain circumstances if the application pool is not sufficiently diverse
- It is also important that the shortlisted candidates are as diverse as possible and selection panels are asked to consider this before finalising any shortlist.

The Authority operates a **guaranteed interview scheme** for disabled candidates. Those candidates, who demonstrate 'acceptable performance' against the requirements outlined in the person specification, will be guaranteed an interview.

More information about the guaranteed interview scheme is available on the intranet.

Reasonable adjustments must be made to the selection process and/or workplace to enable disabled individuals to participate in the recruitment and selection process on an equal basis and obtain and remain in work.

We guarantee to interview anyone with a disability whose application meets the minimum criteria for the post.

By 'minimum criteria' we mean that you must provide us with evidence in your application form which demonstrates that you generally meet the level of competence required for each competence, as well as meeting any of the qualifications, skills or experience defined as essential. The Cabinet Office is committed to the employment and career development of disabled people (the minimum criteria means the essential competences as set out in the advertisement for the post). To show this we use the Disability Symbol awarded by Job Centre Plus.

What do we mean by disability?

The Disability Discrimination Act, 1995 defines a disabled person as someone who has a physical or mental impairment which has a substantial and adverse long-term effect on their ability to carry out normal day-to-day activities.

Writing Job Descriptions and Person Specifications

Writing a job description

Preparing a job description is not a legal requirement but is useful for deciding the scope of the work, advertising the job, and clarifying what applicants will have to do in the job. It can also help to assess a new recruit's performance and determine training needs.

Think of a job description as a “snapshot” of a job. The job description communicates clearly and concisely what responsibilities and tasks the job entails and indicates, as well, the key qualifications of the job – the basic requirements (specific credentials or skills) – and, if possible, the attributes that underpin superior performance.

The GLA requires all roles to have an agreed job description which has been evaluated by HR. Further guidance on writing job descriptions can found via your HR team.

What is a person specification?

A person specification is a profile of the ideal candidate for the job. It lists the criteria necessary to carry out the job. A well-crafted person specification has several benefits:

- it enables potential applicants to determine whether they are capable of meeting the requirements of the job,
- it can filter out unsuitable candidates at an early stage
- it helps employers to identify what qualities are required to do the job
- it can be used as a guide when devising job advertisements and application forms
- it provides recruiters with a tool to systematically judge whether candidates meet the requirements and to compare one candidate with another
- it can reduce bias in the recruitment and selection process by ensuring candidates are judged against criteria which are relevant to the job, since all candidates are judged systematically on the same criteria
- it helps to ensure that your selection decisions can be justified using objective criteria should they be called into question at a later stage
- once you have appointed a new employee, the person specification and job description can be used as the basis for staff development, appraisals, or promotion

The person specification should closely reflect the requirements of the job description, and is designed to identify the specific attributes, which will be needed in order to carry out the role successfully. These may be different from the qualifications held by the present or previous incumbent. This specification can then be used as the basis for a systematic recruitment and selection process.

1. Technical Skills / Qualifications

Formal qualifications required including vocational qualifications

2. Specific Experience

Types of levels of experience required.

Research demonstrates it is unreliable to view experience simply in terms of elapsed time in a particular environment; in most cases competence can be established more readily by seeking evidence of personal achievement and contribution in previous roles.

3. Behavioural Competencies

These are observable and measurable behaviours, knowledge, skills, abilities, and other characteristics that contribute to individual success in the organisation. They come directly from the GLA Competency Framework.

Shortlisting

Once you have received the applications for the position you have available, it's time to sort through them and narrow them down to a shortlist of candidates to invite for interview / assessment centre.

Shortlisting is an important stage of the process in ensuring that recruitment and selection decisions are undertaken objectively. Shortlisting is completed by matching the skills, experience, knowledge and qualifications, outlined in each individual's application form with the requirements of the post as detailed in the person specification.

The ethnicity and gender characteristics of those applying should be summarised by the recruitment team. If the applications received are insufficiently ethnically or gender diverse the recruitment team and manager may consider ways of expanding the candidate list.

The shortlist process requires each panel member to independently score each application against the person specification. Application can be viewed and scored for short listing through the Engage recruitment portal. Panel members must enter their scores/comments before the Recruiting Manager as the Recruiting Manager has the final decision

For each stage of the selection process, i.e. shortlisting and interview, the panel will be required to assess the performance of each candidate using the 5-point scale outlined below

- 1 = unacceptable performance**, clearly short of requirements
- 2 = marginally acceptable performance**, just below requirements
- 3 = acceptable performance**, just meets requirements
- 4 = good performance**, comfortably meets requirements
- 5 = outstanding performance**, exceeds requirements

Use of a structured scoring system allows the manager and panel to objectively compare scores between candidates or against an ideal score for the job description and person specification.

Guaranteed Interview Scheme

Candidates who declare a disability on their application form will be eligible for the guaranteed interview scheme, if they demonstrate 'acceptable performance' against the requirements outlined in the person specification.

The panel should check to see if any candidates who declared a disability have demonstrated acceptable performance (a score of at least 3 against the key criteria) for the role and therefore if they should be added to the shortlist for interview. A list of candidates who declare a disability is available from the recruitment team for each campaign.

A candidate who has declared a disability and has demonstrated acceptable performance against the requirements for the role should automatically be shortlisted for an interview even if they have not scored as highly as other candidates on the shortlist.

Managers can refer to the Guaranteed Interview Scheme guidance or to a member of the HR/Recruitment team for further advice

The role of the Selection Panel



Job Description

Job title: Project Manager

Grade: 11 **Post number:** 000045;

Directorate: Resources

Unit: Human Resources & Organisational Development

Job Purpose

1. Contribute to the achievement of the Strategic Plan through managing and supporting a range of internally and externally focused projects.
2. Support organisational change and organisational development through the successful management and monitoring of projects in the GLA and through the GLA Group. Lead on the organisational development initiatives aimed at building people capability and organisational capacity.

Principal Accountabilities

1. Deliver key projects for the GLA and the GLA Group using the GLA's project management methodology; contribute to the improvement of how the GLA manages projects and deliver project management training
2. Provide internal consultancy support and strategic advice on key projects for senior colleagues in the GLA and across the GLA Group.
3. Contribute to the delivery of the performance management framework and identify and develop performance improvement opportunities, turn these into successful project work.
4. Support appropriate OD interventions to support change management and the embedding of a positive corporate culture.
5. Contribute to the development of the organisation, through improved business processes and building organisational capabilities.
6. Develop and manage implementation of guidelines, standards and policies to support and maintain good project and programme management practice throughout the Authority.
7. Develop successful networks within the organisation and with external partners.
8. Manage resources allocated to the job in accordance with the Authority's policies and Code of Ethics and Standards.
9. Realise the benefits of London's diversity by promoting and enabling equality of opportunities, and promoting the diverse needs and aspirations of London's communities

Dimensions:

Accountable to: Head of Human Resources

Principal contacts: Mayor, Mayor's Advisors, Assembly, Senior Managers and staff within the Authority and Senior Officers in other public and private sector organisations.

Person Specification

Technical requirements/qualifications/experience

1. Substantial experience of delivering major projects in complex organisations
2. Evidence of implementing change in complex organisations
3. Evidence of using strategic analytical skills to support project delivery, including using performance management frameworks to implement and monitor successful delivery

Behavioural competencies

Building & Managing Relationships

...is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals.

Level 3 indicators of effective performance

- Actively engages partners and encourages others to build relationships that support GLA objectives
- Understands and recognises the contributions that staff at all levels make to delivering priorities
- Proactively manages partner relationships, preventing or resolving any conflict
- Adapts style to work effectively with partners, building consensus, trust and respect
- Delivers objectives by bringing together diverse stakeholders to work effectively in partnership

Communicating & Influencing

...is presenting information and arguments clearly and convincingly so that others see us as credible and articulate and engage with us.

Level 3 indicators of effective performance

- Encourages and supports teams in engaging in transparent and inclusive communication
- Influences others and gains buy-in using compelling, well thought through arguments
- Negotiates effectively to deliver GLA priorities
- Synthesises the complex viewpoints of others, recognises where compromise is necessary and brokers agreement
- Advocates positively for the GLA both within and outside the organisation

Strategic Thinking

...is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

Level 3 indicators of effective performance

- Translates GLA vision and strategy into practical and tangible plans for own team or delivery partners
- Consistently takes account of the wider implications of team's actions for the GLA
- Encourages self and others to think about organisation's long term potential
- Informs strategy development by identifying gaps in current delivery or evidence

- Takes account of a wide range of public and partner needs to inform team's work

Planning & Organising

... is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard.

Level 3 indicators of effective performance

- Monitors allocation of resources, anticipating changing requirements that may impact work delivery
- Ensures evaluation processes are in place to measure project benefits
- Gains buy-in and commitment to project delivery from diverse stakeholders
- Implements quality measures to ensure directorate output is of a high standard
- Translates political vision into action plans and deliverables

Problem Solving

... is analysing and interpreting situations from a variety of viewpoints and finding creative, workable and timely solutions.

Level 3 indicators of effective performance

- Clarifies ambiguous problems, questioning assumptions to reach a fuller understanding
- Actively challenges the status quo to find new ways of doing things, looking for good practice
- Seeks and incorporates diverse perspectives to help produce workable strategies to address complex issues
- Initiates consultation on opportunities to improve work processes
- Supports the organisation to implement innovative suggestions

Organisational Awareness

... is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly.

Level 3 indicators of effective performance

- Uses understanding of differences between the GLA and its partners to improve working relationships
- Helps others understand the GLA and the complex environment in which it operates
- Translates changing political agendas into tangible actions
- Considers the diverse needs of Londoners in formulating GLA objectives
- Helps others understand how the media and external perceptions of the GLA influence work

Responding to Pressure and Change

... is being flexible and adapting positively, to sustain performance when the situation changes, workload increases, tensions rise or priorities shift.

Level 3 indicators of effective performance

- Clarifies direction and adapts to changing priorities and uncertain times
- Minimises the pressure of change for the directorate, lessening the impact for the team
- Uses change as an opportunity to improve ways of working, encouraging others' buy-in
- Keeps staff motivated and engaged during times of change, promoting the benefits
- Takes ownership for communicating change initiatives clearly, ensuring smooth implementation

Reasonable adjustment

Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work

Job Description

Job title: Administrator

Grade: 4

Directorate: Communities & Intelligence / Development & Environment /
External Affairs / Resources

Job purpose

To provide administrative support to the team/directorate, as a member of the support team.

Principal accountabilities

1. Provide general administrative support, including
 - Handling incoming and outgoing post
 - Arranging and/or undertaking document production services, e.g photocopying or bulk mailings.
 - Arranging meetings and managing diaries and 'bring forward' systems
 - Word processing, data entry and other related tasks.
 - Maintain filing and other office systems
 - Support to projects and/or events, as directed by member of the unit
 - Raise purchase orders and complete goods received notices via the finance database to ensure the timely confirmation and delivery of required goods and services.
2. Act as a first point of contact for enquiries to the unit.
3. Assist with the coordination of the Mayor's correspondence that is allocated to the unit, including allocation of correspondence to appropriate team members and providing responses to straightforward letters and emails.
4. Ensure the timely ordering of stationery and other supplies, adhering to the Authority's corporate procedures.
5. Undertake other administrative responsibilities as may be required on a flexible basis.
6. Realise the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London's communities
7. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary, cross-department and cross-organisational groups and project teams

Dimensions

accountable to: Administrative Coordinator

accountable for: Resources allocated to the job

Person specification

Technical requirements/experience/qualifications

1. Experience of using IT systems including MS Outlook, word-processing, spreadsheets and databases.

Behavioural competencies

Stakeholder Focus

... is consulting with, listening to and understanding the needs of those our work impacts and using this knowledge to shape what we do and manage others' expectations.

Level 1 indicators of effective performance

- Listens to understand requirements without making assumptions
- Demonstrates an enthusiastic and 'can do attitude' to all requests
- Provides timely, accurate and personalised responses
- Provides a polite and helpful first point of contact for stakeholders
- Learns from feedback to improve personal service to others

Communicating & Influencing

... is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.

Level1 indicators of effective performance

- Represents self and team positively within the organisation
- Speaks and writes clearly and succinctly using appropriate language that is easy to understand
- Considers the target audience, adapting style and communication method accordingly
- Communicates persuasively and confidently
- Checks for understanding

Planning and Organising

... is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard

Level 1 indicators of effective performance

- Plans and prioritises own workload to meet agreed deadlines
- Advises colleagues or manager early of obstacles to work delivery
- Perseveres and follows work through to completion
- Checks for errors to ensure work is delivered to a high standard first time
- Effectively juggles priorities

Problem Solving

... is analysing and interpreting situations from a variety of viewpoints and finding creative, workable and timely solutions.

Level 1 indicators of effective performance

- Breaks down work issues, seeking further information if necessary
- Provides workable solutions to solve immediate work problems
- Makes suggestions and implements improvements to personal work processes
- Actively supports new initiatives and tries different ways of doing things
- Learns from others' experiences

Organisational Awareness

... is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly

Level 1 indicators of effective performance

- Understands the structure and statutory responsibilities of the GLA
- Understands how own role and work contributes to team and organisational objectives
- Understands the role of the GLA, the Mayor and the Assembly in relation to Londoners
- Is sensitive to the culture and political context of the GLA and uses it to work effectively
- Treats GLA information as sensitive and confidential

Responding to Pressure and Change

... is being flexible and adapting positively, to sustain performance when the situation changes, workload increases, tensions rise or priorities shift.

Level 1 indicators of effective performance

- Stays calm in pressurised and demanding situations
- Responds flexibly to changing circumstances
- Recognises when unable to cope and asks others for help
- Demonstrates openness to changing work priorities and deadlines
- Maintains personal well-being and achieves a balance between work and home life

Support and Resources to Help You

- GLA recruitment and selection policy
- HR&OD team
- Engage Managers Guidance notes

Post-course activity

- Read Engage Managers Guidance notes
- Practice the skills learnt within the training by joining or running a selection panel

Key roles and responsibilities during the recruitment process – update with system steps

PROCESS STEPS	Recruiting manager / panel	HR Assistant/Resourcing Manager	HR Business Partner
Approval to recruit	Complete “approval to fill” post form All vacancies will be advertised internally initially	Check no ‘at risk ‘staff need to be considered before progressing to advert stage	Advise if at risk staff need to be considered
Preparation	Review and update job description and personal specification Decide on selection process including short listing, testing, interview methods and questions Arrange recruitment panel members Identify shortlist and interview dates	Provide advice on advertising vacancy Provide advice and selection methods Arrange 121 session on using online recruitment system Confirm recruitment timetable Arrange room bookings for interview and test	Signs off changes to Job Description and/or Person Specification Provide advice on short listing/selection process/interview questions
Advertising	Draft text for external advert and request sign off Suggest possible external media outlets for advert Agree contact details to be included in the advert Consider if there is particular audience or group re targeting advertising	Advert posted via online recruitment system and on relevant internal/external Advertising costs signed off	
Responding to candidates requests	Respond to applicant queries around specific aspects of the job role	Act as the initial point of contact for applicant queries on recruitment and application process	
Shortlisting	Use a structured scoring system Consider applying “weighting” to points of importance within short listing Consider issues of ethnicity and gender reflected in the current shortlist / Engage dashboard screen Each panel member to score applications online against personal specification criteria and submit to Recruiting manager for recommendation (provide comments as necessary) Recruiting Manager discusses with panel to agree final shortlist scores and submits online recommendations (provide comments as necessary)	Review ethnicity and gender characteristics of those applying Consider ways of expanding the candidate list if required HR Assistants checks online shortlisting scores and advise Recruiting Manager if any applicants need to be considered under Guaranteed Interview Scheme (GIS) Sent panel members shortlisting pack including forms, job description, person's back, application forms Provide panel with sample interview questions and test exercises	Provide advice to panel

		Notify panel of any Guaranteed Interview Scheme applicants	
Interviews	<p>Recruiting manager to brief panel members on interview and assessment process</p> <p>Interview panel complete interview scoring sheets</p> <p>Following interviews, review data and make decision that demonstrates that the best person was chosen due to their suitability against job requirements in person specification</p> <p>Upload interview notes for all panel members and signed interview schedule to the online recruitment system</p> <p>Recruiting Manager submits unsuccessful and successful recommendations to HRA via the recruitment system</p>	<p>Arrange interviews for those shortlisted and book rooms</p> <p>Draft interview schedule</p> <p>Notify Reception</p> <p>Administer any tests as required</p> <p>Take copies of right to work in the UK documentation</p>	Provide advice to panel
Offer of employment	<p>Contact successful candidate make an offer of employment</p> <p>Give feedback to unsuccessful applicant</p> <p>Review references for successful applicant</p> <p>Set up IT account, desk space, security pass and new starter arrangements</p>	<p>Provide advice to recruiting manager on making offers of appointment</p> <p>Send confirmed conditional offer of employment in writing</p> <p>Request 2 references, completion of Occupational Health forms</p> <p>Clarify options with Recruiting Manager re feedback and send regret letter to unsuccessful applicants</p>	
Contracts issued		<p>Confirms all pre-employment checks complete to recruiting manager</p> <p>Prepare contract of employment</p> <p>Send formal offer of employment</p>	Signs off contracts of employment
Induction and probation	<p>Plan induction course</p> <p>Commence Induction process</p> <p>Arrange HR induction meeting</p>	<p>Inform L&D of new starter</p> <p>Conduct HR Induction meeting with new starter</p> <p>Set up new starter on Connect</p>	
Feedback for interviewed candidates	<p>Provide constructive feedback over the phone for external candidates and face-to-face feedback internal candidates</p> <p>If requested provide written feedback</p>	Review written feedback before it is sent	

HR & OD Contacts

Human Resources - Business Partner Team 1

Two business partner teams provide generic HR support to named directorates including development of HR policies and projects. Patrick Alleyne heads the human resources team responsible for:

- Mayor's Office
- Communities & Intelligence
- External Affairs
- Housing & Land

Human Resources - Business Partner Team 2

Two business partner teams provide generic HR support to named directorates including development of HR policies and projects. Claire Deo heads the human resources team responsible for:

- Resources
- Secretariat
- Corporate Management
- Development Enterprise & Environment

Recruitment and Administration Team

The Recruitment and Administration Team deals with all aspects of recruitment, appointment, and general terms and conditions queries.

Getting Selection Right

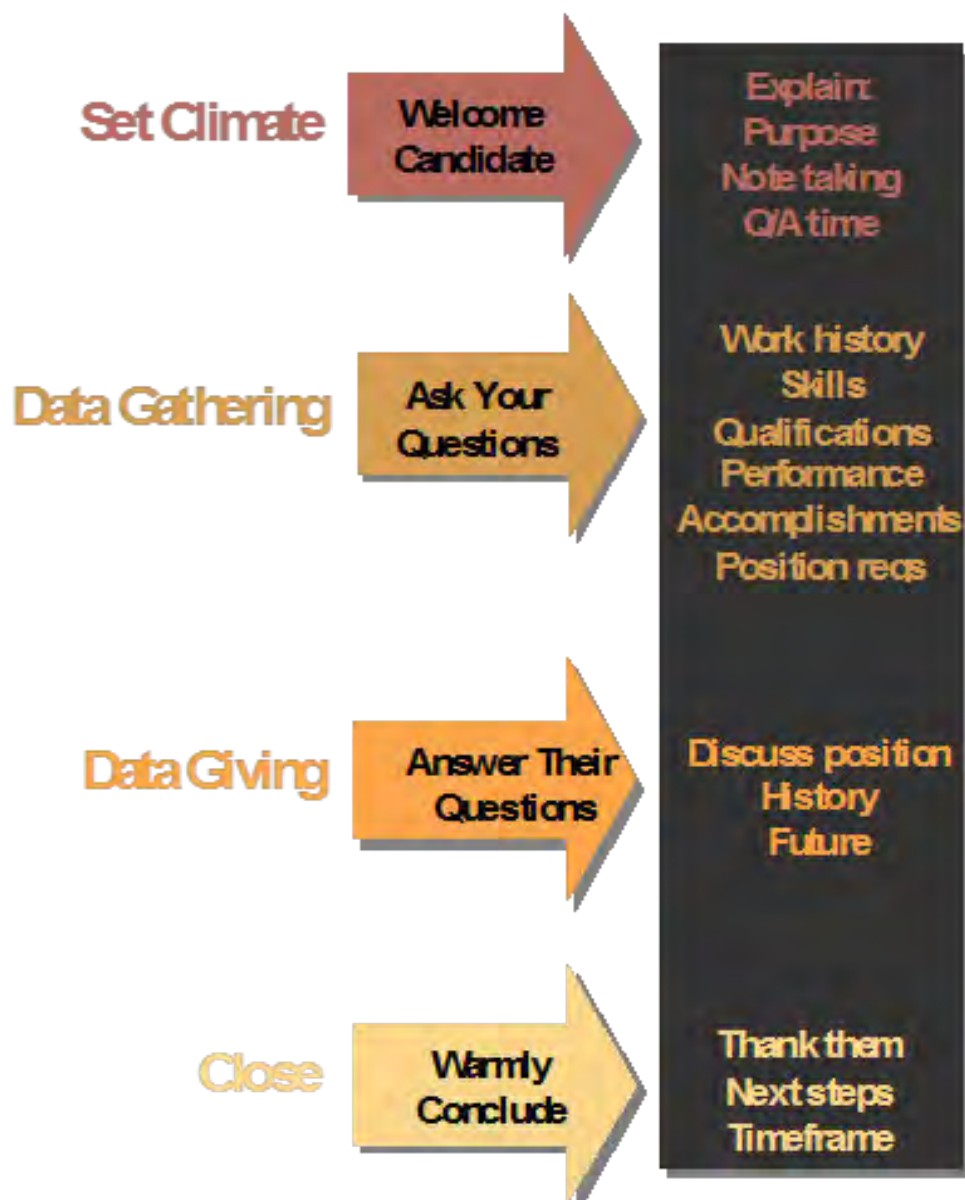
Think back to some of the selection interviews you have attended in your career as a candidate. Make notes of any good and bad practice you have experienced.

Good	Bad

We spend a lot of time and money on advertising, recruiting and selecting the best people. What can be some of the key costs associated to poor recruitment and selection?

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The 4 stages of an interview



Preparing for interviews

Care of candidates

Confirm:

- Who will be responsible for the greeting and care of candidates outside of the interview room before and after interview?
- How will candidate's waiting time will be managed e.g. waiting areas, access to drinks, toilets etc.?
- Where will candidates' belongings be stored safely if needed?
- Who will do their eligibility to work checks?

The interview room

Consider the physical environment of the interview room:

- Is the seating arrangement comfortable and inclusive?
- Will a fresh drink of water be made available for each candidate within the interview room?
- Is the temperature / ventilation and lighting of the room acceptable?
- Will interruptions or background noise be avoided?
- Do panel members have a view of a clock to avoid everyone having to furtively look at their watches?
- Have any requests for adjustments been put in place?
- Who will manage the situation if time slots over-run?

Briefing of the interview panel

In advance of beginning the interviews, the Chair should remind panel members that:

- The panel represents the GLA and must conduct its business with professionalism, integrity and in line with organisational policy
- The interview will be based along the lines of the agreed question framework supplemented with any specific questions for each candidate based on their application
- All members of the panel should engage fully in the interview process and probe candidates further if they would like further information than that offered
- The review of candidates will take place at the end of all the interviews, not between interviews
- All members of the panel should be aware of the influence of their non-verbal behaviour on proceedings and maintain an interested, welcoming and measured approach
- All candidates must be treated equally and with respect.

The Chair and panel will:

- agree allocated questions and running order
- decide if each member will take notes regarding the response to their designated question(s) or if this is to be undertaken by another colleague to allow uninterrupted discussion with the candidate
- identify a member of the panel to provide feedback for candidates post-interview
- at the decision-making stage, agree some points of feedback for each candidate which can be fed back on its behalf

Completing the interview

Opening the interview – action by the Chair

- Welcome the candidate (stand up to greet the candidate and offer to shake hands if you are able to do so) and thank them for attending
- Set a positive tone with appropriate non-verbal communication e.g. encouraging expression, responsive listening, eye contact, leaving space for the candidate to answer
- Introduce the panel by name and job title
- Explain the running order of interview
- Briefly confirm details of post being recruited to
- Confirm that the panel will take notes

Questioning

- Follow the predetermined question framework of “opening” (if using), “criteria” and “specific” questions
- Follow through with further probing questions when needed at any stage
- Set the context for questions when needed, but in general keep questions succinct. The interviewee should be doing most of the talking
- Probe further if you feel a response was unclear or you require more information

Listening

- Give all candidates your undivided attention throughout the interview, not just when asking questions
- Allow candidates to think of a response, do not interrupt or finish sentences
- Focus on the content of the answer
- Return candidates to the points of interest if they stray
- Be aware of the influence of prejudice regarding accent, grammar, intonation or deliver

Questions from the Interviewee

- Offer the interviewee the opportunity to raise questions after the interview panel has finished
- Invite members of the panel to respond as appropriate to their knowledge /expertise /experiences etc.

Closing the interview – action by the Chair

- Check from your notes that all areas where clarification was required have been met
- Offer panel the opportunity to ask any final questions on any areas not covered
- Provide outline of what will happen next regarding when you will be communicating the outcome of the interview, any further assessments etc.
- Thank the candidate again for attending and say who will show them out of the building/back to the waiting area.
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Inappropriate conduct during the interview

In the unlikely event that any of the parties involved in the interview – panel members or interviewee - should act inappropriately during the interview, e.g. use inappropriate language, make a discriminatory and/or offensive remark, the Chair/panel members should act immediately to remedy the situation. The details of the case will direct the necessary remedial action, in an extreme case it may be appropriate to adjourn the interview and seek advice immediately from your customary HR contact.

Making Decisions

After the final interview, panel members should compare their ratings and judgements using the scoring system agreed prior to the interviews. It is preferable to review candidates and their performances immediately after the interview process whilst the information is still fresh in the minds of the panel. All discussion should be supported by assessment evidence - not just personal impression. Candidates should be rated against the agreed and specified criteria and not against each other.

Time to review and discuss should be timetabled into the interview/selection planning. However, it is not essential that a recommendation for appointment has to be made on the same day as the interviews. Every appointment is a serious investment and the selection decision should not be rushed. Organising a further review meeting should always be considered an option and is preferable to making what could prove to be a poor appointment due to a hasty decision.

Essential action in the decision-making process

Decisions must be fair, objective, transparent and relevant to the advertised person specification.

Decisions must not be made on the basis of:

- Snap judgements
- Prejudice
- Stereotyping and presumption
- Halo or horns effects
- Mirroring (selecting candidates "in their own image")
- Personalities rather than abilities
- Over-reliance on a single element in the selection process
- Information provided informally

It is each panel member's responsibility to challenge their own personal prejudice and ensure that they are not acting in a discriminatory manner.

Action by panel

- Review all candidates on an individual basis
- Consider all elements of the assessment process
- All members of the panel should contribute
- Agree constructive, factually based feedback as a panel for each candidate and confirm who will provide this information
- The decision-making should not be rushed.

Ultimately, the Chair and the panel must be satisfied that the recommended appointee is of the appropriate high standard. If reaching consensus is proving difficult:

- reconsider the favourite candidates afresh against the essential/desirable criteria for the post
- consider reconvening to review the candidates again if the decision-making process has become heated or reached stalemate
- if there is deadlock over 2 or more candidates, consider bringing them back for a further interview or additional assessment test.

Contact the recruitment team for further guidance on any of these areas.

Candidates with a disability

If an interviewee has applied under the Guaranteed Interview Scheme (GIS) then they are guaranteed an interview providing that they meet the essential requirements of the post. For such candidates you will be aware that they have a disability in advance of inviting them to interview/selection tests. However, there will be other candidates who may not apply via the GIS, but may need some form of assistance/adjustment at the interview/selection test stage. In order to accommodate all candidates' needs we include a request to inform us of any assistance or adjustments that they may require in the invite correspondence.

If you receive a request for such support, you must treat it as priority action and work with the Recruitment team facilitate further support

During the interview and selection tests, use the pre-agreed question frameworks etc. and review the individual's performance on these grounds. The future need for any assistance or adjustments in order to do the job should not factor in this decision-making process.

Whilst legislation restricts the right of the employer to ask about disability and health issues related to the ability to do a post, with some linked exceptions, the candidate may choose to introduce this topic. If so, note the details of the information provided and reassure the candidate that the need for assistance/adjustments will not be a factor in the decision-making process. Should that individual be recommended for appointment, following a fair and transparent decision-making process, contact the Recruitment team immediately to discuss how to assess the adjustments required and establishing if they are reasonable for the post.

Greater London Authority competency question bank

Whilst interviewing is not a perfect science, error/risk can be minimised through developing well thought-out interview questions that effectively elicit behavioural evidence to reinforce the competence of candidates.

The Greater London Authority's competency framework is comprised of 12 competencies, each competency is divided into 4 levels. The following pages provide a range of suggested interview questions at each of the 4 levels across the 12 competencies. The example questions are all 'competency-based' which is GLA's recommended approach to interviewing.

Working with others cluster

Building and Managing Relationships

...is developing rapport and working effectively with a diverse range of people sharing knowledge and skills to deliver shared goals.

Why is it important? Having good working relationships with colleagues and effective alliances with external partners will help create an organisation people want to work with, enabling more effective delivery of the organisation's strategic priorities

Sample Interview Questions

Level 1

1. Tell us about a time when you have had to work as part of a team to ensure the unit/team objectives were met, outlining your role in the team and what action you took to ensure effective relationships with other team members
2. Tell the panel about a time when you have volunteered help to another member of a team. Explain the context, specifically what you did, and the outcome.

Level 2

1. Give an example of your past experience where you have worked with others/partners to facilitate joint working and deliver shared goals.
2. Please provide an example of a project or programme you have been responsible for where you have had to manage different points of view or areas of conflict with partners.

Level 3

1. Tell us about a time when you have had to forge relationships with a diverse group of stakeholders/partners in a way that ensures they are committed to helping your organisation succeed.
2. Describe a situation when you successfully built bridges between fractious colleagues/teams/service users. Explain the context, specifically what you did, and the outcome.

Level 4

1. Please give an example of when you have built an effective cross-organisation alliance to deliver more effectively.
2. When have you had to consider and manage political sensitivities when engaging in a joint initiative. Give an example to support your answer.
3. How have you ensured engagement and where required partnerships with stakeholders and/or community groups.

Working with others cluster

Stakeholder Focus

...is consulting with, listening to and understanding the needs of those our work impacts and using this knowledge to shape what we do and manage others' expectations

Why is it important? Stakeholders are anyone (internal or external) on whom our work impacts. We need to manage their expectations, respond to their aspirations and use diverse views to shape our work and deliver our vision for London.

Sample Interview Questions

Level 1

1. Give an example of how you have provided service to a client/stakeholder beyond their expectations. Explain the context, specifically what you did, and the outcome.
2. Give an example from your past experience when you have dealt with someone who was demanding or difficult to please. What was the issue, what action did you take and what was the outcome?

Level 2

1. Tell the panel about a time when you had to deal with a service complaint/problem/mistake identified by a customer. Explain the context, specifically what you did to address the issue, and the outcome.
2. How do you ensure the service you provide meets the needs of your clients/customers or stakeholders? Give an example of your experience that demonstrates your approach.

Level 3

1. Give an example of a time when you have spent a significant amount of time working with varied stakeholders/interest groups in order to understand their needs and subsequently develop a strategy to address them. Explain the context, specifically what you did, and the outcome.
2. Tell us about a time when you have received feedback to suggest that the work you were responsible for was not achieving what you expected. Outline how the feedback was received, what action you took and the outcome.

Level 4

1. How do you communicate with a stakeholder group that is as large and as diverse as London's population? Give an example that demonstrates your experience of communicating with a similar/relevant group.
2. Give an example of how you have built and/or maintained the reputation of an organisation/department through the delivery of a service or through engagement with stakeholder groups.

Working with others cluster

Communicating and Influencing

...is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.

Why is it important? So that we can effectively engage our diverse audience – colleagues, external partners and Londoners – and ensure they understand, respond to what we do and help us to deliver.

Sample Interview Questions

Level 1

1. Tell us about a time when you had to produce a piece of written work and it was important that it was accurate.
2. Give us an example of when you have had to communicate a message clearly and how you ensured your audience understood the key points

Level 2

1. Give an example of a difficult or sensitive situation that required extensive communication/diplomacy/sensitivity? Explain the context, specifically what you did, and the outcome.
2. Provide an example of when you have communicated to and gained buy-in from staff and/or external stakeholders to the organisation's vision or high-profile policy or project.

Level 3

1. Tell the panel about a time when you have had to get key messages across to a varied audience. Explain the context, your consideration, specifically what you did, and the outcome.
2. Give an example of a time when you have had to manage communications with a group of individuals/partners to reach a solution or compromise.

Level 4

1. Give an example of how you have previously communicated a compelling vision for the future, convincing staff and/or external stakeholders of the organisation's future/or of a key project or policy.
2. Describe a situation you were involved in that required a multi-dimensional communication strategy. Explain the context, specifically what you did, and the outcome.

Leadership Cluster	
<p>Strategic Thinking ...is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.</p> <p>Why is it important? We need to have a broad view, constantly scanning the horizon to identify current and future challenges and opportunities, helping us to promote and deliver organisational priorities more effectively.</p>	
Sample Interview Questions	
<p>Level 1</p> <ol style="list-style-type: none"> 1. Give an example of where you have taken action to understand the different parts of an organisation that have an impact on you and your role. 2. What is your understanding of this role and how the team's work contributes to the role of the GLA. 	<p>Level 2</p> <ol style="list-style-type: none"> 1. Give an example of a piece of work you have been responsible for that was linked to the organisation's strategic plan. 2. Give an example of how you have balanced the operational and strategic elements of your/your team's work to ensure delivery of organisational objectives.
<p>Level 3</p> <ol style="list-style-type: none"> 1. Tell me about a time when you have had to translate the organisation's vision and strategy into practical and tangible plans for the unit/directorate? 2. Tell us about a time when you have evaluated and analysed the views of the public/external stakeholders in order to develop clear objectives. 	<p>Level 4</p> <ol style="list-style-type: none"> 1. Give an example of how you have actively ensured that the views of key stakeholders were taken into account when developing the organisations priorities. What challenges did you face and how do you overcome them? 2. Tell us about a time when you have had to develop a compelling vision to implement an unpopular piece of legislation and/or strategic objective?

Leadership Cluster	
<p>Managing and Developing Performance ...is setting high standards for oneself and others, guiding, motivating and developing them, to achieve high performance and meet the GLA's objectives and statutory obligations.</p> <p>Why is it important? We want to perform at the highest standard to deliver the GLA's objectives. This means encouraging everyone to use their skills and knowledge in the most effective way and develop to their full potential.</p>	
Sample Interview Questions	
<p>Level 1</p> <ol style="list-style-type: none"> 1. How do you keep up to date with new processes and information in your role? Give an example of your approach. 2. Tell me about a time when you have taken responsibility for your own personal development plan. How did you go about it? 	<p>Level 2</p> <ol style="list-style-type: none"> 1. Tell us about a time when you have had to ensure your team had realistic and achievable workloads. What factors did you consider? 2. Explain a situation where you have proactively managed poor individual or team performance. Explain the context, specifically what you did, and the outcome.
<p>Level 3</p> <ol style="list-style-type: none"> 1. What strategy have you developed in the past to encourage your team to learn and reflect a positive team culture. 2. Give an example of a time when you have had to change team dynamics, roles or responsibilities to improve performance. Explain the context, specifically what you did, and the outcome. 	<p>Level 4</p> <ol style="list-style-type: none"> 1. How have you instilled and encouraged a high performance culture and what have been the challenges? 2. Give an example of a long-term action plan you have developed to target significant improvement in departmental/organisational performance.

Leadership Cluster	
<p>Decision Making ...is forming sound, evidence-based judgements, making choices, assessing risks to delivery, and taking accountability for results</p> <p>Why is it important? The decision we take have wide and far reaching implications and we need to be sure they are well founded, fair and will stand up to scrutiny.</p>	
Sample Interview Questions	
<p>Level 1</p> <ol style="list-style-type: none"> 1. Give an example of when you have been faced with a problem or difficult decision and your manager wasn't around to assist you. 2. Tell us about a work scenario which demonstrates your approach to making decisions at work. 	<p>Level 2</p> <ol style="list-style-type: none"> 1. Give an example where you have had to influence a decision maker to take a particular course of action. 2. Give an example of when you have felt pressure from a key stakeholder/senior staff member to make a decision that you were not comfortable to commit to.
<p>Level 3</p> <ol style="list-style-type: none"> 1. Tell us about a difficult decision you have had to make and how you ensured your team/partners/stakeholders were committed to your decision. 2. Tell us about a time when you have had to make a quick decision during a meeting and what you did to ensure that it would be the most appropriate decision given the information/resources available. 	<p>Level 4</p> <ol style="list-style-type: none"> 1. Give an example of a difficult decision you have made that had a significant impact on your organisation. 2. Give an example which demonstrates how you ensured commitment and buy-in from staff/partners to a long-term strategic decision you have made.

Delivering Results Cluster	
<p>Planning and Organising ...is thinking ahead, managing time, priorities and risks, and developing structured and efficient approaches to deliver work on time and to a high standard</p> <p>Why is it important? Success is measured by results. We will be judged by our ability to turn ideas and opportunities into concrete actions, working in partnership with others to deliver clear outcomes for Londoners in priority areas.</p>	
Sample Interview Questions	
<p>Level 1</p> <ol style="list-style-type: none"> 1. Describe a situation where you have used planning tools/methods to effectively manage your workload. Explain the context, specifically what you did, and the outcome. 2. Tell the panel about a time when you were responsible for a high volume of work and what you did to organise your time. 	<p>Level 2</p> <ol style="list-style-type: none"> 1. Give an example of when you took responsibility for planning the workload of a team of people and had to negotiate timescales with stakeholders. 2. Tell us about a time when you were responsible for delivering a project/programme on time and to budget. What action did you take?
<p>Level 3</p> <ol style="list-style-type: none"> 1. Tell us about a time when you were presented with a high level vision which you translated into a set of specific actions and deliverables. 2. Tell the panel about a time when you have been responsible for over-seeing or managing multiple projects. Explain the context, how you managed the situation, and the outcome. 	<p>Level 4</p> <ol style="list-style-type: none"> 1. Please give an example of when you had to realign an organisation's objective/deliverables to changing agendas. 2. Explain a time where you have lead a complex strategic planning exercise to align plans with organisational vision/direction. Explain the context, what you did, and the outcome.

Delivering Results Cluster	
<p>Problem Solving ...is analysing and interpreting situations from a variety of viewpoints and finding creative, workable and timely solutions.</p> <p>Why is it important? Our work involves breaking new ground. We need to understand the challenges the GLA, the GLA Group and other partners face and respond innovatively with new ideas and ways of working together.</p>	
Sample Interview Questions	
<p>Level 1</p> <ol style="list-style-type: none"> 1. Give an example of when you have proposed an improvement to a work process. 2. Tell the panel about a time that you have identified a problem at work. Explain what you did to address the problem, and the outcome. 	<p>Level 2</p> <ol style="list-style-type: none"> 1. Give an example of a time when you have generated a solution by proactively seeking the thoughts of your colleagues. Explain the context, specifically what you did, and the outcome. 2. Tell the panel about a time when you had to identify the underlying causes to a problem. Explain the context, specifically what you did, and the outcome.
<p>Level 3</p> <ol style="list-style-type: none"> 1. Describe a time when you had to analyse a difficult/multifaceted problem and generate a solution. Explain the context, specifically what you did, and the outcome. 2. Tell us about a cross-organisation/department project, that faced difficulties/challenges, and the action you took to get it back on track. 	<p>Level 4</p> <ol style="list-style-type: none"> 1. Describe a situation in which you have combined rational and intuitive approaches to resolve a complex/unique organisational problem. Explain the context, specifically what you did, and the outcome. 2. Tell the panel about a time that best illustrates your ability to manage complex group dynamics involving underlying or historic tension. Explain the context, specifically what you did, and the outcome.

Delivering Results Cluster

Research and Analysis

...is gathering intelligence (information, opinion and data) from a variety of sources, making sense of it, testing its validity and drawing conclusions that can lead to practical benefits.

Why is it important? The GLA has a strong reputation as a hub for London-related research. Quality information and insight will help us develop and substantiate robust policy and decisions which will lead to tangible benefits for Londoners.

Sample Interview Questions

Level 1

1. Give an example of when you have had to analyse a piece of data and summarise it effectively.
2. Give an example of a piece of research you have had to complete and how you went about it.

Level 2

1. Tell us about a time when you accessed alternative sources of information and integrated it with other data sources to arrive at meaningful conclusions.
2. Tell us about a time when the data source you were using proved inaccurate or insufficient. When did you realise this and what action did you take?

Level 3

1. Give an example of a piece of research and recommendations you produced. How did you ensure they were appropriate and practical?
2. Tell us about a time when you collected and effectively used multiple perspectives to understand data and draw conclusions.

Level 4

1. Tell us about a time that you facilitated high level ideas/knowledge exchange to stimulate new insights.
2. Tell us about a time when you encouraged managers in your department to use research and data sources in an innovative way.

Organisational Context Cluster

Responsible use of Resources

...is taking personal responsibility for using and managing resources effectively, efficiently and sustainably.

Why is it important? We want to provide maximum value for Londoners now and in the future. That means acting with integrity, looking for new ways to drive efficiencies and maintaining our reputation for costing no more than we should – either to the taxpayer or to the environment.

Sample Interview Questions

Level 1

1. Please provide an example from your experience which demonstrates your awareness of value for money and responsible use of resources.
2. Tell us about how you manage your own time to ensure you work efficiently and effectively.

Level 2

1. Tell us about a time when you have identified a process/ policy that could be more efficient or sustainable. What did you do to improve efficiency?
2. Provide an example of your past experience where you have been responsible for managing a budget. What controls did you put in place to monitor spend?

Level 3

1. Give an example of when you have been responsible for managing the financial performance and efficiency of a service/team/programme of work.
2. Please provide an example of your experience of managing contractors or suppliers

Level 4

1. Give an example of an initiative you have led to deliver efficiencies through partnership working.
2. How do you ensure adequate and fair resource allocation across an organisation? Give an example to support your answer.

Organisational Context Cluster	
<p>Organisational Awareness ...is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly.</p> <p>Why is it important? We are a high profile organisation, balancing statutory responsibilities with different demands and agendas. Our decisions can have wide repercussions on Londoners and beyond so we need to be able to navigate carefully and sensitively.</p>	
Sample Interview Questions	
<p>Level 1</p> <ol style="list-style-type: none"> 1. Tell the panel about a time when you used your knowledge of the organisation to either circumvent a problem or to ensure your personal objectives were relevant. Explain the context, specifically what you did, and the outcome. 2. Tell us about your experience of working in a political or high profile environment. 	<p>Level 2</p> <ol style="list-style-type: none"> 1. Tell the panel about a time when you have had to balance the views from different departments/teams before developing a plan. Explain the context, specifically what you did, and the outcome. 2. Tell us about your experience of delivering high profile projects in a politically sensitive environment.
<p>Level 3</p> <ol style="list-style-type: none"> 1. Tell the panel about a time when you have had to assess the viability of a new idea or initiative in a complex organisational environment. Explain the context, specifically what you did, and the outcome. 2. Give an example from your past experience where you have had to manage a project or work-stream, taking account of competing political views (or conflicting stakeholder/senior management views). 	<p>Level 4</p> <ol style="list-style-type: none"> 1. Describe a situation where you have had to implement/champion a complex change programme within a highly political context. Explain your considerations, approach, specifically what you did and the outcome.

Organisational Context Cluster	
<p>Responding to Pressure and Change ...is being flexible and adapting positively, to sustain performance when the situation changes, workload increases, tensions rise or priorities shift.</p> <p>Why is it important? We operate in a challenging social, economic and political context that is constantly changing. We need to respond to this positively and resiliently to ensure we continue to meet the needs and expectations of Londoners.</p>	
Sample Interview Questions	
<p>Level 1</p> <ol style="list-style-type: none"> 1. Tell the panel about a time when you had to change your plans to accommodate new information or shifting goal-posts. Explain the context, specifically what you did, and the outcome. 2. Provide an example where you have had to demonstrate flexibility in your approach to work. 	<p>Level 2</p> <ol style="list-style-type: none"> 1. Describe a time when you have had to change your priorities to meet the expectations of stakeholders/Management? Explain the context, specifically what you did, and the outcome. 2. Tell the panel about a time when you have lead by example to encourage your team to buy into new priorities/shifts in work focus.. Explain the context, specifically what you did, and the outcome.
<p>Level 3</p> <ol style="list-style-type: none"> 1. Give an example of managing a team/unit with competing demands/pressure. How did you keep performance high and delivery on track? 2. Describe a situation where you have successfully championed and inspired a team/department through a difficult period. Explain the context, specifically what you did, and the outcome. 	<p>Level 4</p> <ol style="list-style-type: none"> 1. Describe a situation in which you have had to quickly assimilate varied perspectives in a volatile/complex environment in order to plan a way forward. Explain the context, specifically what you did, and the outcome. 2. Give an example of a time when you have inspired a large team/department/organisation to commit towards a compelling and challenging vision for the future. Explain the context, specifically what you did, and the outcome.

Interview Observation Form

Observers Name

Practice session 1 / 2 / 3 (circle)

Four stages	Best Practice	Panel Member	Strengths	Areas to improve / develop
Set climate	<p>Introductions carried out and environment was made welcoming</p> <p>Interview process overview given</p> <p>Candidate was set at ease</p> <p>Rapport was built</p>			
Gather data	<p>Questions were asked clearly</p> <p>Encouraged candidate to use STAR where possible</p> <p>Active listening was demonstrated</p> <p>A fair and balanced range of questioning techniques were used to give the candidate a full opportunity to answer</p> <p>Body language was open and inclusive</p> <p>Tone was pleasant however neutral</p>			
Give data	<p>Question was answered professionally</p>			
Close	<p>An explanation of next steps were given</p> <p>The candidate was given a genuine thanks from attending</p>			

GLA Recruitment: Interview questions and assessment form

- Job title:
- Panel [circle]:

Interview date:

Location:

Candidate [insert]

Interview time [insert]:

Assessment criteria:

0 Inadequate performance**1 Unacceptable performance**, clearly short of requirements.**2 Marginally acceptable performance**, just below requirements.**3 Acceptable performance**, just meets requirements on most key attributes**•Good performance**, comfortably meets requirements on most of the key attributes**4 Outstanding performance** against all key attributes.

Test:	[score/comment]
Interview:	
Total:	

With the introduction of the Freedom of Information Act candidates are now able to request access to any information that the GLA may hold about them. Please support the GLA recruitment team's efforts to provide this information by ensuring that all notes made on candidates (incl. shortlisting and interview forms and any emails regarding candidates) are forwarded to the Human Resources representative or Recruitment team, post point 12. Thank you.

Introduction

- Introduce panel
- Outline interview structure.
- Explain that the panel will be taking notes & that there will be an opportunity for the candidate to ask the panel Qs at end.
- Explain that the panel want the candidate to do well – ask that they use examples of their experience (where appropriate) to answer Qs as fully as possible.
- Check that they are happy to begin

Q	• Question/Explanation	• Notes/Evidence	Assessment
Q1			0 1 2 3 4 5
Q2			

Q3			
Q4			0 1 2 3 4 5

	Are there any questions you would like to ask the panel?	
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Closing comments

- Thanks for coming to interview
- Give information about the decision making process and when candidates are likely to hear outcome.
- Check contact details for likely contact time – will contact all candidates to advise them of outcome.
- Any offer would be subject to satisfactory references and medical clearance.

GLA Human Resources: Shortlisting decisions form

GLA Human Resources: Shortlisting decisions form

Post:
Job reference number:
Panel [circle]:
Pack distributed date:
Target shortlist date: within 2 weeks

human
RESOURCES

Criteria:
1 = unacceptable performance
2 = marginally acceptable performance
3 = acceptable performance
4 = good performance
5 = outstanding performance

No.	Surname	Technical Requirement 1, e.g. 1. Experience of using IT systems including MS Outlook, word processing, spreadsheets and databases	Behavioural Competency 1, e.g. Stakeholder focus	Behavioural Competency 2, e.g. Communicating & Influencing	Behavioural Competency 3, e.g. Planning and Organising	Behavioural Competency 4, e.g. Problem Solving	Behavioural Competency 5 - Organisational Awareness	Behavioural Competency 6, e.g. Responding to Pressure and Change	TOTAL	Comments
1										
2										
3										
4										
5										
6										
7										
Proposed shortlist [name/score]:		1		2						
3		4		5						

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Sheet1

Continuation sheet

Sheet3

Ready

40%

Action Planning:

What are the 3 specific things you will do as a result of this session?

1.

2.

3.

MAYOR OF LONDON

Dignity & Inclusion



LONDONASSEMBLY

Workbook

Dignity & Inclusion

Contents	Page
Aims and Learning Outcomes	3
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Case Studies	23
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Legal Quiz Answers	30
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Aims and Learning Outcomes

Aims:

To enable you to achieve positive outcomes through promoting inclusive behaviours within your workplace

Learning Outcomes:

- Define diversity, equality and inclusion at the GLA
- Explain the concept of bias and how bias can hinder an inclusive environment
- Describe strategies individuals can use to eliminate their own bias
- List and describe the characteristics protected by equality legislation
- Recognise inappropriate behaviours
- Demonstrate the ability to confidently challenge inappropriate behaviours
- Plan specific actions for promoting diversity and inclusion within GLA

Programme:

- Welcome
- The drivers for diversity and inclusion
- The legislation
- Stereotyping and overcoming bias
- Inappropriate behaviours and challenging them
- Action planning

Definitions

Direct Discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic. *No legal defence.*

Indirect Discrimination occurs where the effect of certain provision, criteria or practice has an adverse impact disproportionately on one group or other. Indirect discrimination *does have a legal defence* - where it is a proportionate means of achieving a legitimate aim.

Associative Discrimination is discrimination against an individual because of an association with another person who has a Protected Characteristic under the Equality Act 2010 (other than marriage and civil partnership, and pregnancy and maternity).

Positive Discrimination is a policy in which members of minority groups are given preference over members of majority groups. This is done in a bid to obtain some equality or balance. Positive discrimination is illegal.

Positive Action. Action that may involve treating one group *more favourably* where this is a proportionate way to help members of that group overcome a disadvantage or participate more fully, or in order to meet needs they have that are different from the population as a whole.

Genuine Occupational Requirement. In very limited circumstances, an employer can claim that a certain protected characteristic is necessary for a role. For example, it may be appropriate for female doctor to be employed in an area of high Muslim population to be employed on grounds of decency.

Bullying. Offensive, intimidating, malicious or insulting behaviour, or an abuse or misuse of power or authority which has the purpose or effect of undermining, humiliating, denigrating or injuring the recipient.

- Bullying may be a persistent or an isolated incident
- This conduct may be of a physical, verbal or non-verbal nature.

Harassment. Any form of unwanted verbal, non-verbal or physical conduct which has the purpose or effect of violating the dignity of a person and/or creating an intimidating, hostile, degrading, humiliating or offensive environment.

- It may be related to age, sex, race, disability, sexual orientation , gender, religion, gender identity, nationality or any other personal characteristic of the individual
- It may be persistent or an isolated incident
- The key is that the actions or comments are viewed as demeaning and unacceptable to the person on the receiving end of it.

Victimisation. The less favourable treatment of someone compared to their peers *because they have complained* (whether formally or otherwise) that someone has been bullying or harassing them or someone else, *or supported someone* to make a complaint or given evidence in relation to a complaint. This would include the isolation of someone because he or she has made a complaint or giving him or her worse work.

Equality is about recognizing, respecting and valuing including different needs and giving everyone the opportunity to succeed. It is not about treating everyone the same. The characteristics protected by equality legislation are age, disability, gender reassignment, race, religion/belief, sex, sexual orientation, marriage and civil partnerships and pregnancy and maternity.

Diversity is about recognizing, respecting and valuing a wide set of differences and understanding that the opportunities we get are impacted by characteristics beyond those protected by legislation like class, family background, political views or union membership.

Inclusion means removing barriers and taking steps to create equality, harness diversity and produce safe welcoming communities and cultures that encourage innovative and fresh ways of thinking and allow people to speak up especially to suggest where things could be done better

Disability You're disabled under the Equality Act 2010 if you have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities

Reasonable Adjustments only have to be made if it's **reasonable** to do so. What's a reasonable thing to ask for depends on things like your disability, how practicable the changes are, if the change you ask for would overcome the disadvantage you and other disabled people experience, the size of the organisation, how much money and resources are available, the cost of making the changes and if any changes have already been made.

The **Equality Act 2010** says changes or adjustments should be made to ensure you can access the following things if you're disabled: education, employment, housing, goods and services like shops, banks, cinemas, hospitals, council offices,

leisure centres and associations and private clubs like the Scouts and Guides, private golf clubs and working men clubs.

Stereotyping and Bias

Stereotyping is defined as an "oversimplified, usually pejorative, attitude people hold toward those outside one's own experience who are different; they are a result of incomplete or distorted information accepted as fact without question". A stereotype is simply a widely held belief that an individual is a member of a certain group based on characteristics. Due to the process of over-generalisation within social perception, stereotyping leads to a great deal of inaccuracy in social perception.

Negative stereotyping wields a lingering impact on those who experience it, and in situations unrelated to the initial insult, a new study* finds:

"Past studies have shown that people perform poorly in situations where they feel they are being stereotyped," said lead researcher Michael Inzlicht of the University of Toronto in Canada. "What we wanted to do was look at what happens afterwards. Are there lingering effects of prejudice? Does being stereotyped have an impact beyond the moment when stereotyping happens?"

Inzlicht and colleagues went a step beyond the usual studies which examine the effects of discrimination on subjects completing a task directly related to cognitive abilities. They also observed the impact of experiences of negative stereotypes on subjects faced with neutral tasks afterwards —those tasks that required the ability to regulate thoughts and emotions.

"Even after a person leaves a situation where they faced negative stereotypes, the effects of coping with that situation remain," Inzlicht said. "People are more likely to be aggressive after they've faced prejudice in a given situation. They are more likely to exhibit a lack of self-control. They have trouble making good, rational decisions. And they are more likely to over-indulge on unhealthy foods."

*Inzlicht, M.; Kang, S. K. (2010). "Stereotype threat spillover: How coping with threats to social identity affects, aggression, eating, decision-making, and attention". *Journal of Personality and Social Psychology*. 99: 467–481. PMID 20649368. doi:10.1037/a0018951.

In another study*, the primary goal was to examine the role of proactive personality in moderating the influence of the widely-held 'masculine' stereotype about entrepreneurs on intentions to become an entrepreneur. Manipulating stereotype threat, results from eighty young women indicated that women with more proactive personality were more significantly affected by exposure to the commonly known stereotype about entrepreneurs and had a significant decrease in entrepreneurial intentions compared to women with less proactive personality.

*Gupta, V. K.; Bhawe, N. M. (2007). "The Influence of Proactive Personality and Stereotype Threat on Women's Entrepreneurial Intentions". Journal of Leadership & Organizational Studies. 13 (4): 73–85. ISSN 1071-7919. doi:10.1177/10717919070130040901.

So why do **Stereotypes Persist?**

There are three key factors:

1. **Stereotypes are functional:** As audience members we are bombarded with much more information than we can process. Our tendency is to reduce complexity to simplicity. We trade-off for simplification, which can lead to inaccuracy and we are often unaware of this deduction.
2. **Stereotypes are results of selectivity in social perception:** We tend to see what we expect to see, and we have a tendency to twist and distort the characteristics of others until it fits our stereotype of that particular group.
3. **Prejudice:** This is the most influential factor in stereotyping. Our perceptions are highly subjective; unfortunately the selectivity of a person's perception result in people seeing what they expect to see when they come in contact with members of a group they view with prejudice.

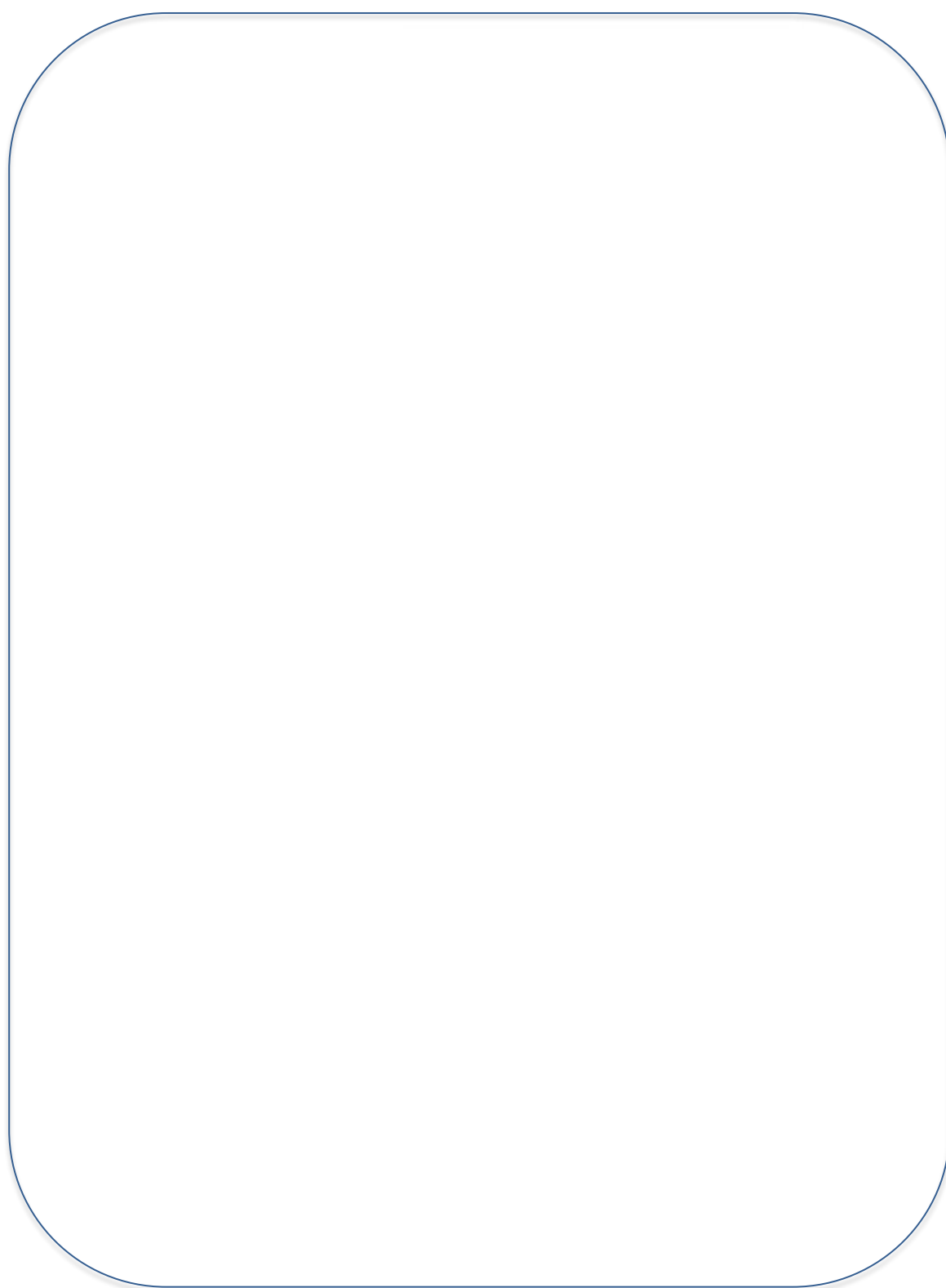
Ladder of Inference



LONDONASSEMBLY

As we adopt beliefs about people they become our 'unconscious bias'. This leads us to be being drawn towards those who are like us and pull us away from those who are different; this was a very natural and understandable way of behaving during our evolutionary history when faced with fighting for our survival.

Ways of Overcoming Bias



Personal Reflection on Bias

Directions

Using the rating scale through NEVER, SOMETIMES, OFTEN to ALWAYS, assess yourself for each item by placing an "X" on the appropriate place along each continuum.

When you have completed the checklist, review your responses to identify areas in need of improvement.

1. I educate myself about the culture and experiences of other racial, religious, ethnic and socioeconomic groups by reading and attending classes, workshops, cultural events, etc.

Never Sometimes Often Always

2. I spend time reflecting on my own upbringing and childhood to better understand my own biases and the ways I may have internalised the prejudicial messages I received.

Never Sometimes Often Always

3. I look at my own attitudes and behaviours as an adult to determine the ways they may be contributing to or combating prejudice in society.

Never Sometimes Often Always

4. I evaluate my use of language to avoid terms or phrases that may be degrading or hurtful to other groups.


Never Sometimes Often Always

5. I challenge my stereotypes and generalisations of other people based on their group identity.

Never Sometimes Often Always


6. I value cultural differences and avoid statements such as “I never think of you as _____,” which discredits differences.

Never	Sometimes	Often	Always
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7. I am comfortable discussing issues of racism, anti-Semitism and other forms of prejudice with others.

Never	Sometimes	Often	Always
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8. I am open to other people's feedback about ways in which my behaviour may be culturally insensitive or offensive to others.

Never	Sometimes	Often	Always
-------	-----------	-------	--------




9. I give equal attention to other people regardless of race, religion, gender, socioeconomic class or other difference.

Never	Sometimes	Often	Always
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10. I am comfortable giving constructive feedback to someone of another race, gender, age or physical ability.

Never	Sometimes	Often	Always
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11. The value of diversity is reflected in my work, which includes a wide range of racial, religious, ethnic and socioeconomic groups, even when these groups are not personally represented in my community.

Never	Sometimes	Often	Always
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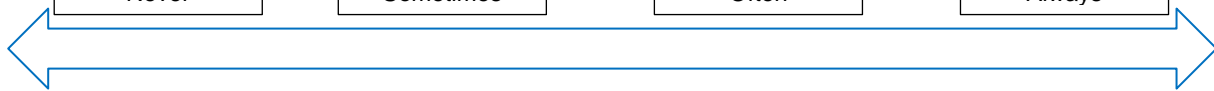
12. I work intentionally to develop inclusive practices, such as considering how the time, location and cost of scheduled meetings might inadvertently exclude certain groups.

Never	Sometimes	Often	Always
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13. I work to increase my awareness of biased content in television programmes, newspapers and advertising.

Never	Sometimes	Often	Always
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14. I take time to notice the environment of my home, office, house of worship and children's school, to ensure that visual media represent diverse groups, and I advocate for the addition of such materials if they are lacking.

Never	Sometimes	Often	Always
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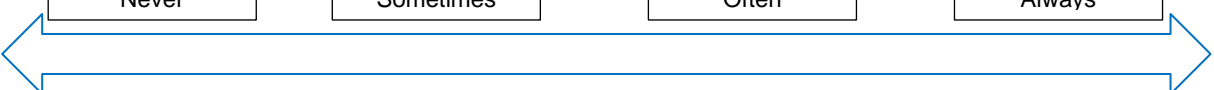
15. When other people use biased language and behaviour, I feel comfortable speaking up, asking them to refrain and stating my reasons.

Never	Sometimes	Often	Always
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16. I contribute to my organisation's achievement of its diversity goals through programming and by advocating for hiring practices that contribute to a diverse workforce.

Never	Sometimes	Often	Always
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17. I demonstrate my commitment to social justice in my personal life by engaging in activities to achieve equity.

Never	Sometimes	Often	Always
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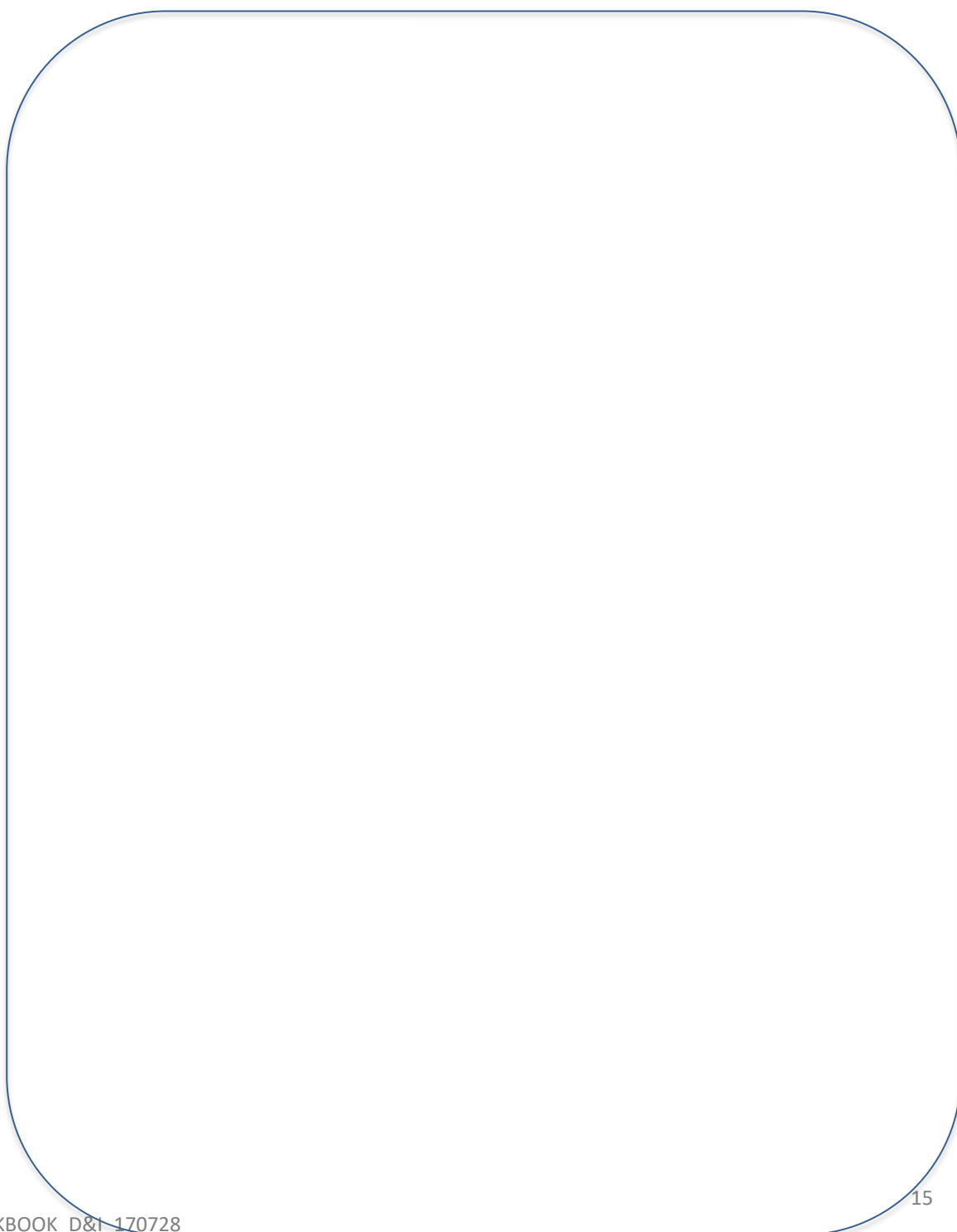


18. Whenever I organise, or attend an event I think carefully about making it accessible to people with a disability, and/or raise this with the organiser if I notice that the arrangements are inadequate.

Never	Sometimes	Often	Always
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Areas of Growth



Strategies for Overcoming Bias

- ☐ Consider various ways you can gain some insight in to your bias
- ☐ Explore the dynamics of your biases
- ☐ Recognise that specific bias exists
- ☐ Consider why it is usually so difficult to remove biases
- ☐ Ask yourself the 'difficult' question – why do I think this?
- ☐ Meet the object of your bias head on with an open mind
- ☐ Be objective – and encourage others to do likewise
- ☐ Differentiate on facts, not conscious or unconscious subjectivity
- ☐ Take time to make decisions
- ☐ Be, and make others, accountable for choice, decisions and actions
- ☐ Look for evidence to disconfirm stereotypes
- ☐ Challenge yourself and others on assumptions, stereotypes and bias

Behaviours

that could constitute harassment

Here are some examples that *could* be considered harassment linked to the Protected Characteristics:

Gender-based

- Jokes, banter or remarks about women or men generally which are demeaning or derogatory
- Sexist remarks made to or about an employee
- Calling someone by a name with a gender-bias
- Playing pranks on someone who is the only woman (or man) in an otherwise male (female) workplace.

Gender/Sex

- Unwelcome fondling, patting or touching
- Threatened or actual sexual assault
- Persistent sexual advances
- Language of a sexual nature, whether verbal or in writing
- Office gossip or detrimental speculation about an employee's private sexual activities
- Jokes or banter of a sexual nature
- Coarse or vulgar humour
- Sexually suggestive gestures
- Leering or whistling at someone in a manner that is overtly sexual
- The display of pin-up calendars or pictures of naked women or men
- Sexually explicit material displayed on computer screens.

Sexual orientation

- Homophobic or biphobic remarks or banter made to or about an employee with regard to their sexual orientation
- Jokes about gay, lesbian or bi people generally comments implying sexual orientation
- Offensive terminology used to or about a gay, lesbian or bi employee
- Deliberate isolation of someone at work or non-cooperation on the grounds of the person's sexual orientation
- Teasing directed at an employee on account of the fact they have a same-sex partner or a child who is gay, lesbian or bi

- Gestures which are derogatory or demeaning towards gay, lesbian or bi people

Race

- Threatened or actual physical assault motivated by race, colour, ethnic or national origins
- Language that is racially offensive or derogatory, whether oral or in writing
- Racist remarks made to an employee
- Racist remarks made about a particular race but not to anyone from that race
- Calling someone by a name based on race, colour, ethnic or national origins or nationality
- Deliberate isolation of someone at work or non-cooperation on the grounds of race
- Racist material displayed on computer screens
- The conspicuous display of a tattoo or the wearing of a shirt or badge that displays a racist or racially offensive slogan.

Gender Reassignment

- Suggestive remarks or sounds
- Unwanted comments on dress and appearance
- Verbal threats
- Swapping toilet signs over when someone declares their intention to transition
- Transphobic language and bullying
- Deliberate and repeated deadnaming (calling a trans person by a previous name) or misgendering (deliberately using incorrect pronouns to refer to a trans person)
- Jokes or banter of a sexual nature.

Religion

- Threatened or actual physical assault motivated by religious differences
- Derogatory remarks made about a particular religion or about a person on the grounds that he or she observes a particular religion
- Jokes or banter based on religion
- Office gossip or detrimental speculation about an employee's religion or religious practice
- Deliberate isolation of someone at work or non-cooperation on the grounds of their religion or religious practices
- Teasing someone about religious convictions or religious practices
- The conspicuous display of a tattoo or the wearing of a shirt or badge that displays a slogan that is offensive to people of a particular religion
- The blatant and conspicuous wearing of jewellery with an obvious religious message
- The wearing of clothing displaying football slogans that have a sectarian significance

Disability

- Pranks played against a disabled employee
- Jokes or banter based on disability generally, about a particular type of disability, or about a particular person with a disability
- Offensive terminology when describing a disabled person, eg 'cripple'
- Mimicking someone with a disability, eg someone with a speech impairment
- Deliberate isolation of someone at work or non-cooperation on the grounds of their disability.

Age

- Ageist remarks made to or about an employee
- Referring to someone using ageist terminology
- Treating a young colleague's ideas or suggestions as inferior just because of their youth
- Teasing directed at an employee on account of the fact that they have a much older or much younger partner
- Leaving, for example, forms regarding pension arrangements on an older person's desk without legitimate reason
- Cracking jokes or making demeaning remarks suggesting that an older person's physical or mental faculties may be declining on account of their age.

Inappropriate Behaviours

There are many reasons why inappropriate behaviours go unchallenged in the workplace. Here are just a few:

- Unaware of policy and procedure
- Unaware of the impact on the 'victim'
- Position in organisation
- Don't know who to turn to
- Fear of victimisation
- Fear of being seen as a 'trouble maker'
- Lack of self-confidence
- Lack of confidence in the procedure
- Perception of not being taken seriously in the past

When challenging inappropriate behaviour it is vital to be able to do it in an assertive manner. Here's a 'format' to help you do it:

Challenging Inappropriate Behaviour

BIFFS

- **B**ehaviour – be specific with no interpretations
- **I**mpact – on the business
- **F**eelings – your emotional reaction
- **F**uture – what you want
- **S**ituation monitoring

Behaviours

that don't constitute bullying or harassment

The table below explains the differences between management and bullying behaviour when tackling performance issues. This can sometimes be a difficult issue for both parties. Performance has to be managed the key is how that is done.

Addressing Poor Performance	Strong Management	Bullying
Identifying the performance issue	Involves looking at all the potential reasons for poor performance e.g. people , systems, training and equipment	No attempt to identify the nature or source of the poor performance
Seeking the views of the team or individual to identify the cause of the unacceptable level of performance	The team / individual takes part in looking for the source of the problems in performance and helps the manager to identify solutions for the whole team	No discussion of the cause of the performance deficit, or opportunities for the team members / individual to discuss their difficulties
Agreeing new standards of performance with all team members	Involves setting and agreeing standards of performance and behaviours for each team member and the manager	Imposing new standards without team discussion on appropriate standard of performance or behaviour
Agreeing the method and timing of monitoring team performance	Whenever possible the team or team member takes part in the monitoring process. The outcome of the monitoring is openly discussed	Without agreeing standards, the monitoring can occur at any time and involve areas that are unexpected by team members
Failure to achieve the standards of performance is dealt with as a performance improvement issue	Opportunities are taken to identify individuals who are struggling, and support is provided. Where individuals are unwilling to comply with the agreed performance improvement process, disciplinary action may be taken	Individuals who fail to achieve the standards of performance are put under pressure to conform. This may include ridicule, criticism, shouting, withholding of benefits, teasing or sarcasm

Recognising positive contributions	Recognises and rewards improvements in performance, attitude and behaviours	With no monitoring it's impossible to recognise where there have been positive contributions. Rewards and recognition are therefore arbitrary and open to acts of favouritism
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Reporting Bullying and Harassment

For further information about reporting bullying and harassment, please refer to the following policies:

[Code of Ethics](#)

[Dignity at Work Policy](#)

Case Studies

Number One

Helen, a fellow line manager, comes to you for advice. She explains that one of her team members, Claudette doesn't seem herself and has been acting 'weird'. Her work performance is also suffering. Over the past 6 months or so, Claudette seems much more emotional and erratic than normal and her personal presentation which was previously smart is rather unkempt. Helen admits that she is not one to 'confront things' and as a result has preferred to ignore the situation and has intentionally given her work that is not as critical. Initially it wasn't a problem and the mistakes that Claudette was making were minor and Helen was able to correct them but the mistakes are getting more serious and more frequent.

Your thoughts . . .

Number Two

Anna is from Poland has worked in the team for 9 months. She recently became friendly with Dorota, also from Poland, who works in another team across the other side of the building.

They often arrange break times together. Both are fluent in English although often chose to speak Polish during their breaks. They often look at other non-Polish speaking colleagues when they are talking and laugh whilst doing so.

This is making the colleagues feel very uncomfortable and intimidated and two of their colleagues, you and Mark have already mentioned to Anna that they feel this way to which Anna replied that it is their right to speak in their native language.

Since then, you feel Anna and Dorota are constantly talking and laughing at you, even when they're not together.

You really do want to sort this out . . .

Your thoughts . . .

Number Three

You are in a meeting where your line manager is overly critical towards a junior member of your team. You feel that this is inappropriate, and decide to give your manager some honest feedback at your next 1:1. He is not as receptive as you have hoped, and disagrees that anything in his behaviour was inappropriate. After the meeting, you notice a subtle shift in your relationship, as your manager comes more rarely to speak to you on informal basis, and is rather formal on other occasions.

One day, you learn that a new project you were hoping to get involved in to develop your experience has been allocated to another colleague. You are very disappointed, as you stated in your PDP you wanted to develop in that particular area. You also wonder whether the incident and subsequent exchange had anything to do with your manager's decision.

Your thoughts . . .

Number Four

You are fairly new to a team that has been together for a long time and where many of the work relationships have become friendships, with many members of the team also enjoying socialising outside of the work context.

Recently you have noticed that several of your colleagues who are very 'pally' with your manager have been offered the opportunity to take part in some exciting projects which could lead to all sorts of different development and career opportunities. One has been offered a secondment to a high profile business.

You're disappointed that you seem to have been overlooked and mentioned it a while ago to your manager hoping that he/she would find something for you too. What happened in reality was that yet more opportunities seemed to be handed out to the select few yet again.

It seems like favouritism to you. What do you do?

Your thoughts . . .

Number Five

You have recently attended the run through of a presentation to be given to the public during a stakeholder meeting on the implementation of a new process.

Whilst your colleague gave a good presentation during the rehearsal, you are concerned about the slides themselves because:

- It uses Times New Roman as a font (there is no specified 'house-style') with several words being in *italics*
- On several slides there are over 12 lines of text
- There is both red and green text

What are the problems here, actual or potentially? What do you do and say?

Your thoughts . . .

Number Six

You have overheard a conversation in the office. Chris is complaining to a friend about the way a stakeholder has used language they found offensive the last time they spoke and now doesn't want to call them and "get another earful". Chris is usually really confident at dealing with stakeholders but for some reason this seems to have undermined that confidence.

Chris is pleading with the friend not to say anything as the stakeholder is very senior and tackling it could be "career limiting". The quote of what was said is shocking and you find it offensive too. What do you do?

Your thoughts . . .

Action Planning

What else do you need to know?

What skills do you need to develop?

What will you do about these points?

When?

What will you do to promote dignity and inclusion within the GLA?

Legal quiz

Answers

Which of the following characteristics are protected in The Equality Act 2010?

- | | | | |
|----------------|------------|---------------------------------|------------|
| a) Sex | Yes | b) Marriage & Civil Partnership | Yes |
| c) Smoking | No | d) Gender reassignment | Yes |
| d) Nationality | Yes | e) Weight | No |
| f) Age | Yes | g) British regional accent | No |

The nine **Protected Characteristics** under the Equality Act are:

• Age	• Marriage and Civil Partnership	• Religion /Belief
• Disability	• Pregnancy and Maternity	• Sex
• Gender Reassignment	• Race	• Sexual Orientation

1. Are you legally protected by legislation against:

- a) Bullying? **No**
(although there are times when the legislation against unfair/unconstructive dismissal may come in to play or claims for stress related injury/illness)
- b) Harassment? **Yes**
- c) Unfair discrimination? **Yes**

2. It is acceptable to employ only women in an organisation because of its culture, and it's perceived that men wouldn't fit in nor be able to work alongside the women effectively.

True/**False**

- **Direct Discrimination** occurs when someone is treated less favourably than another person because of a protected characteristic they have or are

thought to have, or because they associate with someone who has a protected characteristic

3. It would be unlawful to refuse to employ someone in a driving job because they have a beard

True/False

- **Indirect Discrimination**, whilst it may not be intentional, could unfairly discriminate against certain faiths. Indirect discrimination occurs where the effect of certain requirements, conditions or practices has an adverse impact disproportionately on one group or other. Indirect discrimination generally occurs when a rule or condition, which is applied equally to everyone, can be met by a considerably smaller proportion of people from a particular group, the rule is to their disadvantage, and it cannot be justified on other grounds.
- Indirect Discrimination does have legal defence if it can be demonstrated that the discrimination is a proportionate means of meeting a legitimate aim. For example an organisation may demonstrate differences of treatment on grounds of age; this may not constitute discrimination if they are objectively and reasonably justified by a legitimate aim, including legitimate employment policy, labour market and vocational training objectives and if the means of achieving that aim are appropriate and necessary.

4. Some who is caring for a disabled adult is protected by The Act

True/False

- Known as **Associative Discrimination**. Discrimination against an individual because of an association with another person who has a Protected Characteristic under the Equality Act 2010 (other than marriage and civil partnership, and pregnancy and maternity)

5. It is unlawful to employ staff from a particular race solely because the current ratio doesn't match the local population.

True/False

- **Positive Discrimination.** Positive discrimination is a policy in which members of minority groups are given preference over members of majority groups. This is done in a bid to obtain some equality or balance. Positive discrimination is unlawful.
6. It is lawful to provide special training sessions for women to help them become more eligible for senior positions

True/False

- Known as **Positive Action.** The Equality Act allows service providers to take action that may involve treating one group more favourably where this is a proportionate way to help members of that group overcome a disadvantage or participate more fully, or in order to meet needs they have that are different from the population as a whole.
7. In an Indian restaurant, it would be lawful to employ only people of Indian race in:

a) A chef role True/False (Direct Discrimination)

b) A serving role True/False

- **Genuine Occupational Requirement.** In this case, for reasons of authenticity it would be legal to employ from a specific ethnicity for serving staff but *not* for cooking as it would be considered that this is a skill that could be demonstrated by people from other ethnic groups.
- In very limited circumstances, an employer can claim that a certain Protected Characteristic is necessary for a role:
 - Physiology or authenticity (for example, in choosing actors to play a role),
 - Privacy and decency of people the employee would be dealing with (for example, staff in a care home),
 - Private household's integrity (for example, professional carers for an individual, but not normally nannies),
 - Single-sex accommodation, when it is unreasonable to expect the employer to provide additional accommodation,
 - Single-sex establishments, for example special prisons and refuges,
 - Personal welfare and counselling, when sex is directly relevant to the welfare or counselling provided,
 - Jobs in foreign countries with specifically relevant laws or customs.

In each of these, reasons must be specific and absolute, not based on stereotypes or generalised assumptions.

8. Someone who is undergoing treatment for cancer is covered by The Act

True/False

- The Equality Act automatically considers a diagnosis of **cancer as a disability**. You don't have to have symptoms or to consider yourself to be disabled by your cancer to be covered.

10. Employers can always ask applicants for a new job about their health and disabilities as part of the selection process?

True/**False**

- A key section of the Equality Act prohibits employers from asking job applicants questions about their disability or health prior to making an offer of employment, except in some prescribed circumstances. Employers may ask applicants if they need any reasonable adjustments for the application process, assessments or interview or if personal knowledge or experience of a particular disability is required for the job, e.g. mental illness for a mental health case worker the employer can ask if the applicant has or had that disability.
- Employers can ask – and they do through the monitoring questionnaires – but not as part of the selection process.

11. What % of the London population classify themselves as:

- | | |
|--|--|
| a) Black, Asians, Minority Ethnic (BAME) | 42% : Source: 2011 UK Census |
| b) Disabled | 20% : Source: London Assembly Economy, Culture and Sport Committee March 2012 |
| c) Gay, Lesbian and Bisexual | 2.5% : Source, ONS Integrated Household Survey 2010. |
| d) White British | 58% : Source, 2011 Census |

12. An employer can tell staff what to wear at work?

True/False

As a subject area, dress codes and appearance at work are becoming more important in the workplace. This is partly due to a number of legal cases being highlighted in the media and uncertainties amongst employers and employees about what dress code is acceptable.

Dress codes are often used in the workplace and there are many reasons why an employer may have one, for example workers may be asked to wear a uniform to communicate a corporate image and ensure that customers can easily identify them. Often an employer will introduce a dress code for health and safety reasons, for example health care workers may not be allowed to wear jewellery for safety reasons when around patients and certain clothing may not be allowed in factories while operating machinery.

An employer's dress code must not be discriminatory in respect of the protected characteristics in the Equality Act 2010.

Key points

- Employers must avoid unlawful discrimination in any dress code policy.
- Employers may have health and safety reasons for having certain standards.
- Dress codes must apply to both men and women equally, although they may have different requirements.
- Reasonable adjustments must be made for disabled people when dress codes are in place.

A dress code can often be used by employers to ensure workers are safe and dressed appropriately. It should, however, relate to the job and be reasonable in nature. For example workers may be required to tie their hair back or cover it for hygiene reasons if working in a kitchen.

Employers may have a policy that sets out a reasonable standard of dress and appearance for their organisation. Any dress code should be non-discriminatory and should apply to both men and women equally. Standards can be different, for example a policy may state "business dress" for women but may state for men "must wear a tie".

(ACAS Guidelines)

Key Terminology

Equality is about recognising, respecting and valuing differences, including different needs, and giving everyone the opportunity to succeed. It is not about treating everyone the same. The characteristics protected by equality legislation are age, disability, sex, gender reassignment, ethnicity, pregnancy and maternity, religion and/or belief and sexual orientation.

Diversity is about recognising, respecting and valuing a wide set of differences and understanding that the opportunities we get are impacted by characteristics beyond those protected by legislation like class, family background, political views, union membership etc.

Inclusion means removing barriers and taking steps to create equality, harness diversity and produce safe, welcoming communities and cultures that encourage innovative and fresh ways of thinking and allow people to speak up, especially to suggest where things could be done better.

Inclusive Design creates environments which everyone can use to access and benefit from the full range of opportunities available; confidently, independently, with choice and dignity, which avoids separation or segregation and is made up of places and spaces that acknowledge diversity and difference, meeting the needs of everyone in society.

A **Carer** is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support

Community Engagement is a process that involves communities in deliberation, decision- making and practical action. Community engagement can be done using a wide range of methods, and can include both face-to-face and online engagement.

Disability as defined by the Equality Act 2010, is a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on a person's ability to do normal daily activities. The social model of disability defines disability as the effect of the barriers, discrimination and disadvantages faced by disabled people, not the impact of their specific impairment.

LGBT+ is an acronym describing lesbian, gay, bi and trans people.

A glossary of terms describing sexual orientation and gender identity is included below:

Lesbian - Refers to a woman who has a romantic and/or sexual orientation towards women.

Gay - Refers to a man who has a romantic and/or sexual orientation towards men. Also a generic term for lesbian and gay sexuality - some women define themselves as gay rather than lesbian.

Bi - Bi is an umbrella term used to describe a romantic and/or sexual orientation towards more than one gender. Bi people may describe themselves using one or more of a wide variety of terms, including, but not limited to, bisexual, pan, queer, and other non-monosexual identities.

Trans - An umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth. Trans people may describe themselves using one or more of a wide variety of terms, including (but not limited to) transgender, transsexual, gender-queer (GQ), gender-fluid, non-binary, gender-variant, crossdresser, genderless, agender, nongender, third gender, bi-gender, trans man, trans woman, trans masculine, trans feminine and neutrois.

Queer - Queer is a term used by those wanting to reject specific labels of romantic orientation, sexual orientation and/or gender identity. It can also be a way of rejecting the perceived norms of the LGBT community (racism, sizeism, ableism etc). Although some LGBT people view the word as a slur, it was reclaimed in the late 80s by the queer community who have embraced it.

Questioning - The process of exploring your own sexual orientation and/or gender identity.

Intersex - A term used to describe a person who may have the biological attributes of both sexes or whose biological attributes do not fit with societal assumptions about what constitutes male or female. Intersex people may identify as male, female or non-binary.

Ally - A (typically) straight and/or cis person who supports members of the LGBT community.

Ace - Ace is an umbrella term used to describe a variation in levels of romantic and/or sexual attraction, including a lack of attraction. Ace people may describe themselves using one or more of a wide variety of terms, including, but not limited to, asexual, aromantic, demis and grey-As.

Pan - Refers to a person whose romantic and/or sexual attraction towards others is not limited by sex or gender

Minority-led business are businesses where the over 51% of the senior management team or owners are from a minority ethnic community.

Older people refers to people over 50, but also recognises that those above retirement age and those over 70 may have particular requirements that need to be addressed.

Social integration is about how we all live together - building strong communities where all Londoners can lead interconnected lives and play an active part in their city and the decisions that affect them. This can only be achieved by working to prevent, identify and remove inequalities and barriers that prevent people from engaging in their communities and wider society, whilst recognising the important role interaction and participation play in overcoming these.

GLA Evidence 2.3A

Screenshot of how the Allies video is clearly signposted from the main Induction intranet page (link is highlighted in yellow):

Development, Enterprise and Environment

Resources

Monitoring Officer

External Relations Unit

Housing and Land


Intelligence Unit

GLA Functional Bodies

role and within the GLA.

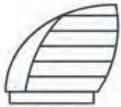
The intranet is a good place to learn more about the organisation and this page has a range of resources to help you settle in.

See a **welcome message from the Mayor**




About the GLA

Induction




Information about working at the GLA

GLA life - staff networks and groups




Socialising, networking and local facilities



Your first week, courses and probation

Human Resources policies and staff benefits



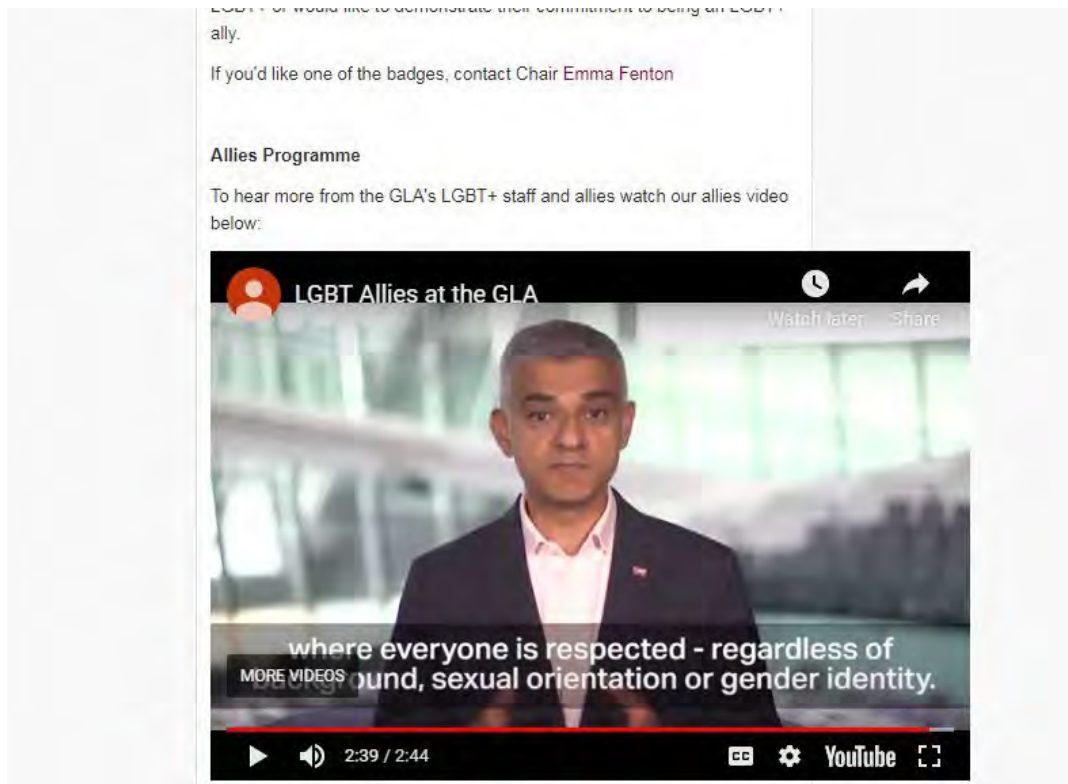
A full list of HR policies and staff benefits

Referenced Documents:

[annual leave](#)

Link to full Allies video, available on GLA intranet and on YouTube (please note that the Mayor of London speaks from 2.02-2.44): <https://youtu.be/5aPQ0X-Zd64>

Screenshot of Allies video hosted on intranet page:



Screenshot of Mayor's induction video, as hosted on the new starter induction intranet pages:



GLA Evidence – question 2.3B

Screenshot 1: Screenshot 1/2 of the dedicated LGBT+ network intranet page. Please note the clear instruction for new starters and people looking to join the network – ‘to find out more, simply send an email’ with hyperlinked network email address. If a new starter clicks on this link and sends an email, they will be added to the LGBT+ network’s mailing list and advised of future meetings and network activities.

GREATER LONDON AUTHORITY | Intranet Hello SSidaway Logout


[News](#) [Inside GLA](#) [GLA Life](#) [Working](#) [Tools](#) [People](#) [Share](#) [Add Content](#) [Search](#)

[View](#) [Edit](#)

Intranet Pages

- [Leadership structure](#)
- [The Mayor's Office](#)
- [The London Assembly and Secretariat](#)
- [Corporate Management](#)
- [Development, Enterprise and Environment](#)
- [Resources](#)
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- [External Relations Unit](#)
- [Housing and Land](#)
- [GLA Functional Bodies](#)


GLA LGBT+ Network



The GLA LGBT+ Network is a staff-led group that raises awareness about and champions LGBT+ equality issues for City Hall staff, supports LGBT+ staff in their social and working lives, and encourages all City Hall employees to become LGBT+ allies.

Membership of the LGBT+ Network is open to all City Hall, regardless of sexual orientation or gender identity, our LGBT+ allies are some of our most active Network members.

Meetings take place on a monthly basis - to find out more, simply send an [email](#)

The LGBT+ Network is Chaired by 

Further information

For further details about the network including our aims, membership and code of conduct read the [GLA LGBT+ Network Terms of Reference](#)


To read most recent blogs about diversity and equality at the GLA, visit the [All Things Being Equal](#) forum.

A helpful [glossary of terms](#) can be found on the Stonewall website, which also has other resources and information that is freely available to download.

Screenshot 2: Screenshot 2/2 of the dedicated LGBT+ network intranet page, including information about the Allies programme.

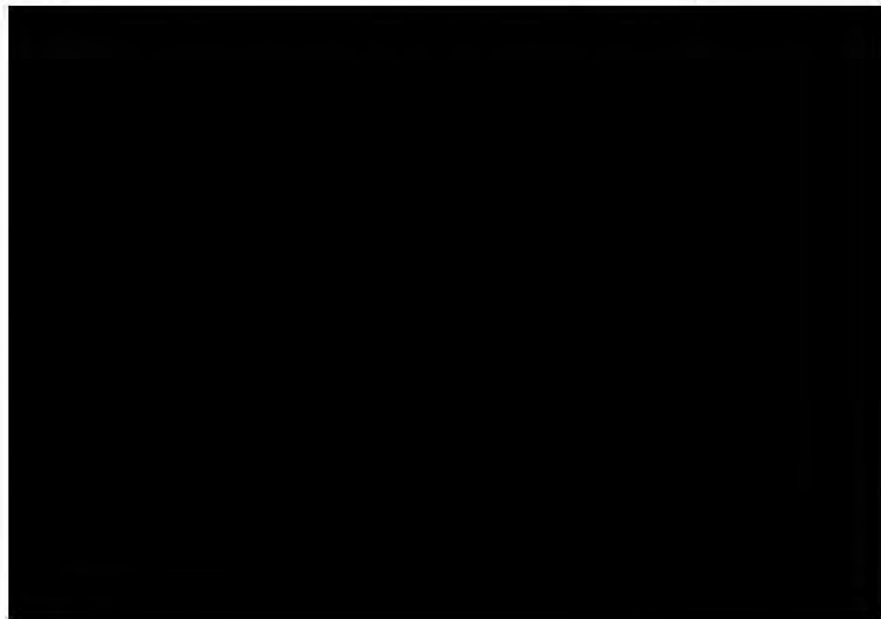
Rainbow Badges

Rainbow badges are available to all GLA employees who identify as LGBT+ or would like to demonstrate their commitment to being an LGBT+ ally.

If you'd like one of the badges, contact Ch 

Allies Programme

To hear more from the GLA's LGBT+ staff and allies watch our allies video below:



Screenshot 3&4: The screenshots below are of the dedicated new starter induction pages on the intranet, showing how these pages directly signpost a new starter to the above information about the LGBT+ network (screenshots 1 & 2). The signposting route is highlighted in yellow.

Intranet Pages

Leadership structure

The Mayor's Office

The London Assembly and Secretariat

Corporate Management

Development, Enterprise and Environment

Resources

Monitoring Officer

External Relations Unit

Housing and Land

GLA Functional Bodies

Welcome to the GLA!


GREATERLONDONAUTHORITY

Welcome to the GLA, we're glad you're joining us!

The GLA recognises that its staff are fundamental to the successful running of the organisation and delivering the best for Londoners. We hope your induction will help you feel welcome, valued and settled in your new role and within the GLA.


The intranet is a good place to learn more about the organisation and this page has a range of resources to help you settle in.

See a **welcome message from the Mayor**




About the GLA

Induction



Information about working at the GLA



Your first week, courses and probation

GLA life - staff networks and groups

Human Resources policies and staff benefits

Related Pages

Learning and Development Calendar

About the GLA

Attached Files

Referenced Documents:
annual leave

Intranet Pages

[Leadership structure](#)

[The Mayor's Office](#)

[The London Assembly and Secretariat](#)

[Corporate Management](#)

[Development, Enterprise and Environment](#)

[Resources](#)

[Monitoring Officer](#)

[External Relations Unit](#)

[Housing and Land](#)

[GLA Functional Bodies](#)

GLA life

Socialising and networking

There are a number of staff networks and groups at the GLA that staff can join. You can find all the [GLA networks](#) and [staff groups](#) on the intranet.

Staff networks	Staff groups and clubs
Health and Well-being	Christian Group
The Women's Network	Running Club
LGBT+ Network	Knitting Club
BAME Network	Book Club
Social Committee	Cricket Club
List of Unison officials	Yoga Classes
Staff Volunteer Champion Network	Fitness classes at Union Street

In and around City Hall and Union Street offices

Both offices have their own cafe that is located on the lower ground floor. Opening times vary from each office. Breakfast and lunch is served daily. There is also a tea point on each floor at City Hall, and at Union Street, where you will find a daily supply of tea, coffee, sugar and milk for staff use.

	City Hall	Union Street
Banks and cash points	There are two cash points located behind	

Related Pages

[About the GLA](#)

[Induction essentials](#)

[Human Resources policies and staff benefits](#)

GLA Evidence: Question 2.3C

Screenshot 1/2: This screenshot is of the dedicated new starter induction pages on the GLA intranet, showing how these pages directly signpost a new starter to information about LGBT+ inclusive policies. The signposting route is highlighted in yellow.

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About

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Welcome to the GLA, we're glad you're joining us!

The GLA recognises that its staff are fundamental to the successful running of the organisation and delivering the best for Londoners. We hope your induction will help you feel welcome, valued and settled in your new role and within the GLA.

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See a **welcome message from the Mayor**



About the GLA	Induction
 <p>Information about working at the GLA</p>	 <p>Your first week, courses and probation</p>
GLA life - staff networks and groups	Human Resources policies and staff benefits
 <p>Socialising, networking and local facilities</p>	 <p>A full list of HR policies and staff benefits</p>

Screenshot 2/2: This screenshot shows where a new starter would be signposted to from the new starter induction intranet pages. This page explicitly states that the GLA's policies are LGBT inclusive.

A- Z of Human Resources policies and procedures

The Greater London Authority intends that its workforce reflects London's diversity at all levels of the organisation and aims to be an inclusive employer that positively values the contribution of all employees. Through both its employment policies and strategies for London, the GLA aims to achieve equality of opportunity for all sections of the workforce and the community it serves

The GLA's policies apply to all employees, regardless of age, disability, gender reassignment, marital status and civil partnership, pregnancy and maternity, race, religion or belief, sex, gender identity, gender expression and sexual orientation.

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

A

- [Acting up allowances, honararia and recognition payments](#)
- [Adoption policy](#)
- [Apprenticeship scheme guidelines](#)
- [Annual leave](#)
- [Annual leave trade in](#)

B

- [Bicycle loan scheme](#)
- [Bank Holiday Calculation](#)

C

- [Capability procedure](#)
- [Carers](#)
- [Child Policy and Protection](#)


Related Pages

- [Human Resources forms](#)
- [Human Resources & Organisational Development](#)
- [Learning and Organisational Development](#)
- [Internal Communications](#)
- [Terms and Conditions of Employment](#)

- **External link to video promoting Allies programme:** <https://youtu.be/5aPQ0X-Zd64>
- **Information about the Allies programme permanently shown on the GLA intranet (on the LGBT+ network group page):**

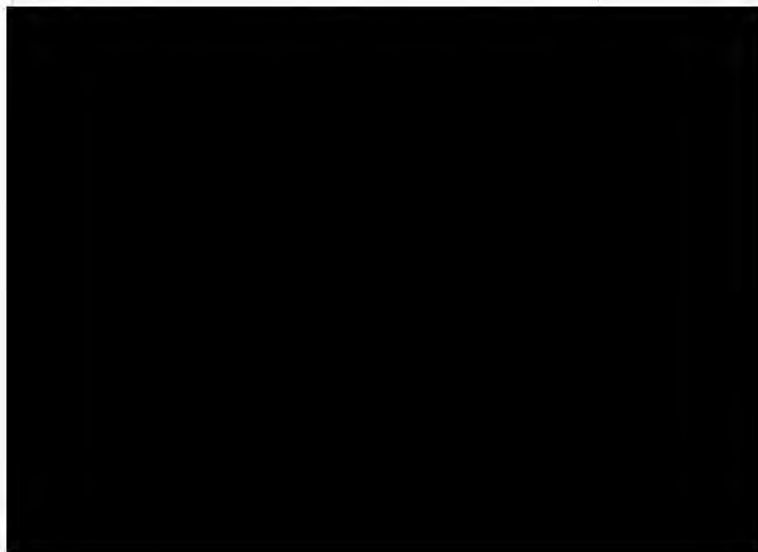
Rainbow Badges

Rainbow badges are available to all GLA employees who identify as LGBT+ or would like to demonstrate their commitment to being an LGBT+ ally.

If you'd like one of the badges, contact Chair 

Allies Programme

To hear more from the GLA's LGBT+ staff and allies watch our allies video below:



- **Information about LGBT+ Network membership for allies on GLA intranet:**

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- [External Relations Unit](#)
- [Housing and Land](#)
- [GLA Functional Bodies](#)


GLA LGBT+ Network



The **GLA LGBT+ Network** is a staff-led group that raises awareness about and champions LGBT+ equality issues for City Hall staff, supports LGBT+ staff in their social and working lives, and encourages all City Hall employees to become LGBT+ allies.

Membership of the LGBT+ Network is open to all City Hall, regardless of sexual orientation or gender identity, our LGBT+ allies are some of our most active Network members.

Meetings take place on a monthly basis - to find out more, simply send an [email](#)

The LGBT+ Network is Chaired 

Stonewall Allies Programme

Introduction

The following toolkit is designed to help you continue your learning as Allies by giving you resources, media, cultural figures and articles to help you step up as an inclusive and visible ally. We hope that this toolkit enables you to help create LGBT inclusive environments at work and in your communities and engage with the wider global LGBT community.

Resources

Below is a selection of resources ranging from reports and posters, to information about awareness days.

- [LGBT in Britain – Hate Crime and Discrimination](#) is based on research conducted with YouGov polling over 5000 LGBT people in the UK
- [LGBT in Britain – Home and Communities](#) is based on research conducted with YouGov, polling over 5000 LGBT people in the UK
- [LGBT in Britain – Work](#) is based on research conducted with YouGov, polling over 3000 LGBT employees across multiple sectors in the UK
- [LGBT in Britain – Trans Report](#) is based on the experiences of more than 800 trans and non-binary people who took part in Stonewall's research with YouGov
- [LGBT in Britain – Universities](#) is based on the experiences of more than 500 LGBT university students in the UK who took part in Stonewall's research with YouGov
- [LGBT in Britain – School Report](#) is based on the experiences of LGBT pupils in British schools
- [The Truth About Trans](#) is Stonewall's myth-busting Q&A webpage which information, facts and figures about the lived experience of trans people, as well as key terminology guidance. This is a great place to brush up on what we covered in the programme and to arm yourself for any tricky conversations
- [A Vision for Change](#) is a document produced by Stonewall's Trans Advisory Group (STAG), detailing Stonewall's commitment to trans equality and inclusion. It is our working document for the next 5 years
- [Stonewall Refuge Report](#) was produced in conjunction with nfpSynergy and provides interviews from professionals currently working in refuge services. It can be a tough read, but really breaks down the argument around single-sex spaces that is so often levied against trans people, especially trans women
- [Stonewall Resources](#) – here you'll find links to our inclusion guides, ally guides and printable / orderable resources for your office or community space
- [Gendered Intelligence Resources](#) – Gendered Intelligence is a charity that works with young trans individuals in the community, as well as delivering training and development opportunities to workplaces. They have a huge amount of amazing resources that help support trans people and answer questions for cis allies too!
- [Stonewall's Glossary of Terms](#) is a resource to help you brush up on your terminology; this can also be signposted to others. We regularly update this glossary, as definitions change and new words become used in the LGBTQIA+ community

[GIRES \(Gender Identity Research & Education Society\)](#) is a UK wide organisation whose purpose is to improve the lives of trans and gender non-conforming people of all ages. They have lots of great resources and e-learning initiatives available

- [Mermaids](#) – are a charity who support young trans people and their families within the UK, and raise awareness both in schools and within the general public on trans issues

Articles / Videos / Interviews

Below is a selection of articles, videos, interviews, think pieces etc. that detail the trans experience, amplify trans voices or give great tips on how cis allies can step up.

- [Rolling Stone – Should Straight People Attend LGBTQ Pride?](#)
- [Bustle - LGBTQ Allies at Pride Need to Know These 9 Things Before They Go](#)
- [Bustle – 8 LGBTQ History Podcasts You'll Learn A Lot From](#)
- [Them - Shamir Explains the History of the Word Agender](#)
- [BBC3 – Things Not to Say to Drag Kings and Queens](#)
- [BBC3 – Things Not to Say to Gay People](#)
- [Vice – How to Be a Trans Ally](#)
- [Vice – What It's Like Hooking Up in Cis Gay Spaces as A Queer Trans Guy](#)
- [Vice – What It's Like to Be Trans in The Restaurant Industry](#)
- [TedTalk – Travis Alabanza, Who's Allowed to Be the Victim?](#)
- [Indy100 – We Asked 14 Trans Activists How Cis People Can Be Better Allies in 2018](#)
- [Kids Meet – Kids Meet a Trans Solider](#)
- [Kids Meet – Kids Meet a Gender Non-Conforming Person](#)
- [BBC3 – Things Not to Say to A Trans Person](#)
- [BBC3 – Things Not to Say to A Non-Binary Person](#)
- [HRD Connect – How Can We Protect Our Trans Workers?](#)
- [Evening Standard – Interview with Travis Alabanza](#)

Books

Below is a selection of books (both fiction and non-fiction) that detail LGBT lived experiences and/or represent LGBT people.

- [Christine Burns – Trans Britain: Our Journey from the Shadows](#)
Chronicles the history of trans visibility in the UK through the words of first-hand witnesses from the community
- [Susan Stryker – Transgender History: The Roots of Today's Revolution](#)
Covers American trans history from the mid-twentieth century to today. Each chapter covers major movements, writings and events
- [Leslie Feinberg – Stone Butch Blues](#)
The narrative follows the life of Jess Goldberg, through their life in the queer scene of working-class upstate New York and through their transition. Classic book! ([Link here to the free pdf version](#))
- [Kate Bornstein – Gender Outlaw](#)
A challenging exploration of the concepts of male and female, from a self-described 'nonbinary transfeminine diesel femme dyke'
- [Imogen Binnie - Nevada](#)
Follows a young trans women living in New York City and trying to stay true to her punk values while working in retail
- [Meg-John Barker & Julia Scheele – Queer: A Graphic History](#)
Barker and Scheele's non-fiction graphic novel explores some of the histories of queer thought. They investigate identity-politics, gender roles and privilege and how these ideas become entangled in our culture and our scientific and social understanding, as well as how they have been historically debated and challenged
- [Audre Lorde – Sister Outsider](#)

In this charged collection of fifteen essays and speeches, Lorde takes on sexism, racism, ageism, homophobia and class, propounding social difference as a vehicle for action and change. Her prose is incisive, unflinching and lyrical, reflecting struggle but ultimately offering messages of hope

- **Rite Mae Brown - Ruby Fruit Jungle**
The book follows Molly Bolt as she fights to stay true to herself and her sexuality in 1950s America
- **E. M. Foster – Maurice**
An astonishingly frank and deeply autobiographical account of homosexual relationships in an era when love between men was not only stigmatised, but also illegal
- **Becky Albertalli - Leah on the Offbeat**
The sequel to Simon vs. the Homo Sapiens Agenda (Love, Simon) that follows Simon's best friend Leah as she struggles with her bisexuality
- **Jeannette Winterson – Oranges are Not the Only Fruit.**
This is the story of Jeanette, adopted and brought up by her mother as one of God's elect. Zealous and passionate, she seems destined for life as a missionary, but then she falls for one of her converts
- **Alex Lantaffi and Meg-John Barker – Life Isn't Binary: On Being Both, Beyond, and In-Between**
Lantaffi and Barker's ground-breaking book examines and overhauls binary ways of thinking in all aspects of life, using non-binary and bisexual experiences as a starting point
- **Peggy Macintosh – White Privilege: Unpacking the Invisible Knapsack**
Macintosh unpacks white privilege with 50 concrete examples ([Click here for free online PDF](#))

Films

Below is a selection of films (both fiction and non-fiction) that detail LGBT lived experience and/or represent LGBT people.

- **The Life & Times of Marsha P Johnson (2017)**
Victoria Cruz investigates the mysterious 1992 death of black gay rights activist and Stonewall veteran, Marsha P Johnson
- **Happy Birthday, Marsha (2016)**
A fictional short film that imagines trans rights pioneers Marsh P Johnson and Sylvia Rivera in the hours leading up to the 1969 Stonewall Riots in New York City
- **Paris Is Burning (1990)**
Filmed in the mid-to-late 1980s, this chronicles the ball culture of New York City and the African-American, Latino, gay, and transgender communities involved in it
- **Kiki (2016)**
Centred on New York City's voguing scene, 'Kiki' surveys the lives of LGBT youth of colour at a time when Black Lives Matter and Trans rights were frequently in the media. Considered by some as an unofficial sequel / companion film to Paris Is Burning
- **Pride (2014)**
Based on the true story, this film depicts the story of the activist group 'Lesbians and Gays Support the Miners', who raised money to help families affected by the British Miners' Strike
- **How to Survive a Plague (2012)**
A documentary film that uses archive footage and talking head interviews to tell the story of the early years of the AIDS epidemic and the efforts of activist groups ACT UP and TAG
- **United in Anger: A History of ACT UP (2012)**
A documentary film about the beginning and progress of the AIDS activist group ACT UP

- **Moonlight (2016)**
A coming of age drama film with semi-autobiographical elements. This film presents three stages in the life of the main character; his youth, adolescence, and early adult life. It explores the difficulties he faces with his sexuality and identity, including the physical and emotional abuse he endures growing up
- **Love, Simon (2018) (based on the book Simon vs. the Homo Sapiens Agenda)**
A coming of age teen film that centres on Simon Spier, a closeted gay high school boy who is forced to balance his friends, family and the blackmailer threatening to out him, while simultaneously attempting to discover the identity of the anonymous classmate who he has fallen in love with online
- **The Miseducation of Cameron Post (2018) (based on the book by the same name)**
This film follows protagonist Cameron Post as she discovers her sexuality and eventually is sent to a conversion camp
- **The Celluloid Closet (1995)**
The documentary interviews various men and women connected to the Hollywood industry who comment on various film clips and their own personal experiences with the treatment of LGBT characters in film. Issues addressed range from sissy characters, coded gay characters and cruel stereotypes, and the censorship of the Hollywood Production Code, to the improvements made in the early 1990
- **Matt Shepard is a Friend of Mine (2012)**
Matt Shepard was an American University student murdered for his sexual orientation. His murder brought international attention to hate crime legislation. This documentary is produced by a friend of Shepard and documents his personal life through interviews with friends and family
- **The Times of Harvey Milk (1984)**
This documentary follows the political career of Harvey Milk, who was San Francisco's first openly gay elected official. The film documents Milk's rise from a neighbourhood activist to a symbol of gay political achievement, through to his assassination in November 1978 at San Francisco's city hall and the Dan White trial and aftermath
- **Nanette (2017)**
A Netflix stand-up comedy written and performed by Australian comedian Hannah Gadsby. It included a large amount of social commentary about LGBT issues, in parts more rant than comedy. Eye opening.

TV

Below is a selection of TV shows (both fiction and non-fiction) that detail LGBT lived experiences and/or represent LGBT people.

- **Sense8**
An American science fiction drama web television series created by Lana and Lilly Wachowski and J. Michael Straczynski for Netflix.
- **Butterfly**
11-year-old Max identifies as a girl and wants to live her life as Maxine. Her estranged parents Vicky and Stephen attempt to work out how best to cope with and support this huge life decision
- **Pose**
Pose is set in 1987–88 and looks at the juxtaposition of several segments of life and society in New York: the African-American and Latino ball culture world, the downtown social and literary scene, and the rise of the yuppie Trump milieu
- **Sugar Rush**
Sugar Rush is a UK TV series centred on the life of a 15-year-old lesbian, Kim Daniels, who has moved from London to Brighton on the south coast of England
- **The Unbreakable Kimmy Schmidt**

Stonewall Allies Programme

The series follows 29-year-old Kimmy Schmidt as she adjusts to life in New York City after her rescue from a doomsday cult in the fictional town of Durnsville, Indiana, where she and three other women were held by Reverend Richard Wayne and Gary Wayne for 15 years

- [The Bisexual](#)
A Channel 4 comedy series chronicling a young woman discovering her bisexuality after previously thinking she was gay

Dates for your Diary

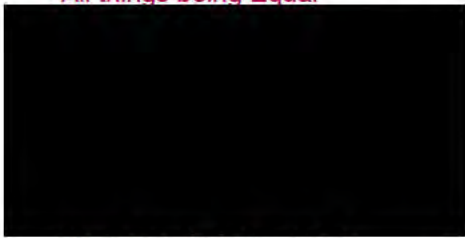
- [IDAHOBIT](#)
- [LGBT History Month](#)
- [Trans Awareness Week](#)
- [International Women's Day](#)
- [International Transgender Day of Visibility \(TDoV\)](#)
- [Prides across the UK including Sparkle and Trans Pride](#)
- [Black History Month](#)

Find out more about Stonewall's work:

- [Stonewall TOP 100 Employers 2018](#)
- [Conference and Events](#)
- [International Work](#)
- [Fundraising](#)
- [Volunteering](#)
- [Become a School Role Model](#)
- Get [Help and Advice](#)

Allies Training Programme

All things being Equal



Wed, 02/01/2019 - 16:55



In the pub last week the barman asked me about the book I was reading at the bar: *Queer City*, by Peter Ackroyd. The barman told me he was gay, 'but didn't agree with all this trans stuff', and 'doesn't believe in being non-binary', and 'you can't change your chromosomes'. I was pretty shocked. He didn't know anything about my opinions or stance, (although surely my book choice was a clue?), he didn't know I have friends and colleagues who are trans, and he didn't know I am an ally! For a moment, I remembered a training session I had recently attended at the GLA...

Last month I got an email inviting me to the Stonewall Allies training. It got me thinking:

I think I'm a good friend. A good ally. Someone who people can turn to for support when they need it, but am I? Could I be a better ally? Could I do more?

I didn't know the answers, so I attended the training to find out if there was more I could be doing. Luckily, a room full of people came in asking the same questions - I was in the right room!

This was a really great training session. We spent the entire day with some of the [Stonewall team](#). We talked about the different terms and language that we can use to make our LGBT colleagues feel welcome and safe, (plus a

really good discussion about using the right pronouns!), and the opportunities we might have for implementing change (much easier with our very active and effective LGBT+ Network!).

I also found out that I have some awesome colleagues here at the GLA. Other allies like me who are not LGBT+ and want to do what they can to make sure our LGBT+ colleagues have a safe, happy and inclusive working environment. We all came in to the session willing to talk about the things we didn't know, and some of the comments and experiences people shared enabled us to learn from each other. I got to hear about and talk about some really good examples of how to challenge discrimination in difficult situations.

So, when I found myself sitting at that bar, I knew I couldn't sit back and not respond. So, I did. I allied, in a random bar, to some random man, because I don't just want to be a good ally at work, I want to be a good ally all of time. Don't we all?

We all made commitments on the day about what we would do next, or from now on, to be better allies. I've started mine, and I'm looking forward to doing more in 2019. I thoroughly recommend you go to the next session!

Here are some other thoughts from the allies who attended the Allies Training Session:

[REDACTED]

The Stonewall Allies training day was a highly informative, thought provoking and an extremely useful course to attend. I enjoyed the fact that the day was extremely interactive and encouraged us all to think about what life can be like for the LGBT community in the workplace and in everyday life in general.

What I realised is how difficult it would be for someone to hide their true identity and not be able to be themselves on a daily basis. Something I feel I take for granted.

As an ally, I am taking the time out to educate myself on some of the terms that I was unaware of. The [glossary](#) on the Stonewall website is a particularly useful tool for this.

I believe that everyone has the right to be their true selves and should not have to hide who they are due to the ignorance and prejudice of their peers.

For anyone who feels they are not clued up on LGBT issues, I recommend attending this course and challenging yourself to stand up for people in the workplace or in everyday life if ever the occasion should arise.

[REDACTED]

My key learning was about the importance of treating everyone as an individual and accepting them as they are. Nobody should feel challenged or threatened by others because of their identity. The programme made me realise how easily we can unconsciously exclude people through our language and behaviour. I felt extremely proud to be part of this group of allies - all wanting to work together to help make the GLA a better place for everyone.

[REDACTED]

I really enjoyed the day. The facilitators led with interesting topics and the rest of the group had very thoughtful conversations around complex issues. It highlighted how important it is to take responsibility to be an ally at work – just because issues don't directly affect you, you have a responsibility to be aware and to be a support to those who need it. I would recommend this course to everyone.

[REDACTED]

The Allies programme was very rewarding, and I strongly recommend for everyone. The programme has allowed me to better understand both the needs of, and challenges experienced by the LGBT community. As an ally I commit to ensuring I do my best in promoting a diverse and inclusive workplace where others feel comfortable and safe to be themselves. I am committed to fully supporting the LGBT community and their needs.

[REDACTED]

I thoroughly enjoyed the session with Stonewall that I attended in November, it really opened my eyes to the daily struggles that my LGBT colleagues face which I had never even thought of. The course has made me reflect on the assumptions that we make towards our colleagues generally. [REDACTED] on how best to share this learning with the wider group so we can continue to raise awareness of this important topic.

If you would like to find out more about Stonewall and the work they do – visit their [website](#).

Show you're an LGBT+ ally by wearing a rainbow badge. If you'd like to sport a rainbow badge on your lanyard or lapel, email GLA LGBT+ network Chair [REDACTED]

LGBT+ Network

The GLA LGBT+ Network is a staff-led group that raises awareness about and champions LGBT+ equality issues for City Hall staff, supports LGBT+ staff in their social and working lives, and encourages all City Hall employees to become LGBT+ allies.

Membership of the LGBT+ Network is open to all City Hall, regardless of sexual orientation or gender identity.

GLA Evidence 4.7 (All evidence is in bold type):

Video link to 'it gets better' video:

Please scroll to 0.58 for the Board member role model profile of A [REDACTED] at the GLA. [REDACTED] is a public figure, well recognised both internally and externally.

Screenshot of the video on the GLA's intranet (visible to all GLA staff):

Health and Wellbeing

Wed, 05/12/2018 - 12:37

GLA joins the It Gets Better movement.

It Gets Better is an international movement which envisions a world where all LGBTQ+ youth are free to live equally and know their worthiness and power as individuals. We strive to tell the stories of LGBTQ+ people and to provide positive and reassuring messages to LGBTQ+ young people.


What began as a hugely successful social media campaign to provide hope and encouragement to young LGBTQ+ people has evolved into a major, multi-media platform capable of reaching millions of young people every year.


In October this year the It Gets Better project was officially launched in the UK and the GLA was asked to join the movement, please watch and share the video below to hear what Network members had to say:

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The GLA LGBT+ Network is a staff-led group that raises awareness about and champions LGBT+ equality issues for City Hall staff, supports LGBT+ staff in their social and working lives, and encourages all City Hall employees to become LGBT+ allies.

Membership of the LGBT+ Network is open to all City Hall, regardless of sexual orientation or gender identity.

 It Gets Better UK - Mayor of London and





GLA Evidence 4.9A (All evidence is in bold type):

Video link to 'it gets better' video [REDACTED]

Please scroll to 1.08 for Gay role model.

Screenshot of the video on the GLA's intranet (visible to all GLA staff):

 **GLA joins the It Gets Better movement**



Health and Wellbeing

GLA joins the It Gets Better movement.

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GLA Evidence 4.9A – text from staff profile on staff intranet

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Text-only blog post on GLA intranet 01.04.2019 (profile highlighted in yellow)

This year we marked the International Transgender Day of Visibility, celebrating the trans people in our work places and communities and the valuable contributions they make to UK society. Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth. Trans people may describe themselves using one or more of a wide variety of terms. Non-binary is a term for people who don't solely identify as either male or female, or may identify as both.

The GLA LGBT+ Network has been showing our support for trans inclusion with a programme of events exploring gender identity and expression to help GLA employees become allies for the trans community and better understand the issues that may affect trans and non-binary people.

In many ways, trans people in the UK face huge levels of abuse and inequality right now. Two in five trans people have had a hate crime committed against them in the last year, and two in five trans young people have attempted suicide. One in eight trans people have been physically attacked by colleagues or customers at work. To better explain the importance of trans allies and help GLA colleagues understand a trans experience, [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Being a trans ally

Avoiding gendered language

As part of the GLA's ambition to be an even more inclusive place to work, we have been reviewing and updating some of our HR policies to make sure we use gender neutral and inclusive language.

Some peoples' gender identities do not fit into the gender binary of male or female. By removing gendered pronouns from our HR policies, we are ensuring that all staff – regardless of gender expression or gender identity – feel included.

There are a few easy ways to avoid accidentally mis-gendering someone:

- Mirror - use the language and pronouns that someone uses about themselves
- Don't add extras – if someone has not shared their pronouns with you then try to avoid using any, use their name instead
- Don't assume or impose – bear in mind that a person's gender identity may not match their gender expression or presentation

Update your email signature

Consider including your preferred pronouns in your email signature e.g. 'My pronouns are: he/him, she/her, they/them.' See Emma Strain's blog (<http://intranet.london.gov.uk/node/15176>) for full details about how to change your signature.

Support the LGBT+ Network

The GLA LGBT+ Network is a staff-led group that raises awareness about and champions LGBT+ equality issues for City Hall staff, supports LGBT+ staff in their social and working lives, and encourages all City Hall employees to become LGBT+ allies.

Membership of the LGBT+ Network is open to all City Hall, regardless of sexual orientation or gender identity, our LGBT+ allies are some of our most active Network members. For more information visit the network's intranet page (<http://intranet.london.gov.uk/node/13264>).

GLA Evidence 4.9D Below: Screenshot of intranet communications for a breakfast event with CN Lester to all GLA staff. Please note that CN Lester spoke about their genderqueer identity during the event.

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GLA LGBT+ Staff Network breakfast event

Date and Time:
Mon, 30/04/2018 - 08:30

On Monday 30 April, the GLA LGBT+ Staff Network is hosting a breakfast event with trans educator, author, musician and activist [REDACTED]

Time: 08:30 - 10:00
Location: LLR, City Hall

All City Hall staff are welcome to attend and learn more about trans issues and how they can become a trans ally.

Please reserve your place by clicking [here](#)

"What's life like for the typical trans Londoner? Does a 'typical' even exist? Transport, work, social and home lives: trans people face challenges at every turn - but everyone can be a part of changing this situation for the better. Using current research data, community stories, and personal experiences, [REDACTED] explores a day in the life of a trans Londoner: what goes wrong, what goes right, and what you can do to help."

[REDACTED]

Attendees are requested to fill out a short survey before they [attend](#) (this only takes 2 mins max)

Posted by [Internal Commun...](#)
Wed, 18/04/2018 - 10:26

Stonewall 50th Anniversary - An invitation from the Mayor of London

Friday, July 5, 2019 - 11:00 to 13:00



As part of his annual Pride in London celebrations the Mayor of London, Sadiq Khan, would like to invite you to City Hall as his guest **on Friday 5 July 2019, to mark the 50th anniversary of the Stonewall uprising**, and to celebrate Stonewall UK's 30th anniversary.

The event takes place from 11.00am to 1.00pm, and we are delighted that model and social activist [REDACTED] has agreed to be the Mayor's guest compere for the day. The theme for the event is recognising the value of intersectional LGBT+ identities.

This event will focus on the experience of younger LGBT+ Londoners aged 16-30 – particularly those from BAME backgrounds. We are aware that sometimes younger voices are not heard, so this Pride event has been created for them. The Mayor wants to hear directly from them about their experiences of growing up and living in London, and the barriers they still experience. Attendees will hear from the Mayor and Ruth Hunt, CEO of Stonewall. They will have the opportunity to interact with Munroe and other LGBT+ influencers, and to participate in group discussions with young BAME LGBT+ Londoners.

To confirm your attendance please **RSVP to [REDACTED] [london.gov.uk](https://www.london.gov.uk) by Monday 1 July 2019**. Please inform us if you have any specific access or dietary requirements. Light refreshments/lunch will be served in a safe space where photography will be optional. Please note that capacity is strictly limited to 80 people. A reserve list will be in operation once the event reaches capacity.

Directions to City Hall can be found here <https://www.london.gov.uk/about-us/contacting-city-hall-and-mayor-0>

If you would like any further information, please don't hesitate to contact me directly at [REDACTED]

The Mayor looks forward to welcoming you to City Hall in July.

Location:

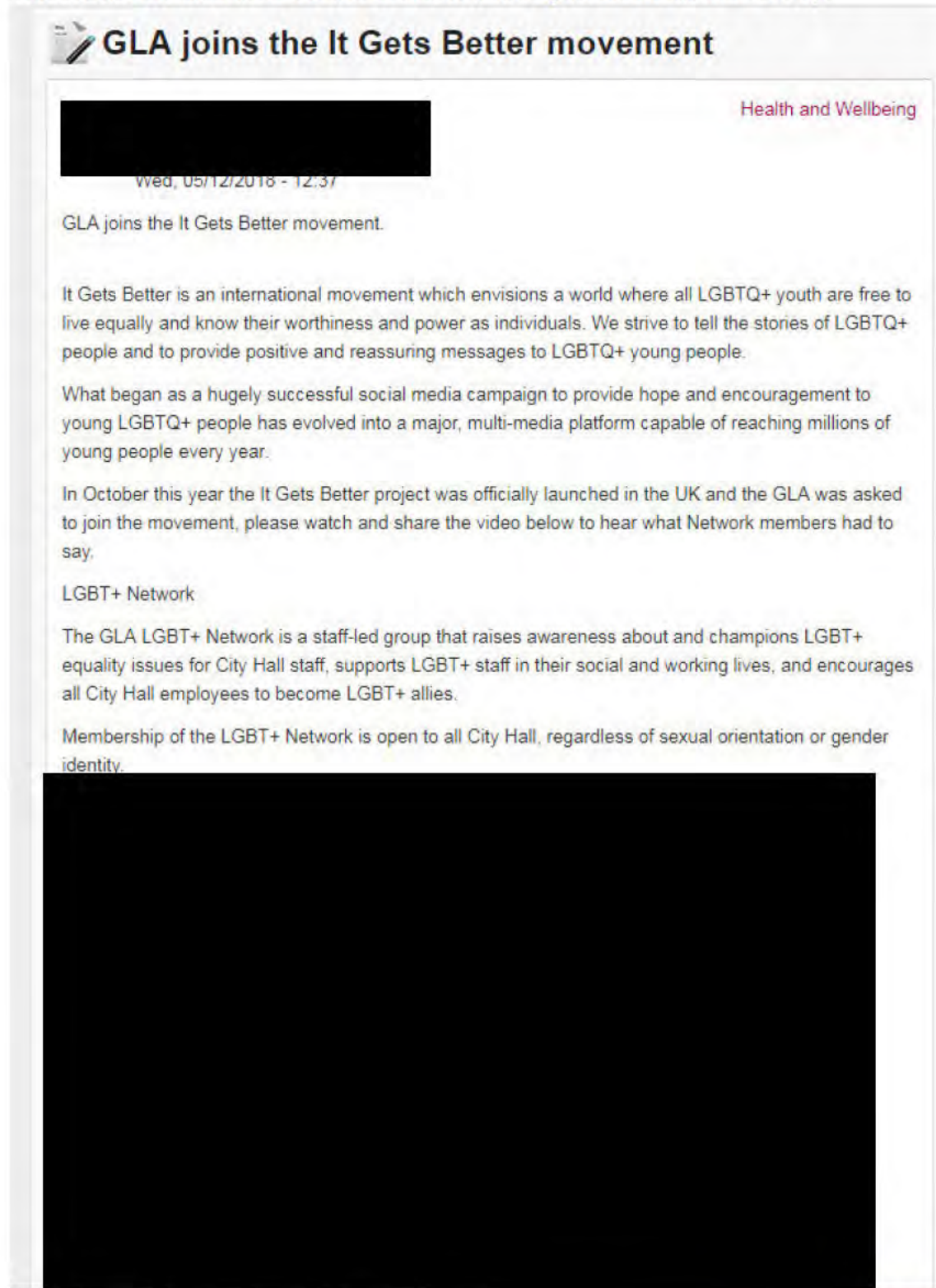
City Hall
The Queen's Walk
London • SE1 2AA

GLA Evidence 4.9H (All evidence is in bold type):

Video link to 'it gets better' video [REDACTED]

Please scroll to 1.17 for the BAME LGBT role model profile.

Screenshot of the video on the GLA's intranet (visible to all GLA staff):



The screenshot shows an intranet page with a header bar containing a logo and the title "GLA joins the It Gets Better movement". To the right of the title is a red link labeled "Health and Wellbeing". Below the header is a black rectangular redaction box. Underneath the redaction is a timestamp: "Wed, 05/12/2018 - 12:37". The main body of the page contains the following text:

GLA joins the It Gets Better movement.

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[REDACTED]

Adoption Policy

1. Introduction

- 1.1 This policy sets out the rights and responsibilities of employees to adoption leave, pay and other related arrangements. The policy is available to all employees, including those in a same sex relationship and is available regardless of their sex, gender identity or gender expression.

2. Scope of the policy

- 2.1 The policy applies where an employee is notified of a match with a child on or after 3 April 2011, or, in the case of overseas adoption, where the child enters the UK on or after 3 April 2011.

3. Eligibility for adoption leave and adoption pay

- 3.1 The policy allows employees who have the primary or sole responsibility for a child adopted through an approved adoption agency to take adoption leave with pay, depending on their length of service with the Authority at the date of adoption.
- 3.2 Where a couple jointly adopts a child, only one of them will be entitled to take adoption leave (the couple can choose which one at the time when the official notification is received). The other adoptive parent will normally be entitled to take paternity leave, provided that they meet the relevant statutory criteria. Please note that the other adoptive parent, for the purposes of the paternity leave can be, the spouse, partner or civil partner of a child's adopter (in the case of a child placed for adoption), regardless of their sex, gender identity or gender expression.
- 3.3 Adoption leave and pay is not available where a child is not newly matched for adoption, for example when a step parent is adopting a partner's child or children already in residence.
- 3.4 The policy incorporates statutory provisions which apply to all employees. However, the GLA's provisions for paid adoption leave are dependent on length of service and employment status. Employees should contact the Human Resources and Organisational Development Unit for detailed advice about the provisions that apply in individual cases.
- 3.5 The GLA has two adoption leave schemes.
- 3.6 **Scheme A**

3.6.1 Employees who have been continuously employed by the GLA for a period of one year or more at the beginning of the week in which notification of matching is given by the adoption agency are entitled to the provisions of this scheme, which provides:

- up to 52 weeks' adoption leave with up to 40 weeks' paid leave as follows:
- full pay for the first eighteen weeks of adoption leave *; and
- the option of receiving either:
- a further eleven weeks at full pay*, or
- twenty two weeks at half pay **

* Statutory Adoption Pay (SAP) is included in this payment. (see www.direct.gov.uk for the current rate)

** SAP will be paid in addition to this payment.

3.6.2 When the adoption leave ends the employee must return to work for the GLA (or another GLA Group employer) for at least six months. If the employee does not do this, they will have to repay any salary paid to them after the first eighteen weeks of adoption leave in excess of SAP. Failure to repay could result in legal proceedings being taken to recover the money.

3.7 **Scheme B**

3.7.1 Employees who have been continuously employed by the GLA for less than one year, at the beginning of the beginning of the week in which notification of matching is given by the adoption agency are entitled to up to 52 weeks adoption leave with up to 39 weeks paid leave as follows:

- ten weeks at 9/10 pay *and
- sixteen weeks at half pay** and, for employees with at least 26 week's continuous service at the beginning of the week in which notification of matching is given by the adoption agency, a further thirteen weeks SAP

* any entitlement to SAP is included in these payments.

** For employees with at least 26 weeks continuous employment at the beginning of the week in which notification of matching is given by the adoption agency, SAP will be paid in addition to this payment.

3.7.2 When the adoption leave ends the employee must return to work for the GLA (or another GLA Group employer) for at least six months. If the employee does not do this, they will have to repay any salary paid to them after the first eighteen weeks of adoption leave in excess of Statutory Adoption Pay. Failure to repay could result in legal proceedings being taken to recover the money.

3.7.3 The first 26 weeks of adoption leave is referred to as Ordinary Adoption Leave ("OAL") and the second 26 weeks of adoption leave is referred to as Additional Adoption Leave ("AAL").

4. **Time off for pre-adoption assessment**

- 4.1 Reasonable paid time off will be granted to employees for attendance at preparation classes, assessment meetings and introduction meetings when it is not possible to arrange such meetings outside normal working hours. Requests should be made to the employee's line manager, giving as much notice as possible.

5. Timing of Adoption Leave

- 5.1 Adoption leave can start on the day the child is placed for adoption, or up to 14 days later.
- 5.2 In order to make administration as easy as possible, the employee should discuss the timing of their adoption leave with their manager as early as possible.

6. Notification requirements (adoption within the UK)

- 6.1 The employee must tell their manager, using the Adoption Leave Application Form, no later than seven days after the date on which notification of the match with the child was provided by the adoption agency:
- the date the child is expected to be placed for adoption with the employee;
 - the date the employee wants their adoption leave to start
 - whether or not they intend to return to work for the GLA for a period of at least six months at the end of the adoption leave.
- 6.2 The employee must produce a "matching certificate" certificate from an approved adoption agency.
- 6.3 Should an employee wish to change the start date of their adoption leave, they must advise their manager of this in writing at least 28 days before the new start date, or the existing start date where this is earlier, or as soon as reasonably possible thereafter.

7. Notification requirements (overseas adoption)

- 7.1 If the employee has completed at least 26 weeks continuous employment, they must tell their manager, using the Adoption Leave Application Form, no later than 28 days after the date on which official notification is received:
- the date the notification was received
 - the date on which the child is expected to enter Great Britain.
 - The date the employee wants their adoption leave to start (this cannot be before the child enters Great Britain)
 - whether or not they intend to return to work for the GLA for a period of at least six months at the end of the adoption leave.
- 7.2 If the employee has less than 26 weeks continuous employment, then they must give written notice of the above within 28 days of completing 26 weeks continuous employment.

- 7.3 The employee must produce a copy of the official notification and, within 28 days of the child's entry into Great Britain the employee must confirm the date of entry and provide evidence of this date in the form of a plane ticket or copies of entry clearance documents.
- 7.4 Should an employee wish to change the start date of their adoption leave, they must advise their manager of this in writing at least 28 days before the new start date, or the existing start date where this is earlier, or as soon as reasonably possible thereafter.

8. Contact during adoption leave

- 8.1 Shortly before the employee's adoption leave starts, the line manager will discuss the arrangements for the employee to keep in touch during the leave. In any event, the GLA reserves the right to maintain reasonable contact with the employee during adoption leave. This may be to discuss plans for the employee's return to work, to discuss any special arrangements to be made or training to be given to ease their return to work, or simply to update them on developments at work during the absence. Such contact will not constitute 'work' and will not count towards the 10 days specified below.

9. Keeping in touch days

- 9.1 The employee can agree to attend work or training courses for the GLA for up to ten days during the period of adoption leave, without that work bringing the adoption leave to an end and without the loss of a week's SAP. These are known as 'keeping-in-touch' (KIT) days. Any work carried out on a KIT day will constitute a day's work for these purposes.
- 9.2 There is no obligation on the employee to carry out any work, and the employee has no right to undertake any work, during adoption leave. The GLA will grant time off in lieu for any agreed work undertaken, which should be taken by the employee following their return to work. Any keeping-in-touch days do not extend the period of adoption leave.

10. Annual leave

- 10.1 Employees will continue to accrue annual leave while on adoption leave, pro rata to their contractual entitlement of 30 days per leave year.
- 10.2 Employees will also accrue public holiday leave for any public holiday that falls within the period of adoption leave. Part-time employees have a pro-rata entitlement to public holiday leave.
- 10.3 Only five days untaken annual leave may be carried over from one leave year to another. To prevent loss of any leave entitlement (for example, where the adoption leave spans two leave years) the employee will need to take their annual leave before the start of adoption leave.

11. Returning to work

- 11.1 Subject to the exception below, the employee has the right to return to the job in which they were employed under their contract of employment, or in the case of AAL to the job in which they were employed under their contract of employment unless it is not reasonably practicable for them to do so. Where it is not reasonably practicable, the employee has the right to return to a job that is both suitable and appropriate for them to do in the circumstances.
- 11.2 This is subject to any organisational change that may have happened during the period of adoption leave. If the employee's substantive post has been deleted, they must be offered any suitable alternative post but the terms and conditions must be no less favourable as those that would have applied to their substantive post.
- 11.2 An employee on a fixed term contract, whose contract expires during the period of adoption leave, will have no right to return to work, regardless of their length of service.
- 11.3 The employee will have been formally advised in writing by Human Resources of the date on which they are expected to return if they take their full 52 week entitlement to adoption leave. The employee is expected to return on this date, unless they notify the GLA otherwise. While there is no legal obligation for the employee to confirm that they will be returning on the expected date, it will assist the GLA if they do so.
- 11.4 If the employee wishes to return to work earlier than the expected date they must give at least eight weeks' notice of their intended return date. If they do not do so, the GLA will retain the right to postpone their return until eight weeks notice has been given.
- 11.5 If the employee has already given notice of an early return date, and subsequently wants to return even earlier, they will need to give notice eight weeks before the new date. If the employee wants to postpone their early return date, they will need to give notice eight weeks before the original early return date.
- 11.6 If the employee wishes to return on a part-time or job share basis, or any other flexible working arrangements, they should discuss this with the line manager before the start of adoption leave, or at least twelve weeks before they are due to return. Although there is no automatic right to such changes in the employee's working patterns, where possible, depending on the needs of the service, every effort will be made to accommodate requests for part time or flexible working.

12. Termination of placement

- 12.1 If the child's placement is terminated during the employee's adoption leave, the employee will continue to be entitled to adoption leave and pay (if applicable) for up to eight weeks after the placement ends. Notice of the employee's early return must be given in accordance with 11.5-11.6 above.

13. Resigning before adoption leave

- 13.1 Employees who wish to resign before taking adoption leave, and have been continuously employed for a minimum of 26 weeks by the week in which notification of matching is given by the adoption agency, will still be entitled to SAP. Employees wishing to resign will be required to give their normal period of contractual notice.
- 13.2 Employees wishing to resign before taking adoption leave, who have less than 26 weeks continuous service by the week in which notification of matching is given by the adoption agency, will not be entitled to SAP.

14. Resigning following adoption leave

- 14.1 If the employee decides not to return to work at the GLA following adoption leave they will need to give the normal period of contractual notice.
- 14.2 Any adoption pay in excess of SAP paid to the employee from the 19th week of absence (Scheme A) or the 11th week of absence (Scheme B) will need to be repaid, unless the employee is taking up a job with another organisation in the GLA Group.

Document author	██████████
Issue no.	1
Date of release	3 October 2011
Approved by	Head of Paid Service for all s.67(2) appointments. The Mayor for all s. 67(1) appointments. The Mayor and Assembly for the Statutory Officers.
Next review date	July 2014
Status	Live

Issue no.	Description of change	Release Date
1	Original version.	September 2011
2	Minor changes to language to remove gendered terms e.g. he/she	August 2018

1 Special leave schemes

- 1.1 The Authority operates a number of discretionary special leave schemes to help you balance your work and life responsibilities. Leave under any of the following schemes is subject to the agreement of your manager who will normally grant the leave on the basis of the criteria of the scheme being met and the needs of the service. Special leave will not be unreasonably refused and special leave for bereavement will normally be granted.
- 1.2 In addition to the discretionary schemes outlined below, directors, in consultation with the Head of Human Resources, have discretion to grant further paid or unpaid leave in exceptional circumstances.
- 1.3 The various special leave schemes are outlined below. All of our schemes are available to all employees, including those in a same sex relationship and is available regardless of gender or gender identity

2 Dependency/bereavement leave

- 2.1 You may be granted up to 5 days paid leave in any twelve-month period to deal with urgent, unexpected or unforeseen domestic emergencies. The following circumstances will be considered for this leave:
 - an accident to or illness of a dependant which requires your attendance
 - the unexpected breakdown in normal care arrangements for a dependant
 - making longer term care arrangements for a dependant who falls ill
 - accompanying a dependant to the GP, dentist, clinic or hospital for emergency or urgent treatment
 - the death of a partner or child or close family relation, for example a parent, sibling, grandparent, partner's family member.
 - funeral of any of the above
- 2.2 A dependant is defined as a partner, child or parent of the employee or someone who lives with the employee as part of their family and who is dependent on them for specific caring needs.
- 2.3 Dependency leave will not be granted to cover routine hospital appointments or planned hospital admissions, as these are known in advance. Neither will it be granted to cover emergency school closures such as strikes or elections. Annual leave, credited flexible hours (if worked) or time off in lieu should be taken in these circumstances.
- 2.4 Part time or job share employees will be granted dependency leave on a pro-rata basis.
- 2.5 If you have taken five days dependency/bereavement leave in a twelve month period, any requests for additional leave should be met from your annual leave

entitlement or credited flexible hours (if worked). However, in exceptional circumstances, your director has the discretion to grant additional periods of leave (paid or unpaid). Additional periods of paid leave will only be granted following discussions between your director and the Head of HR.

- 2.6 If you have an on-going care issue that cannot easily be resolved, you may wish to discuss other possible solutions, such as temporary or short-term flexible working arrangements, with your manager.
- 2.7 **Procedure for applying for dependency/bereavement leave** – you must apply to your manager for dependency/bereavement leave as soon as possible, and at least by the first day of absence explaining the reason for the request and seeking approval for it. Your request must be confirmed by completing a dependency/bereavement leave request form which is available on the HR intranet page as soon as reasonably possible, either on the day of the request or on your return to work.
- 2.8 The form should be completed with the date(s) requested, giving the reasons for the leave, including any special circumstances and attaching any relevant documentation, and forwarded to your manager for authorisation.
- 2.9 If your manager is satisfied that the leave request is within the remit of the dependency/bereavement leave scheme they will grant the leave and notify you accordingly. The Human Resources and Organisational Development (HR&OD) Unit will confirm your leave in writing to you.

3. Birth leave

- 3.1 You may be granted up to 10 days paid birth leave if you are nominated to care for your partner, including same sex partner, following the birth or adoption of your child(ren).
- 3.2 Leave may be taken up to 4 months after the birth in multiples of days or as one or two week blocks.
- 3.3 You must provide your manager with appropriate evidence of your status as the nominated carer and complete the nominated carer form (available on the HR intranet) together with a copy of a MAT(B)1 form which is available from a doctor or midwife or appropriate evidence of adoption.
- 3.4 This information should be forwarded to your manager at least four weeks prior to the expected week of childbirth. If your manager agrees the leave you will be notified and this will be confirmed in writing by the HR&OD Unit.

4. Parental leave

- 4.1 All employees who have completed one year's service with the Authority are entitled to receive up to 13 weeks statutory unpaid parental leave for each child aged under five years old. The entitlement is valid up until the child's fifth birthday or, if the child is adopted, for five years after the child is placed for adoption or the child's eighteenth birthday, whichever is sooner. Parents of

disabled children are entitled, under statute, to up to eighteen weeks unpaid leave and to use this leave up to the child's eighteenth birthday.

- 4.2 The leave is intended to allow employees to take time off work to look after a child or make arrangements for the child's welfare. Parents can use it to spend more time with children and help to balance their work and family commitments.
- 4.3 The Authority will enhance this statutory entitlement by paying employees for part of this leave and by relaxing the statutory limitations on requesting and taking the leave.
- 4.4 If you meet the qualifying criteria outlined above, the Authority will grant you up to 10 days paid parental leave in total. You will receive half pay for the first week of any such leave in each of the first four years. (i.e. the maximum amount of paid leave you can claim each year is 2.5 days). The remainder of any leave taken will be unpaid. You may take more than one week's leave in each of the first four years ,up to a maximum of four weeks in any one year.
- 4.5 The entitlement to 13 weeks leave and to the pay outlined above will be pro-rata'd for part time employees.
- 4.6 You may take the leave in weekly blocks or multiples of one day. Every effort will be made to grant the leave when required, subject to service needs.
- 4.7 Parental leave is granted for each child so the parents of twins are entitled to 13 weeks leave for each child.
- 4.8 Parental leave is an individual entitlement which does not start afresh each time you change jobs. The Authority may ask your previous employer or seek a declaration from you on appointment as to whether you have already taken any of your parental leave entitlement. If you have used part of your parental leave entitlement with a previous employer, the Authority will reduce your entitlement accordingly.
- 4.9 You should apply for leave in writing to your manager using the special leave form on the HR intranet. You should attach a copy of the child's birth certificate and/or any information which confirms that you are the parent/co-parent of the child. Your manager will notify you if they agree with the leave.

5. Sabbatical leave

- 5.1 This scheme provides for employees with at least one year's service to take up to twelve months' unpaid sabbatical leave, subject to the management agreement. The leave may be used to undertake (unpaid) voluntary work or for travel, educational or other purposes including improving your quality of life and helping to balance your home and domestic responsibilities.
- 5.2 You must have worked for the Authority for at least one year before you can apply for sabbatical leave. You must also have satisfactory conduct and

attendance and must give your manager at least three months written notice of your request by completing the sabbatical leave form on the HR intranet. Your manager will consider the service implications of your request. These may include:

- the benefit (if any) of the leave for both you and the Authority;
- the budget implications (if any) and feasibility of filling the post in your absence , which will depend on the length of absence;
- the impact on colleagues if the post is left vacant;

5.3 If you are a member of the Local Government Pension Scheme and want to retain membership during your period of absence, you will be expected to meet the cost of your own contribution to the pension fund on your return for work.

5.4 Your manager will notify you if they agree with your request and this will be confirmed in writing to you by the HR&OD Unit.

GREATER LONDON AUTHORITY

Maternity policy

1. Introduction

- 1.1 This policy sets out the rights and responsibilities of employees who are pregnant or have recently given birth and gives details of the arrangements for antenatal care, pregnancy-related illness and maternity leave and pay. The policy is available to all employees, including those in a same sex relationship and is available regardless of gender or gender identity.

2. Scope of the policy

- 2.1 The policy incorporates statutory provisions which apply to all employees. However, the GLA's provisions for paid maternity leave are dependent on length of service and employment status. Employees should contact the Human Resources and Organisational Development Unit for detailed advice about the provisions that apply in individual cases.

3. Notification of pregnancy

- 3.1 The employee must tell their manager in writing, at least four weeks before their leave begins:
- that they are pregnant;
 - the expected week of childbirth;
 - when they want their maternity leave to start
 - whether or not they plan to return to work for the GLA for a period of at least six months at the end of their maternity leave.
- 3.2 The employee must produce a certificate from a registered medical practitioner or a certified midwife showing the EWC. This certificate is usually referred to as the MAT(B)1.
- 3.3 If it is not possible for the employee to tell their line manager in the timescales outlined above, they must do so as soon as reasonably possible.

4. Time off for antenatal care

- 4.1 Employees are entitled to reasonable paid time off to attend appointments for ante-natal care as advised by their doctor, registered midwife or registered health visitor. This may include medical examinations, parent craft and relaxation classes.
- 4.2 The employee is required to produce an appointment card or other documentation confirming the appointment if requested to do so.
- 4.3 The employee should endeavour to give as much notice as possible of antenatal appointments and, wherever possible, try to arrange them as near to the start or end of the working day as possible.

5. Health and safety

- 5.1 The GLA has a duty to take care of the health and safety of all employees. The GLA is also required to carry out a risk assessment to assess the workplace risks to employees who are pregnant, have recently given birth or are breastfeeding.
- 5.2 Once the employee has informed their line manager that they are pregnant, they should contact the HR and OD Unit to arrange a risk assessment. The employee will be advised about any risks identified in the risk assessment. If the assessment reveals that they will be exposed to health hazards in carrying out normal job duties, the GLA will take such steps as are reasonably necessary to avoid those risks, which may include making temporary adjustments to job duties, working conditions and/or hours of work.
- 5.3 If it is not possible to alter the employee's working conditions to remove the risks to their health, and there is no suitable alternative work available to offer them on a temporary basis, the GLA may suspend the employee from work on maternity grounds until such time as there are no longer any risks to their health. This does not affect the employee's statutory or contractual employment and maternity rights, they will continue to receive their normal salary and contractual benefits during the period of the suspension (unless they have unreasonably refused an offer of suitable alternative employment).

6. Sickness absence

- 6.1 If an employee is absent from work during their pregnancy because of illness, they will receive normal statutory and occupational sick pay as would be the case during any other sickness absence, provided that they have not yet begun maternity leave.
- 6.2 If the employee is absent from work wholly or partly because of pregnancy during the four weeks before their expected week of childbirth, maternity leave will start automatically from the day after the first day of absence.

7. Annual leave

- 7.1 Employees will continue to accrue annual leave while on maternity leave during both paid and unpaid periods.
.
- 7.2 During periods of maternity leave, annual leave accrues pro rata to the employee's contractual entitlement per leave year (one twelfth of the full year's leave entitlement for each completed month of service). The annual leave year runs from 1st April to 31st March
- 7.3 Employees will also accrue public holiday leave for any public holiday that falls within the period of maternity leave, on a day that the employee would normally work.

- 7.4 An employee who has requested maternity leave will be advised before they start their maternity leave whether or not they have any outstanding holiday entitlement.
- 7.5 Only five days untaken annual leave may be carried over from one leave year to another. To prevent loss of any leave entitlement (for example, where the maternity leave spans two leave years) the employee will need to take their annual leave before the start of their maternity leave.
- 7.6 The employee should discuss and plan when they will take their annual leave with their line manager prior to the start of their maternity leave. The employee should plan carefully because where leave is carried over into the next leave year, this leave must be taken in a block immediately before the employee returns to work to prevent loss of any leave entitlement.
- 7.7 All annual leave must be approved in advance by the employee's line manager.
- 7.8 Where the employee does not return to work their last day of service will be calculated to take into account any outstanding accrued annual leave.

8. Maternity leave and maternity pay

- 8.1 All employees, regardless of length of services, will be entitled to 26 weeks Ordinary Maternity Leave and 26 weeks Additional Maternity leave i.e. 52 weeks in total.

- 8.2 The GLA has two maternity pay schemes.

8.3 Maternity Pay - Scheme A

- 8.2.1 Employees who have been continuously employed by the GLA for a period of one year or more at the beginning of the eleventh week before the EWC are entitled to the provisions of this scheme, which provides:

- a) up to 52 weeks' maternity leave with up to 40 weeks' paid leave as follows:
- b) full pay for the first eighteen weeks of maternity leave *; and
- c) the option of receiving either:
 - a further eleven weeks at full pay*, or
 - twenty two weeks at half pay **

* Statutory Maternity Pay (SMP) is included in this payment.

** SMP will be paid in addition to this payment.

- 8.2.2 When the maternity leave ends the employee must return to work for the GLA (or another GLA Group employer) for at least six months. If the employee does not do this, they will have to repay any salary paid to them after the first eighteen weeks of their maternity leave in excess of SMP. Failure to repay could result in legal proceedings being taken to recover the money.

8.3 Maternity Pay - Scheme B

8.3.1 Employees who have been continuously employed by the GLA for less than one year, at the beginning of the eleventh week before the EWC are entitled to up to 52 weeks' maternity leave with up to 39 weeks' paid leave as follows:

- ten weeks at 9/10 pay *and
- sixteen weeks at half pay** and, for employees with at least 26 weeks' continuous service at the end of the 15th week before the expected week of confinement
- a further thirteen weeks SMP

* SMP is included in these payments.

** For employees with at least 26 weeks' continuous employment at the end of the 15th before the expected week of childbirth, SMP will be paid in addition to this payment.

8.3.2 Employees with less than 26 weeks' continuous service may be eligible to receive Maternity Allowance (MA). Maternity Allowance is paid by the Government to employees who do not qualify for SMP.

8.3.3 When the maternity leave ends the employee must return to work for the GLA (or another GLA Group employer) for at least six months. If the employee does not do this, they will have to repay any salary paid to them after the first eighteen weeks of their maternity leave in excess of Statutory Maternity Pay. Failure to repay could result in legal proceedings being taken to recover the money.

9. Starting maternity leave

9.1 An employee may start their maternity leave no earlier than 11 weeks before the EWC which is shown on the MAT(B)1. However, while they are fit to work they may continue to work beyond this period up to the EWC.

10. Compulsory maternity leave

10.1 The law obliges all employees to take a minimum of two weeks' maternity leave immediately following childbirth. The employee must send a copy of the baby's birth certificate to the HR & OD Unit as soon as possible after the birth.

11 Stillbirth or miscarriage

11.1 If the employee has a stillbirth after 24 weeks or more, they are entitled to receive the benefits which would have applied if the baby had lived. This includes the right to paid and unpaid leave up to the full entitlement.

11.2 However, in these circumstances the employee may decide that it would be better to return to work when they have recovered or when their doctor advises that they are fit. However, the employee must give notice of their return to work and cannot, in any event, return to work during the two weeks immediately after the birth.

- 11.3 If the employee has a miscarriage before the 24th week of pregnancy, the employee will be treated as being on sick absence and will have to provide a medical certificate in line with the sickness notification procedure.
- 11.4 The employee must tell their manager as soon as possible so that appropriate leave or other arrangements can be made.

13 Contact during maternity leave

- 13.1 Shortly before the employee's maternity leave starts, the line manager will discuss the arrangements for them to keep in touch during the leave. In any event, the GLA reserves the right to maintain reasonable contact with the employee during maternity leave. This may be to discuss plans for the employee's return to work, to discuss any special arrangements to be made or training to be given to ease their return to work, or simply to update them on developments at work during their absence. Such contact will not constitute 'work' and will not count towards the 10 days specified below.

14. Keeping in touch days

- 14.1 Except during the first two weeks after childbirth, the employee can agree to attend work or training courses for the GLA for up to ten days during the period of their maternity leave, without that work bringing the maternity leave to an end and without the loss of a week's SMP. These are known as 'keeping-in-touch' days. Any work carried out on a day will constitute a day's work for these purposes.
- 14.2 There is no obligation on the employee to carry out any work, and the employee has no right to undertake any work, during their maternity leave. The GLA will grant time off in lieu for any agreed work undertaken, which should be taken by the employee when they have returned to work following maternity leave. Any keeping-in-touch days do not extend the period of maternity leave.

15. Returning to work

- 15.1 If the employee returns to work at the end of Ordinary Maternity Leave i.e. within 26 weeks or less, they have the right to return to the same job in which they were employed under their contract of employment. If an employee returns to work after Additional Maternity Leave i.e. after more than 26 weeks of maternity leave or more than 26 weeks of maternity leave and/or shared parental leave or parental leave combined) they will generally have a right to return to the same job in which they were employed under their contract of employment, unless it is not reasonably practicable to do so. Where it is not reasonably practicable, the employee has the right to return to a job that is both suitable and appropriate for them to do in the circumstances.
- 15.2 This is subject to any organisational change that may have happened during their leave. If the employee's substantive post has been deleted they must be offered any suitable alternative post but the terms and conditions must be no

less favourable than those that would have applied to their substantive post. See the Management of Change procedure for more information.

- 15.3 An employee on a fixed term contract, whose contract expires during the period of maternity leave, will have no right to return to work, regardless of their length of service.
- 15.4 The employee will have been formally advised in writing by the HR and OD Unit of the date on which they are expected to return if they take their full 52 week entitlement to maternity leave. The employee is expected to return on this date, unless they have notified the GLA otherwise. While there is no legal obligation for the employee to confirm that they will be returning on the expected date, it will assist the GLA if they do so.
- 15.5 If the employee wishes to return to work earlier than the expected date they must give at least eight weeks notice of their intended return date. If they do not do so, the GLA will retain the right to postpone their return until eight weeks notice has been given.
- 15.7 If the employee has already given notice of an early return date, and subsequently wants to return even earlier, they will need to give notice eight weeks before the new date. If the employee wants to postpone their early return date, they will need to give notice eight weeks before the original early return date.
- 15.8 If the employee wishes to return on a part-time or job share basis, or any other flexible working arrangements, they should discuss this with their line manager before the start of maternity leave, or at least twelve weeks before they are due to return. Although there is no automatic right to such changes in the employee's working patterns, where possible, depending on the needs of the service, every effort will be made to accommodate requests for part time or flexible working.

16. Resigning before maternity leave

- 16.1 Employees who have been continuously employed for a minimum of 26 weeks by the end of the 15th week before childbirth who leave the GLA at the start of their maternity leave will still be entitled to SMP. Employees wishing to resign will be required to give their normal period of contractual notice.
- 16.2 Employees with less than 26 weeks continuous service by the end of the 15th week before childbirth will not be entitled to SMP. Individuals may, however, be entitled to claim MA.

17. Resigning following maternity leave

- 17.1 If the employee decides not to return to work at the GLA following maternity leave they will need to give the normal period of contractual notice.
- 16.2 Any maternity pay in excess of SMP paid to the employee from the 19th week of absence (Scheme A) or the 11th week of absence (Scheme B) will need to be

repaid, unless the employee is taking up a job with another organisation in the GLA Group.

Paternity Policy

1. Introduction

- 1.1 This policy sets out the rights and responsibilities of employees who wish to take paternity leave. The policy is available to all employees, including those in a same sex relationship and is available regardless of gender or gender identity.

2. Ordinary paternity leave

- 2.1 Ordinary Paternity Leave (OPL) gives eligible employees the option to take paid time off work to care for their child or support the child's birth parent / primary adopter following the birth or adoption of a child.
- 2.2 Eligible employees are entitled to take up to 10 days paid OPL as a single 1 or 2 week block which can start from any day of the week. Only one period of leave is available irrespective of the number of children born as the result of the same pregnancy or the number of children placed under the same adoption arrangement.
- 2.3 OPL must be completed within 56 days of the actual date of birth or placement (or within 56 days of the expected date of birth where the child is born early).

3. Eligibility for OPL

- 3.1 To be eligible for OPL, with full pay, an employee must:
- be the child's father or the spouse, partner or civil partner of the child's birth parent (in the case of a birth child) or be the spouse, partner or civil partner of a child's adopter (in the case of a child placed for adoption);
 - have 26 weeks or more continuous employment with the GLA at the 15th week before the baby is due (in the case of a birth child) or have 26 weeks' or more continuous employment with the GLA at the date of being matched with a child for adoption / the date of the child entering the UK in the case of overseas adoptions
 - have, or expect to have, responsibility for the child's upbringing;
 - be taking the time off to care for the child or to support the child's birth parent / primary adopter.

4. Ordinary Paternity Pay (OPP)

- 4.1 During a period of OPL, employees will be entitled to receive their full contractual salary.

5. Notification requirements

- 5.1 Employees must notify their manager of their intention to take OPL at least 8 weeks before the baby is due or, in the case of adoption, no later than 7 days after being notified of being matched with a child.

- 5.2 The Ordinary Paternity Leave Application Form must be used for this purpose. The employee should also provide a copy of the birth / matching certificate to Human Resources as soon as it is available.
- 5.3 Should an employee wish to change the start date of their OPL, or cancel their leave altogether, the must advise their manager of this in writing at least 28 days before the new start date, or the existing start date where this is earlier, or as soon as reasonably possible thereafter.

6. Annual Leave

- 6.1 Employees will continue to accrue annual leave while on paternity leave, pro rata to their contractual entitlement of 30 days per leave year.
- 6.2 Employees will also accrue public holiday leave for any public holiday that falls within the period of paternity leave, on a day that the employee would normally work.

7. Shared Parental Leave

- 7.1 The provision for shared parental leave has replaced that of additional paternity leave (APL) for babies due or children with proposed adoption placement date on or after 5 April 2015. Eligible employees may take up to 50 weeks' Shared Parental Leave (SPL) within the first year of their child's life or, in the case of adoption, the first year of their child's placement, provided that they have ended their maternity leave.
- 7.2 Employees considering a period of shared parental leave should refer to the GLA's Shared Parental Leave policy.

Document author	██████████
Issue no.	1
Date of release	3 October 2011
Approved by	Head of Paid Service for all s.67(2) appointments. The Mayor for all s. 67(1) appointments. The Mayor and Assembly for the Statutory Officers.
Next review date	July 2016
Status	Live

Issue no.	Description of change	Release Date
1	Original version.	October 2011
2	Updated to reflect introduction of Shared Parental Leave	June 2015
3	Minor changes to language to remove gendered terms e.g. he/she and inclusion of gender identity and gender expression.	August 2018

Shared Parental Leave Policy

Key of definitions

EWC:	Expected week of childbirth
Birth Parent/Primary Adopter:	the person who gives birth to a child or the primary adopter (the primary adopter means the person who is eligible for adoption leave and/or pay.) This definition applies irrespective of gender identity or expression.
Match:	when an adopter is approved to adopt a named child or children
Partner:	the child's biological second parent or the partner of the birth parent/primary adopter. This can be a spouse, civil partner or a partner who is living in an enduring relationship with the birth parent/primary adopter and the child. The term partner is inclusive of same sex couples.
SPLIT day:	Shared Parental Leave in Touch Day
SPL:	Shared Parental Leave
ShPP:	Statutory Shared Parental Pay
SPP:	Shared parental Pay
Continuous leave:	a period of leave that is taken in one block e.g. four weeks' leave
Discontinuous leave:	a period of leave that is arranged around weeks where you will return to work e.g. an arrangement where you will work every other week for a period of three months.

1. Introduction

- 1.1. This policy was launched in June 2015. It was agreed at the time of launch that it would be reviewed after a 12 month period. The policy was reviewed in August 2016. The review took into account the current legislation, staff take-up and associated costs.
- 1.2. This policy sets out the rights and responsibilities of employees who wish to take shared parental leave. The policy is available to all employees, including those in a same sex relationship and is available regardless of gender or gender identity

2. Eligibility for shared parental leave

- 2.1 You may be eligible to take shared parental leave (SPL) and statutory shared parental pay (ShPP) if;
- Your baby was due on or after 5 April 2015

- You adopt a child on or after 5 April 2015

2.2 In order to be eligible for shared parental leave, an employee must satisfy the following criteria;

- The birth parent must be entitled to maternity leave, statutory maternity pay or maternity allowance and must have given notice to end their maternity leave on a date no later than the end of the 51st week after childbirth or placement for adoption.
- You must have, at the date of the birth or placement for adoption, the main responsibility for caring for the child along with your partner.
- You must be the birth parent or second parent of the child, or married to, the civil partner of, or the partner of, the child's birth parent. In the case of adoption, you must have been matched with the child for adoption, or married to, the civil partner of, or

the partner of, the primary adopter. In both cases, you must be taking the leave to care for the child.

- Employees who have been continuously employed by the GLA for less than one year, but at least 26 weeks by the end of the 15th week before the due date or in which you were notified of having been matched for adoption with the child.
- You must still be working for the GLA at the start of each period of shared parental leave
- Your partner must meet the '**employment and earnings test**'- in the 66 weeks leading up to the baby's expected due date/matching date, they must have worked for at least 26 weeks, and earned an average of at least £30 (as of 2015) a week in any 13 weeks.
- You must have correctly notified the GLA of your entitlement and provided the necessary evidence.
- If you and your partner are both employees of the GLA, and both meet the qualifying requirements then there will be a joint entitlement. You will have to determine how to divide the leave entitlement once the birth parent/ primary adopter has decided to curtail their maternity/adoption leave.
- If you are in a surrogacy arrangement, and are eligible and intend to apply for a parental order, or are adopting through an approved agency and applying for an adoption order, you may also be eligible for SPL. You can opt into SPL once you have accessed adoption leave and pay.

2.3 To start shared parental leave or shared parental pay, the birth parent/primary adopter must give binding notice to end their maternity/adoption leave (for SPL) or their maternity or adoption pay or maternity allowance (for ShPP). If the birth parent does not get maternity leave, but gives binding notice to end their maternity allowance, their partner may still be eligible for SPL and ShPP.2.4

2.4 A minimum of two weeks' compulsory maternity/adoption leave and pay must be taken before maternity/adoption leave can be curtailed. After that, eligible parents may take;

- Leave: The remaining leave as SPL (Up to 50 weeks minus any weeks of maternity, adoption and shared parental leave already taken). Both partners can take SPL concurrently or consecutively. The combined leave taken by the parents must not exceed their joint entitlement.
- Pay: The remaining pay as ShPP (Up to 39th week minus any weeks of maternity, adoption, shared parental pay or maternity allowance taken)

2.5 The parents are able to decide how they wish to split the remaining allowance between them.

2.6 This policy applies to employees of the Greater London Authority (GLA), whether they are the birth parent/primary adopter or the partner. If it is the birth parent/primary adopter who is employed by the GLA, the partner must (where relevant) submit any notifications to take shared parental leave to their own employer if they wish to take a period of Shared Parental Leave.

2.7 Similarly, if it is the partner who is employed by the GLA, the mother/primary adopter must (where relevant) submit any notifications to take shared parental leave to their own employer if they wish to take a period of Shared Parental Leave.

3. Amount of Shared Parental Leave available

- 3.1 The amount of shared parental leave to which an individual is entitled will depend on when the birth parent /primary adopter brings their maternity/adoption leave period to an end and the amount of leave that the other parent takes in respect of the child.
- 3.2 The maximum period that parents can take as shared parental leave is 50 weeks between them (the first two weeks following the birth or placement for adoption must be taken by the birth parent/primary adopter as compulsory maternity/adoption leave).
- 3.3 The birth parent/primary carer/ primary adopter and partner must take any shared parental leave after the birth or placement for adoption day and before the child's first birthday or the first anniversary of the adoption placement.
- 3.4 Shared parental leave must be taken in blocks of at least one week. The employee can request to take shared parental leave in one continuous block or as a number of discontinuous blocks. Employees requesting discontinuous blocks of leave must seek the agreement of their line manager and Assistant Director/Head of Service.

4. Amount of Shared Parental Pay (ShPP) available

- 4.1 Employees who take a period of shared parental leave, may be eligible to receive pay for some of the leave period. Statutory shared parental pay (ShPP) is available for up to 39 weeks (minus the first two weeks' compulsory maternity/adoption leave); the ShPP rate is set by the [government](#).
- 4.2 The GLA offers two shared parental leave schemes; scheme A and B. Under these schemes, eligible employees may be entitled to some of their shared parental leave to be paid above the statutory rate.
- 4.3 If you are eligible for shared parental pay (ShPP), your entitlement to 39 weeks statutory or enhanced pay is less any weeks of maternity, adoption or shared parental leave and pay already claimed by you or the other parent.
- 4.4 During SPL you will remain a member of the pension scheme. Unpaid SPL does not count towards reckonable service for your pension but you will still be a member of LPFA pension scheme.
- 4.5 When you are on paid SPL, including ShPP, you will pay pension contributions based on your actual pay, even if this is less than the salary you would be receiving if you were still at work. The Greater London Authority, however, will continue to pay employer contributions based on the salary you would be receiving if you were still at work.

4.6 Scheme A

- 4.6.1 Employees who have been continuously employed by the GLA for a period of one year or more at the beginning of the eleventh week before the expected week of birth, or

4.6.2 In the case of adoption, have been continuously employed by the GLA for a period of one year at the beginning of the week in which notification of matching is given by the adoption agency, are entitled to the provisions of this scheme;

4.6.3 Up to 50 weeks shared parental leave, with up to 39 weeks' paid leave, as follows;

- First two weeks' compulsory maternity/adoption leave at full pay

- Up to 29 weeks' paid at full pay*

Up to a further 8 weeks' paid at statutory shared parental pay (ShPP).

Please note - Both entitlements are less any weeks pay already received by either parent by way of maternity/adoption/shared parental pay

**ShPP is included in this payment*

4.6.4 When the shared parental leave ends the employee must return to work for the GLA (or another GLA Group employer) for at least six months. If the employee does not do this, they will have to repay any salary paid to them after the first 18 weeks of shared parental pay in excess of ShPP.

4.7 Scheme B

4.7.1 Employees who have been continuously employed by the GLA for less than one year, but at least 26 weeks by the end of the 15th week before the due date or

4.7.2 In the case of adoption, have been continuously employed by the GLA for less than one year, but at least 26 weeks by the end of the 15th week before the due date, at the beginning of the week in which notification of matching is given by the adoption agency, are entitled to the provisions of this scheme;

4.7.3 Up to 50 weeks shared parental leave, with up to 39 weeks' paid leave, as follows;

- First two weeks' compulsory maternity/adoption leave at full pay
- Up to 8 weeks paid at 9/10 pay* and
- Up to 16 weeks paid at half pay** and,
- Up to a further 13 weeks may be paid at ShPP (statutory rate) for employees with at least 26 weeks' continuous service at the end of the 15th week before the expected week of childbirth.

Please note - Both entitlements are less any weeks pay already received by either parent by way of maternity/adoption/shared parental pay

4.7.4 When the shared parental leave ends the employee must return to work for the GLA (or another GLA Group employer) for at least six months. If the employee does not do this, they will have to repay any salary paid after the first eighteen weeks of shared parental leave in excess of ShPP.

5 Notice requirements for shared parental leave

5.1 An employee who wishes to take shared parental leave must give their line manager at least 8 weeks' written notice of their intention to take the leave by completing the shared parental leave application form

- [Birth application form](#)

- [Adoption application form](#)

- 5.2 The GLA HR&OD unit may request for the employee to provide a copy of the child's birth or adoption certificate and the name and address of the other parent's employer.
- 5.3 Before the birth parent or partner can take shared parental leave, the birth parent/primary adopter must either return to work before the end of their maternity/adoption leave (by giving 8 weeks' notice of her planned return) or tell their employer that they are ending their maternity leave early.
- 5.4 The GLA will, where there is a suspicion that fraudulent or negligent information may have been provided, or where it is informed by the HMRC that a fraudulent claim has been made, investigate the matter further and take action in accordance with the disciplinary procedure.

6 Varying a period of shared parental leave

- 6.1 The employee may vary or cancel their proposed shared parental leave dates, provided that they give the GLA a minimum of 8 weeks' written notice. An employee can provide a combined total of up to three periods of leave notices or variations per pregnancy or adoption.

7. Contact during a period of shared parental leave

- 7.1 Shortly before the employee's shared parental leave starts, the line manager will discuss the arrangements for keeping in touch during the leave period. In any event, the GLA reserves the right to maintain reasonable contact with the employee during shared parental leave. This may be to discuss plans for the employee's return to work, to discuss any special arrangements to be made or training to be given to ease the return to work, or simply to update on developments at work during the absence. Such contact will not constitute 'work'.

8. Shared parental leave in touch days (SPLIT)

- 8.1 An employee can agree to work for the GLA (or to attend training) for up to 20 days during the period of shared parental leave without that work bringing the period of shared parental leave and pay to an end. These are known as shared parental leave in touch or 'SPLIT' days. Any work carried out on a day shall constitute a day's work for these purposes.
- 8.2 There is no obligation on the employee to carry out any work, and the employee has no right to undertake any work, during the period of shared parental leave. The GLA will grant time off in lieu for any agreed work undertaken, which should be taken by the employee on return to work following shared parental leave. Any SPLIT days worked do not extend the period of shared parental leave.

9. Annual Leave

- 9.1 Employees will continue to accrue annual leave while on shared parental leave, pro rata to their contractual entitlement of 30 days per leave year.
- 9.2 Employees will also accrue public holiday leave for any public holiday that falls within the period of shared parental leave, on a day that the employee would normally work.
- 9.3 Only five days untaken annual leave may be carried over from one leave year to another. To prevent loss of any leave entitlement (for example, where the shared parental leave spans two leave years) the employee may need to take their outstanding leave entitlement before starting a period of shared parental leave unless this is not reasonably practicable.

10. Returning to work

- 10.1 Subject to the exception below, the employee has the right to return to the job in which they were employed under their contract of employment, provided that their period of SPL lasted no longer than 26 weeks, unless it is not reasonably practical for them to do so. Where it is not reasonably practicable, the employee has the right to return to a job that is both suitable and appropriate for them to do in the circumstances.
- 10.2 The right to return to the same job is also subject to any organisational change that may have happened during the period of leave. If the employee's substantive post has been deleted, they must be offered any suitable alternative post but the terms and conditions must be no less favourable than those that would have applied to the substantive post.
- 10.3 The entitlement for fixed term employees to return to the job in which they were employed is dependent on the reason for their fixed term post and the contract end date. Further advice can be obtained from the Human Resources Unit.
- 10.4 The employee will have been formally advised in writing by the HR unit of the date on which they are expected to return to work. The employee is expected to return on this date, unless they have notified the GLA otherwise. While there is no legal obligation for the employee to confirm that they will be returning on the expected date, it will assist the GLA if they do so.
- 10.5 If the employee wishes to return to work earlier than the expected date, they must give at least eight weeks' notice of their intended return date.
- 10.6 If the employee wishes to return on a part-time or any other flexible working arrangements, they should discuss this with their line manager before the start of the shared parental leave, or at least twelve weeks before they are due to return. Although there is no automatic right to such changes in the employee's working patterns, where possible, depending on the needs of the service, every effort will be made to accommodate requests for part-time or flexible working.

Document authors	
Issue no.	<ol style="list-style-type: none">1. Launched 22 June 20152. updated 01/03/16 to clarify pay entitlement in relation to Paternity Pay entitlement3. Reviewed in September 20164. Minor changes to language to remove gendered terms e.g. he/she and inclusion of gender identity and gender expression.
Date of release	22 June 2015
Approved by	Head of Paid Service for all s.67(2) appointments. The Mayor for all s. 67(1) appointments. The Mayor and Assembly for the Statutory Officers.
Next review date	June 2018
Status	Draft

Trans and gender identity Policy

1. Purpose and Scope

- 1.1 The Greater London Authority (GLA) is committed to welcoming and supporting trans employees and removing barriers to their recruitment, promotion and retention. Providing a working environment that is free from discrimination, harassment or victimisation because of gender identity or gender expression is an important step in ensuring that trans employees are treated with dignity, respect and are valued.
- 1.2 The GLA is fully supportive of the needs of individuals who identify as having a gender identity which differs to that assigned at birth.
- 1.3 The aim of this policy is to make clear the GLA's commitment to supporting trans employees in the workplace. It includes information for trans employees and outlines the support available to them during the course of their employment. The policy also provides guidance on the support available for employees who are undergoing gender reassignment (transitioning).
- 1.4 Gender reassignment is a protected characteristic under the Equality Act 2010. Compliance with this policy should also ensure that employees do not commit unlawful acts of discrimination. This policy also aims to create a working environment that allows individuals to feel safe (confident) when seeking help, advice and support.

2. Definition(s)

- 2.1 Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth. Trans people may describe themselves using a wide variety of terms, including (but not limited to) transgender, transsexual, gender-fluid, non-binary, gender-variant, trans man, trans woman, trans masculine, trans feminine.
- 2.2 Gender reassignment is the process of transitioning from one gender to another. This is a personal process, not solely a medical process. This means that someone does not need to have undergone surgery or be under any kind of medical supervision to be classed and protected as trans. When an individual decides to live openly in their acquired gender they have made a social transition.
- 2.3 Definitions and terminology regarding trans people are evolving. Individuals will self-identify and how they choose to describe themselves should be respected by their colleagues. Rather than assume, it is best to reflect the language that someone uses when talking about themselves.

3. Supporting individuals in the workplace

- 3.1 The GLA recognises the value of a diverse and inclusive workforce and welcomes the contribution of all employees regardless of their gender identity.
- 3.2 The GLA is committed to providing a working environment that is free from all forms of discrimination and in which everyone is treated with respect. The GLA recognises that trans job applicants and employees are not required to inform the GLA of their gender status or gender history. The gender in which the individual presents will always be acknowledged and respected.
- 3.3 The GLA recognises that gender identity, gender expression and sexual orientation are not interchangeable terms. Trans status is not indicative of a person's sexual orientation and so employees should not assume that a trans colleague has a particular sexual orientation.
- 3.4 The GLA will not tolerate inappropriate language from any of its employees. Using inappropriate language and terminology that has not been reflected by the individual will cause offence and distress and undermines the GLA's efforts to create an inclusive workplace for trans people.
- 3.5 If any employee feels that they are experiencing unfair or discriminatory treatment at work should seek advice and support to raise awareness and challenge the inappropriate behaviour or treatment.

Support available from Human Resources (HR&OD) unit

- 3.6 An employee may speak in confidence with members of the Human Resources (HR&OD) Unit, who will provide information and advice on the support and facilities available to trans employees at the GLA.
- 3.7 The HR&OD unit will also provide support and guidance to employees to challenge inappropriate behaviour by colleagues or line managers; this includes but is not limited to providing support to give feedback to colleagues who have caused offense and support staff to raise complaints under the Dignity at Work policy and Grievance procedures.
- 3.8 The HR&OD unit can also signpost employees to relevant well-being schemes and staff networks to support the employee in the workplace.

Support available from line managers

- 3.9 In some instances the employee may find it helpful to talk to their line manager about their experience at work, to seek advice or support. Talking to a line manager about concerns or requests for support, may help the employee and line manager to work together to raise awareness within the employee's team and/or address any use of inappropriate language or treatment.

- 3.10 If an employee would like to talk to their line manager but would welcome support to do so they can ask the HR&OD unit, a colleague or member of a staff network to support them in their conversation.

Support available from Staff networks

- 3.11 There are a number of active staff networks, committees and clubs within the GLA. The networks and committees are staff led groups who have come together to raise awareness and provide support and social connections for all GLA employees.
- 3.12 All employees can join any of the networks and committees and/or contact the networks for support and information. Details of the current networks are on the internal intranet - <http://intranet.london.gov.uk/node/10668>
- 3.13 The GLA recognises the trade union UNISON. Members can seek advice and support from the GLA UNISON branch committee. Contact details are available on the internal intranet - <http://intranet.london.gov.uk/blogs/gla-unison-launches-its-intranet-page>

Support available from the Employee Assistance Programme (EAP)

- 3.11 The GLA's Employee Assistance Programme "Be Supported" is hosted by AXA PPP Healthcare. Be Supported is available on a confidential basis 24/7 to all GLA employees and their family members who reside at the same address.
- 3.12 Employees may contact the EAP by telephone, email or use their website tools and resources. The services are confidential and free to the employee and their household members, having been pre-paid by the employer. The service is available to provide support, advice and guidance to help manage issues in personal and work lives.
- 3.13 Be supported offers high quality information, support and counselling for all aspects of life. Further information is available on the internal intranet - <http://intranet.london.gov.uk/node/9078>

4. Confidentiality and disclosure

Names and pronouns

- 4.1 The GLA will take all necessary steps to ensure that an individual's gender identity and chosen name is respected. Each employee has access to their personal details record via the Employee Self-Service (ESS) module of the HR system. Employees can choose if they wish to declare their gender identity and can also choose to amend or update it via the ESS.
- 4.2 All information declared via the recruitment system or the employee self-service is confidential and only seen by the HR&OD unit. Through 'people manager' module, line managers are able to see the employment elements of their team

information, such as absence details and contractual information but they cannot see the personal details information submitted by employees.

- 4.3 If a trans employee wishes to change their name at work, the HR&OD unit will provide support and guidance on how they can do this to update all of their work details and to communicate this with their line manager and colleagues (should they wish to).
- 4.4 A Gender Recognition Certificate (GRC) is not required to enable a trans person to change their name and the GLA will not ask an individual if they have a GRC to verify a name change.
- 4.5 Where an employee discloses information about their gender history or status (verbally or in writing), this will be treated as confidential. This includes any information provided to the line manager or HR&OD. Such information will not be shared with others, unless there is a specific reason and then not without the written consent of the individual concerned.
- 4.6 It is an individual's decision whether or not to reveal their gender status and history and the GLA will respect their right to privacy. For example, if someone is recruited into a team managed by a trans employee, they must not be informed about the manager's gender history. The right to privacy will apply regardless of whether or not the individual has a GRC.

5. Recruitment and Selection

- 5.1 The GLA wishes to attract applicants from as wide a talent pool as possible and the recruitment process is designed to be inclusive of trans applicants.
- 5.2 Equality of opportunity is integral to the GLA recruitment approach. A job applicant's gender identity is irrelevant and job opportunities should be open to all suitably qualified applicants.
- 5.3 Sensitive information, including an applicant's gender is used for monitoring purposes only. Sensitive information is only available to the HR&OD unit. The information is not shared with the recruiting manager or the panel and shortlisting is completed on a 'name blind' basis; that is, all of the identifying information is removed from the application form and each application is automatically allocated a unique reference number before it is shared with the shortlist panel.
- 5.4 An applicant will not be asked to declare their gender history during the recruitment process or during employment. Where an individual's documentation reveals their previous name and thereby their gender history, this information will be kept confidential and stored securely with the permission of the individual and in accordance with the GLA's data protection policy. The same approach will apply where an applicant is required to present qualification certificates before a job offer is confirmed and the certificates are in the applicant's previous name.

6. Bullying, Harassment and Discrimination

- 6.1 The GLA adopts a zero-tolerance approach to harassment, bullying or victimisation and will deal with any such complaints promptly, fairly and sensitively.
- 6.2 Examples of harassment against trans people include:
- verbal abuse such as name-calling, threats, derogatory remarks or belittling comments about trans people;
 - asking an individual if they have a Gender Recognition Certificate (GRC);
 - joking about someone's gender identity or trans people generally;
 - refusing to use the pronoun appropriate to someone's acquired gender (for example, calling a trans woman "he") or calling the person by the name they had before they transitioned;
 - threatening behaviour or physical abuse;
 - intrusive questioning about someone's gender identity or transition;
 - excluding a trans colleague from conversations or from social events;
 - refusing to work with someone because they have transitioned; and
 - displaying or circulating transphobic images and literature.
- 6.3 All employees should be aware of the GLA's dignity at work policy and the procedures in place for handling complaints of bullying and harassment.
- 6.4 Any complaints of bullying and harassment are taken seriously and dealt with in accordance with the GLA's Dignity at Work and Grievance policies. If, after investigation, it is found that bullying, harassment or victimisation has occurred, the GLA will take action under the disciplinary procedure. Relevant procedures can be found on the intranet - <http://intranet.london.gov.uk/pages/human-resources-policies-and-procedures>

7. Support available when Transitioning

- 7.1 Where an employee is transitioning, it may be necessary to inform certain people of these circumstances, to ensure that they can receive the appropriate support. The GLA recommends that the employee identifies a nominated individual within the workplace who can support them during this time. The employee may seek support from the HR&OD unit in identifying their nominated individual, such as a member of the HR&OD unit, a line manager, a work colleague, a member of a staff network or a union representative.
- 7.2 How, when, and whose role it will be to inform others, will be discussed at an initial meeting between the employee and their nominated individual. The employee should seek support from their line manager, HR&OD unit or a staff network or committee to identify an appropriate individual who can support the employee initially and throughout the process.

- 7.3 At the initial meeting, the nominated individual will support the employee to think through the appropriate considerations, which will include but not be limited to;
- timescales for transitioning
 - time-off for medical appointments and procedures (if appropriate)
 - communication to colleagues and partner organisations (if the employee wishes)
 - timing for changes to records and accounts
- 7.4 Any communication and disclosure will only be made with the individual's explicit consent. The employee may wish to tell colleagues about their transition or may prefer if this is done by someone else on their behalf. The GLA will support the individual to do what is best for them and, if the employee is not ready to tell anyone at the early stages, the GLA will respect the employee's wishes. The employee is entitled to privacy and the GLA will seek to protect them from intrusive enquiries.
- 7.5 Upon request, the GLA will change the name, title and gender on an employee's work records, IT system and employment identification cards at the time agreed between the employee and the HR&OD unit. Records will include all of the systems that may contain names, titles and other personal identifiers such as photographs on the GLA's website and intranet. The GLA will work with the employee to ensure that nothing is omitted.
- 7.6 All records that include details of an employee's gender history will be destroyed in a secure manner, unless there is a specific reason for retaining them. Where other people in the GLA need to be aware of the employee's transition to make a change to a particular record, the GLA will obtain the employee's consent, and restrict the information to those who need to know.
- 7.7 Where there is a need to retain documentation that shows someone's gender history, this information will be stored confidentially in line with the requirements of data protection legislation. The information will be held electronically in a secure environment (for example, password protected) that can be accessed only with the consent of the individual concerned. Only named individuals will be allowed to access this information and those individuals will be made aware that breaches of confidentiality could be unlawful and result in disciplinary action.
- 7.8 The GLA is aware that a failure to change pronouns and names on records in respect of a trans employee could constitute direct discrimination. A Gender Recognition Certificate (GRC) is not required to enable a trans person to change their name and the GLA will never ask an individual if they have a GRC to verify a name change, as to ask such a question would be inappropriate.
- 7.9 Consistently addressing a trans employee by their previous name and/or an inappropriate pronoun may be regarded as harassment and will be dealt with through the GLA's Dignity at Work Policy and Disciplinary procedure.

8. Implementation and Review

- 8.1 This policy will be made available to all staff on the GLA's intranet and will be kept under regular review by the Human Resources Unit.

9. Useful Contacts

- Government Equalities Office <http://www.dwp.gov.uk/aboutus/geo.asp>
- Press for Change <http://www.pfc.org.uk>
- Gender Trust <http://www.gendertrust.org.uk>
- Equality and Human Rights Commission
<http://www.equalityhumanrights.com/your-rights/trans/>
<http://www.equalityhumanrights.com/advice-and-guidance/information-for-employers/guidance-on-recruiting-and-supporting-trans-people/>
- GALOP – reporting service. <https://www.galop.org.uk/>
- Stonewall <https://www.stonewall.org.uk/>
- Gender, Identity, Research & Education Society <https://www.gires.org.uk/>

View Edit

Updating our HR Policies - gender neutral and inclusive language

Posted by [REDACTED]
Mon, 03/09/2018 - 10:41



As part of the GLA's ambition to be an even more inclusive place to work, we have been reviewing and updating some of our HR policies to make sure we use gender neutral and inclusive language. This has been a collaborative effort between the HR&OD unit and the LGBT+ Network who have supported by reviewing policies and sharing their lived experience.

We have made minor amendments in language across a range of policies to ensure that all our policies are inclusive to all staff, regardless of gender expression or gender identity. We have also introduced of a new [Trans and Gender Identity Policy](#), which is designed to better support the GLA's trans and non-binary staff.

This work will feed into the GLA's Stonewall Workplace Equality Index submission, which showcases the ways that we are working to be an inclusive and diverse place to work.

What is gender neutral language and why is it important?

Some peoples' gender identities do not fit into the gender binary of male or female. By removing gendered pronouns from our HR policies, we are ensuring that all staff – regardless of gender expression or gender identity – feel included.

For example, an existing policy may state: 'if an employee wishes to discuss their working arrangements **he/she** should contact **his/her** manager.' Using gender neutral language, this changes to: 'if an employee wishes to discuss **their** working arrangements, they should contact **their** manager.'

[REDACTED] Chair of the GLA's LGBT+ Network, shared:

"The GLA LGBT+ Network has been proud to support the HR&OD unit's huge efforts to review the GLA's HR policies. Throughout the process their focus has been to make sure that our policies are as inclusive as possible. I have been grateful for the opportunity for the LGBT+ Network members – both members of the LGBT+ community and allies – to share their experiences as GLA employees to help shape the policies to make them better for all staff."

All HR policies are available [here](#).

Latest Comments

[REDACTED] [Team London's volunteering now](#)
Looks really good

[REDACTED] [London's new volunteering now](#)
Well done [REDACTED] & team

[REDACTED] [disposable cups](#)
Hi [REDACTED] Thanks for and for raising this point

[REDACTED] [cups at City Hall](#)
This is really good. Hope not really making people

[REDACTED] [disposable cups](#)
[REDACTED] - this is really incentivise behaviour

MAYOR OF LONDON



Public Sector

Equality Duty

LONDON ASSEMBLY

Workbook

Public Sector

Equality Duty

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Aims and Learning Outcomes

Aim:

To understand how the Public Sector Equality Duty applies to the GLA and how this can be applied to your area of work to meet the legal requirements and deliver best results for London's diverse communities.

Learning Outcomes:

- Describe the public sector duty and its relevance to the work of the GLA
- Explain why it's important to mainstream equality in your work
- Demonstrate an ability to use the tools available to put the public sector duty in to practice within your individual role
- Plan actions for applying the Public Sector Equality Duty to your area of work

Programme:

- Welcome and introductions
- Legal Expectations
- The Purpose and Benefits
- Relevance and Proportionality
- Case Studies
- Key Learning Points and Action Planning

Overview

Public Sector Equality Duty

The Public Sector Equality Duty is made up of a 'general equality duty' and is supported by 'specific duties'.

The General Equality Duty

The general equality duty (referred to as the 'general duty' in the rest of this workbook), the overarching requirement, is set out in section 149 of the Equality Act 2010 (for more information on this Act you may wish to attend the GLA Dignity and Inclusion event) and it came in to force on 5 April 2011 and the specific duties of the general duty, which are intended to help performance of the general duty, were created through secondary legislation.

A list of public authorities to which the duty applies is listed with the framework and includes:

- Local authorities
- Education bodies (including schools)
- Health bodies
- Police, fire and transport authorities
- Government departments.

There are some additions to this list; organisations that exercise public functions. These would include private bodies or voluntary organisations that are carrying out public functions on behalf of a public authority, e.g., a voluntary body delivering a volunteering project funded by the GLA or a private developer delivering a housing scheme funded by the GLA.

There are three Aims of the general duty; those subject to it must, in the course of their functions, have due regard to the need to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act (which is why it's so important to understand what this piece of legislation covers)
2. Advance equality of opportunity between people who share a protected characteristic and those who don't
3. Foster good relation between people who share a protected characteristic and those who do not.

It describes 'fostering good relations' as tackling 'prejudice and promoting understanding between people from different groups.'

It is explicit that to comply with the general duty may involve treating some people more favourably than others.

The second of the aims is explained further, in particular, having due regard to the need to:

- Remove or minimise disadvantages suffered by people due to their protected characteristics
- Take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people
- Encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

It states that 'meeting different needs' (among other things) involves taking steps to take account of disabled people's disabilities.

Protected Characteristics

The general equality duty talks about different groups who share and don't share certain protected characteristics. These are identified within the Equality Act as:

- Age (all ages, including children and young people)
- Disability (a person has a disability if she/he has a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities)
- Gender reassignment
- Pregnancy and maternity
- Race (including ethnicity, nationality and national origin)
- Religion or belief (including non-belief)
- Sex
- Sexual orientation
- Marriage and Civil Partnership

Public authorities also need to have due regard to the need to eliminate unlawful discrimination against someone because of their marriage or civil partnership status. This means that the first aim of the general duty applies, but not the other two.

The overarching purpose of the general duty is to integrate consideration of equality and good relations in to the day-to-day business of public authorities. It requires equality to be considered in decision making, in the design of policies and in the delivery of services, including internal policies. The GLA has various ways to help you mainstream this in to your role. Compliance with the general duty is a legal obligation.

There are of course other benefits – it makes good business sense. If the GLA is able to provide services to meet the diverse needs of its users, it will find that it carries out its core business more efficiently with a workforce that is motivated and supportive of the authorities objectives; and if this happens the stakeholders it works with will be more satisfied with the decisions it makes and the actions it takes.

The Specific Duties

The specific duties were created by secondary legislation in the form of regulations. Listed authorities are required to:

- Publish information to demonstrate their compliance with the general duty.
- Prepare and publish one or more objectives that it thinks it needs to achieve to further the aims of the general duty

Both of the above must be published in such way that it is accessible to the public.

The GLA has published its statutory equality objectives in the Mayor's Equality, Diversity and Inclusion Strategy, which sets out how we will work to create a fairer, more equal integrated city where all people feel welcome and able to fulfil their potential. The GLA publishes an annual equalities report. It also requires equalities comments to be included with all Decisions Forms, report to IPB and HIC.

The purpose of the specific duties is to help authorities to improve their performance on the general duty by improving their focus and transparency. In practice this means:

- **Establishing the relevance of the duty to the function of the GLA and to your role within it**
 - Establishing relevance is a means of helping prioritise your efforts, it is not an end in itself
 - If there is little qualitative or quantitative evidence about the effect of your function, engaging with people with different protected characteristics may be beneficial
- **Collecting and using equality information**
 - This will help you to identify equality opportunities and to understand the impact of your work and decisions on people with protected characteristics
 - It will help you and the GLA to set objectives and measure progress towards them

- Using the information will help base priorities and decision making on evidence rather than assumptions or stereotypes – conscious ones or otherwise
- **Meeting the equality duty in policy and decision-making**
 - The GLA has comprehensive guidance on mainstreaming equality, diversity and inclusion in the decision making process.
 - The guidance also explains how to complete an equality impact assessment.
 - You will need to ask key questions to focus on who may be impacted upon by your decisions and actions, how they could be affected and the ways you plan to remove those negative impacts
 - You will need to summarise how you have taken account of the duty and key equality issues which need to be considered by the decision-maker when drafting Decisions Forms and reports to IPB (Investment and Performance Board and HIG (Housing Investment Group)).
- **Engagement**
 - Engagement with people from the different protected characteristics can help develop the evidence base on which you make decisions and take actions
 - It is about *how* the authority interact with its service users, employees and stakeholders
 - It is key in the advancement of equality of opportunity and the fostering of good relations
 - The Equality and Fairness Team can advise you on how to do this and facilitates meeting with deaf and disabled stakeholders, older people's organisations, LGBT+ (Lesbian, Gay, Bisexual, Transgender) stakeholders, migrant and refugee groups and carers' groups
- **Procurement and Grant-Making**
 - In order to comply with procurement law you need to consider the extent to which equality considerations are relevant and proportionate to the subject matter of the contract or grant
 - If the function is carried out by an external supplier, the GLA remains responsible for meeting the general equality duty.
 - Although contractors grantees are expected to act lawfully in the execution of their duties it can be useful include a reminder in the conditions of contract or grant agreement.

Due Regard

Due Regard is terminology that appears time and time again in both the general duty and the specific duties so it's important to establish what we mean by this:

- Those organisations subject to the duty must have due regard to the three aims of the equality duty in all aspects of carrying out their business decisions and their day-to-day activities
- In other words we must **consciously consider** the need to do the things set out in the general equality duty.

Two Key Questions

There are two key questions that need to be considered to determine what 'paying due regard' means in relation to your decision, project, programme, strategy, policy or function.

1 **Relevance**

- Which aspects of the general duty are relevant?
- Which of the protected characteristics are relevant?
- Which groups might be affected differently?

2 **Proportionality**

- What is the proportionate response or action that needs to be taken?
- The spectrum of proportionality ranges from a single paragraph to a full Equality Impact Assessment and action plan

What does this mean for the GLA?

London is a wonderfully diverse city and we must consider equality in all our work; not just because of the legal requirement, but because it makes sense in terms of ensuring that diversity is valued and included. The GLA is committed to promoting fairness and tackling discrimination in London. It is also working to improve opportunities for all Londoners by removing the barriers that stop people reaching their full potential.

Implementing the duty through your own work is just one part of the GLA's responsibility, as has already been mentioned, the equality duty covers work that is contracted to others and provided by the voluntary sector etc. so there is this angle to cover as well when you're working on projects and services which are provided this way.

Although the service provider has responsibility to comply with the duty, the GLA also takes an active part in ensuring that this happens. From the outset of discussions with the potential supplier the equality duty must be part of the topics for discussion; not just in terms of 'what' they intend to do to comply, but 'how' they are going to do it. This will give an indication of whether they are seeking just to comply or are actually mainstreaming it in to their business – an important aspect as the GLA has an expectation that equality is embedded in to all its work and is not considered to be an after-thought. *Not* mainstreaming equality could damage the GLA's reputation as an organisation that is serious about diversity and equality, even if the work is carried out through others.

Assessing the provider's plans and programmes of work at the beginning is an important aspect of negotiation and it's vital that this is done with a critical eye. You might want to use some of the Assessment Impact questions within the Guidance on Completing an Equality Impact Assessment as a starting point to ensure that you are comfortable that all the angles have been considered and that the appropriate level of impact assessment has been carried out.

Monitoring the changes that can materialise during the life of a contract or agreement is also another important point. How could the initial assessment need to be re-visited as the result of any changes or amendments? Has the provider considered these? You have a right and a responsibility to ask these questions. Any documents relating to the implementation of the duty through others must be 'living' and be seen to be an integral part of the contract between the GLA and its suppliers and providers.

As with implementing the duty in to work carried out by the GLA itself, the amount of detail you can expect from service providers etc. in an assessment and plan will vary greatly depending on the type of work or project they are involved in.

Relevance & Proportionality

Case Studies

Read through your allocated case studies and discuss the points asked.

1. What equality considerations would you need to take into account in the design and development of a major volunteering programme?
2. What would be the key equality considerations when undertaking a review of the GLA's flexible working policy?
3. You are drafting a paper for IPB to get agreement for the budget allocation for a small grants programme that will award grants for regeneration projects. What criteria will you include in the grants application to ensure you are paying due regard to the equality duty?

4. How would you ensure that you have paid due regard to the equality duty when organising a public meeting to consult on a policy you are developing?

5. How would you ensure that you have paid due regard to the equality when launching an apprenticeships campaign to encourage more business to take up apprentices and more people to become apprentices.

6. What would be the equality considerations when implementing a hot-desking policy for your team?

7. A planning application has come in to develop a mosque in East London. What steps would you take to demonstrate you have paid due regard to the public sector equality duty in considering the application before it goes for a Mayoral decision.

Action Planning

What else do you need to know?

What knowledge do you need to develop further?

What will you do about these points?

When?

What will you do to ensure you are applying PSED in your work?

More Information

GLA's Equality Duty

For more information see guidance on the Intranet: *GLA's Equality Duty* under the *Working* tab on the intranet Home Page:

<http://intranet.london.gov.uk/pages/glas-equality-duty>

Equality and Fairness Team

You are always welcome to seek expert advice from the Equality and Fairness Team – it is better to do this early on to ensure compliance and the appropriate outcome from your assessment of relevance and proportionality.

Mayor's Equality Framework

You can find the Mayor's Equality Framework at:

<https://www.london.gov.uk/priorities/equalities/publications/equal-life-chances-for-all-2012>

Equality Groups in London

You can find data and information on equality groups in London at:

<http://www.london.gov.uk/priorities/equalities>

Draft case studies

Case study 1: Accessing toilet facilities

A person who you haven't seen before is moving towards the tea point looking slightly lost. You see another colleague helpfully pointing them in the direction of the 'gents' toilets, even though you don't think the person looks like a man. You've heard about 'misgendering' and are worried that you might have just seen this happen, although you are fairly sure it wasn't intentional.

Questions

- What do you do?
- What kinds of assumptions, unconscious and conscious bias as well as associated behaviours can you identify?
- What is the impact?

Facilitator notes

- Member of staff misgenders another colleague

Learning points

- Establish / ensure understanding of definitions of misgendering and gender identities including non-binary and non-gender conforming, and the importance of self-definition
- Negative impact of being misgendered
- Methods of constructive and sensitive challenge

Case study 2: Meeting scenario

You have arranged for a colleague you line manage to brief senior stakeholders on an important work programme, highlighting the impact of their contribution. Your colleague is clearly nervous but the presentation goes well. However, after it finishes the senior stakeholders turn towards you. They are asking you their follow up questions and respond enthusiastically to you, nodding and smiling. This makes you feel uncomfortable, as your colleague is the expert in this particular area and you know how much work they have put in to the programme. You therefore want the stakeholders to recognise this.

Questions

- How do you respond?
- What kinds of assumptions, unconscious and conscious bias as well as associated behaviours can you identify?
- What is the impact?

Facilitator notes

- Member of staff presenting to more senior stakeholders who is ignored by their colleagues who defer to their manager. Not valuing member of staff because of their position/role/grade

Learning points

- Impact hierarchy can have on behaviours in a non-inclusive culture and the importance of colleagues being valued and in recognition of their contribution, not their position in the organisational structure
- Potentially affinity and attribution biases at play
- Methods of constructive challenge

Case study 3: Responding to misgendering a colleague

A colleague in your team has come to you in tears. They have just had a conversation with a colleague in your directorate who has recently started transitioning while in the organisation. Your team-colleague had been trying hard to make sure that they refer to their colleague in the appropriate gender but accidentally used the incorrect pronoun to refer to their colleague instead during this conversation. There was an awkward silence, and while your team-colleague apologised profusely, they are now upset because they know that when this happens to the colleague they were speaking to, they find it very distressing.

Questions

- How do you respond to your team-colleague?
- What kinds of assumptions, unconscious and conscious bias as well as associated behaviours can you identify?
- What is the impact?

Facilitator notes

- Scenario highlights both the potential impact of the act of being misgendered and the impact on the person responsible for (what may be inadvertently) misgendering a colleague

Learning points

- Establish / ensure understanding of concepts including transitioning, appropriate use of pro-nouns and misgendering
- Potential negative impact of being misgendered
- Importance of promoting a culture where people feel safe to ask questions
- Promote the use of non-gendered language

Case study 4: Grant making panel discussion

You are part of a decision-making panel responsible for allocating grant funding for community projects. The panel have all scored the bids independently and you are now discussing them and reaching consensus. One of the bids which you all score highly is not being recommended for funding by panel members. It's from a BAME-led organisation, and a couple of panel members have made comments like 'I am not sure about them' and 'we haven't worked with them before'. You are confident that their bid meets the selection criteria and indeed others have scored them highly.

Questions

- How do you challenge the panel?
- What kinds of assumptions, unconscious and conscious bias as well as associated behaviours can you identify?
- What is the impact?

Facilitator notes

- Grant-making panel moderation discussion featuring a difference of opinion on the performance of a BAME-led organisation in the process . Need to adhere to procedures and guidelines to ensure transparent decisions are made.

Learning points

- Bias plays out in all forms of decision-making – not just recruitment or employment related processes
- Ambiguity and affirmation (out-group) biases potentially at play
- Methods of constructive challenge

Case study 5: Procurement discussion

You are working on a large-scale programme for which you need to procure external consultants. The team doesn't have much experience in delivering this kind of programme and so you are looking for additional support. Three companies were shortlisted and invited to present to the panel how they would deliver what you need. Following all three presentations the panel discusses the merits of each presentation in order to reach a decision about who to award the contract. A panel member makes unsubstantiated comments about the black consultants 'not sure they really have the level of sophistication we need' and 'not sure they will fit in' which are not part of the procurement criteria.

Questions

- How can you challenge your colleague?
- What kinds of assumptions, unconscious and conscious bias as well as associated behaviours can you identify?
- What is the impact?

Facilitator notes

- Procurement decision-making panel where the suitability of bidders from a BAME background is being discussed.

Learning points

- Bias affects all decision-making – not just people-related or recruitment based processes
- Ambiguity and affirmation (out-group) biases potentially at play
- Methods of constructive challenge

Case study 6: Recruitment panel discussion

You are part of a selection panel recruiting to a role in your directorate but where you are not part of that team. The standard of applicants is high and you are meeting following the interviews to compare your views on the candidates, based on your scores. One of your top candidates happens to be visibly disabled but the chair of the panel has scored this candidate much lower and is explaining that they're concerned about whether they're really suited to the job area and not wanting to expose them to any undue risks.

Questions

- How do you respond?
- What kinds of assumptions, unconscious and conscious bias as well as associated behaviours can you identify?
- What is the impact?

Facilitator notes

- Recruitment panel discussion where there is a difference in opinion regarding the performance of a disabled candidate

Learning points

- Ambiguity bias and affirmation (out-group) bias potentially at play. Depending on how this discussion continues, comparison bias could potentially emerge
- Panel chair appears to be focused on the individual's impairment over their performance
- Could potentially result in direct discrimination
- Methods of constructive challenge

Case study 7: Event where the team is discussing a speaker panel

Your team have been asked to put together a high-profile speaker panel for an event with the Mayor. The speakers need to be credible experts in the field. You also know that the panel needs to be gender balanced and diverse. Even though there are credible diverse people in your network you are struggling to identify suitable speakers. Your manager hands you a speaker list for the event and tells you to invite them to speak but you notice they are all male and white.

Questions

- Why do you think you are struggling to identify suitable speakers?
- How do you respond?
- What kinds of assumptions, unconscious and conscious bias as well as associated behaviours can you identify?
- What is the impact?

Facilitator notes

- Event planning discussion where an all-male and all white speaker panel is suggested

Learning points

- Bias can affect all forms of decision-making – not just employment related processes
- Affinity bias potentially at play
- GLA policy – the Mayor would not participate in an all-male panel and the GLA would not stage an event with an all-male line-up
- Methods of constructive challenge

MAYOR OF LONDON

Dignity & Inclusion



LONDONASSEMBLY

Workbook

Dignity & Inclusion

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Aims and Learning Outcomes

Aims:

To enable you to achieve positive outcomes through promoting inclusive behaviours within your workplace

Learning Outcomes:

- Define diversity, equality and inclusion at the GLA
- Explain the concept of bias and how bias can hinder an inclusive environment
- Describe strategies individuals can use to eliminate their own bias
- List and describe the characteristics protected by equality legislation
- Recognise inappropriate behaviours
- Demonstrate the ability to confidently challenge inappropriate behaviours
- Plan specific actions for promoting diversity and inclusion within GLA

Programme:

- Welcome
- The drivers for diversity and inclusion
- The legislation
- Stereotyping and overcoming bias
- Inappropriate behaviours and challenging them
- Action planning

Definitions

Direct Discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic. *No legal defence.*

Indirect Discrimination occurs where the effect of certain provision, criteria or practice has an adverse impact disproportionately on one group or other. Indirect discrimination *does have a legal defence* - where it is a proportionate means of achieving a legitimate aim.

Associative Discrimination is discrimination against an individual because of an association with another person who has a Protected Characteristic under the Equality Act 2010 (other than marriage and civil partnership, and pregnancy and maternity).

Positive Discrimination is a policy in which members of minority groups are given preference over members of majority groups. This is done in a bid to obtain some equality or balance. Positive discrimination is illegal.

Positive Action. Action that may involve treating one group *more favourably* where this is a proportionate way to help members of that group overcome a disadvantage or participate more fully, or in order to meet needs they have that are different from the population as a whole.

Genuine Occupational Requirement. In very limited circumstances, an employer can claim that a certain protected characteristic is necessary for a role. For example, it may be appropriate for female doctor to be employed in an area of high Muslim population to be employed on grounds of decency.

Bullying. Offensive, intimidating, malicious or insulting behaviour, or an abuse or misuse of power or authority which has the purpose or effect of undermining, humiliating, denigrating or injuring the recipient.

- Bullying may be a persistent or an isolated incident
- This conduct may be of a physical, verbal or non-verbal nature.

Harassment. Any form of unwanted verbal, non-verbal or physical conduct which has the purpose or effect of violating the dignity of a person and/or creating an intimidating, hostile, degrading, humiliating or offensive environment.

- It may be related to age, sex, race, disability, sexual orientation , gender, religion, gender identity, nationality or any other personal characteristic of the individual
- It may be persistent or an isolated incident
- The key is that the actions or comments are viewed as demeaning and unacceptable to the person on the receiving end of it.

Victimisation. The less favourable treatment of someone compared to their peers *because they have complained* (whether formally or otherwise) that someone has been bullying or harassing them or someone else, *or supported someone* to make a complaint or given evidence in relation to a complaint. This would include the isolation of someone because he or she has made a complaint or giving him or her worse work.

Equality is about recognizing, respecting and valuing including different needs and giving everyone the opportunity to succeed. It is not about treating everyone the same. The characteristics protected by equality legislation are age, disability, gender reassignment, race, religion/belief, sex, sexual orientation, marriage and civil partnerships and pregnancy and maternity.

Diversity is about recognizing, respecting and valuing a wide set of differences and understanding that the opportunities we get are impacted by characteristics beyond those protected by legislation like class, family background, political views or union membership.

Inclusion means removing barriers and taking steps to create equality, harness diversity and produce safe welcoming communities and cultures that encourage innovative and fresh ways of thinking and allow people to speak up especially to suggest where things could be done better

Disability You're disabled under the Equality Act 2010 if you have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities

Reasonable Adjustments only have to be made if it's **reasonable** to do so. What's a reasonable thing to ask for depends on things like your disability, how practicable the changes are, if the change you ask for would overcome the disadvantage you and other disabled people experience, the size of the organisation, how much money and resources are available, the cost of making the changes and if any changes have already been made.

The **Equality Act 2010** says changes or adjustments should be made to ensure you can access the following things if you're disabled: education, employment, housing, goods and services like shops, banks, cinemas, hospitals, council offices,

leisure centres and associations and private clubs like the Scouts and Guides, private golf clubs and working men clubs.

Stereotyping and Bias

Stereotyping is defined as an "oversimplified, usually pejorative, attitude people hold toward those outside one's own experience who are different; they are a result of incomplete or distorted information accepted as fact without question". A stereotype is simply a widely held belief that an individual is a member of a certain group based on characteristics. Due to the process of over-generalisation within social perception, stereotyping leads to a great deal of inaccuracy in social perception.

Negative stereotyping wields a lingering impact on those who experience it, and in situations unrelated to the initial insult, a new study* finds:

"Past studies have shown that people perform poorly in situations where they feel they are being stereotyped," said lead researcher Michael Inzlicht of the University of Toronto in Canada. "What we wanted to do was look at what happens afterwards. Are there lingering effects of prejudice? Does being stereotyped have an impact beyond the moment when stereotyping happens?"

Inzlicht and colleagues went a step beyond the usual studies which examine the effects of discrimination on subjects completing a task directly related to cognitive abilities. They also observed the impact of experiences of negative stereotypes on subjects faced with neutral tasks afterwards —those tasks that required the ability to regulate thoughts and emotions.

"Even after a person leaves a situation where they faced negative stereotypes, the effects of coping with that situation remain," Inzlicht said. "People are more likely to be aggressive after they've faced prejudice in a given situation. They are more likely to exhibit a lack of self-control. They have trouble making good, rational decisions. And they are more likely to over-indulge on unhealthy foods."

*Inzlicht, M.; Kang, S. K. (2010). "Stereotype threat spillover: How coping with threats to social identity affects, aggression, eating, decision-making, and attention". *Journal of Personality and Social Psychology*. 99: 467–481. PMID 20649368. doi:10.1037/a0018951.

In another study*, the primary goal was to examine the role of proactive personality in moderating the influence of the widely-held 'masculine' stereotype about entrepreneurs on intentions to become an entrepreneur. Manipulating stereotype threat, results from eighty young women indicated that women with more proactive personality were more significantly affected by exposure to the commonly known stereotype about entrepreneurs and had a significant decrease in entrepreneurial intentions compared to women with less proactive personality.

*Gupta, V. K.; Bhawe, N. M. (2007). "The Influence of Proactive Personality and Stereotype Threat on Women's Entrepreneurial Intentions". Journal of Leadership & Organizational Studies. 13 (4): 73–85. ISSN 1071-7919. doi:10.1177/10717919070130040901.

So why do **Stereotypes Persist?**

There are three key factors:

1. **Stereotypes are functional:** As audience members we are bombarded with much more information than we can process. Our tendency is to reduce complexity to simplicity. We trade-off for simplification, which can lead to inaccuracy and we are often unaware of this deduction.
2. **Stereotypes are results of selectivity in social perception:** We tend to see what we expect to see, and we have a tendency to twist and distort the characteristics of others until it fits our stereotype of that particular group.
3. **Prejudice:** This is the most influential factor in stereotyping. Our perceptions are highly subjective; unfortunately the selectivity of a person's perception result in people seeing what they expect to see when they come in contact with members of a group they view with prejudice.

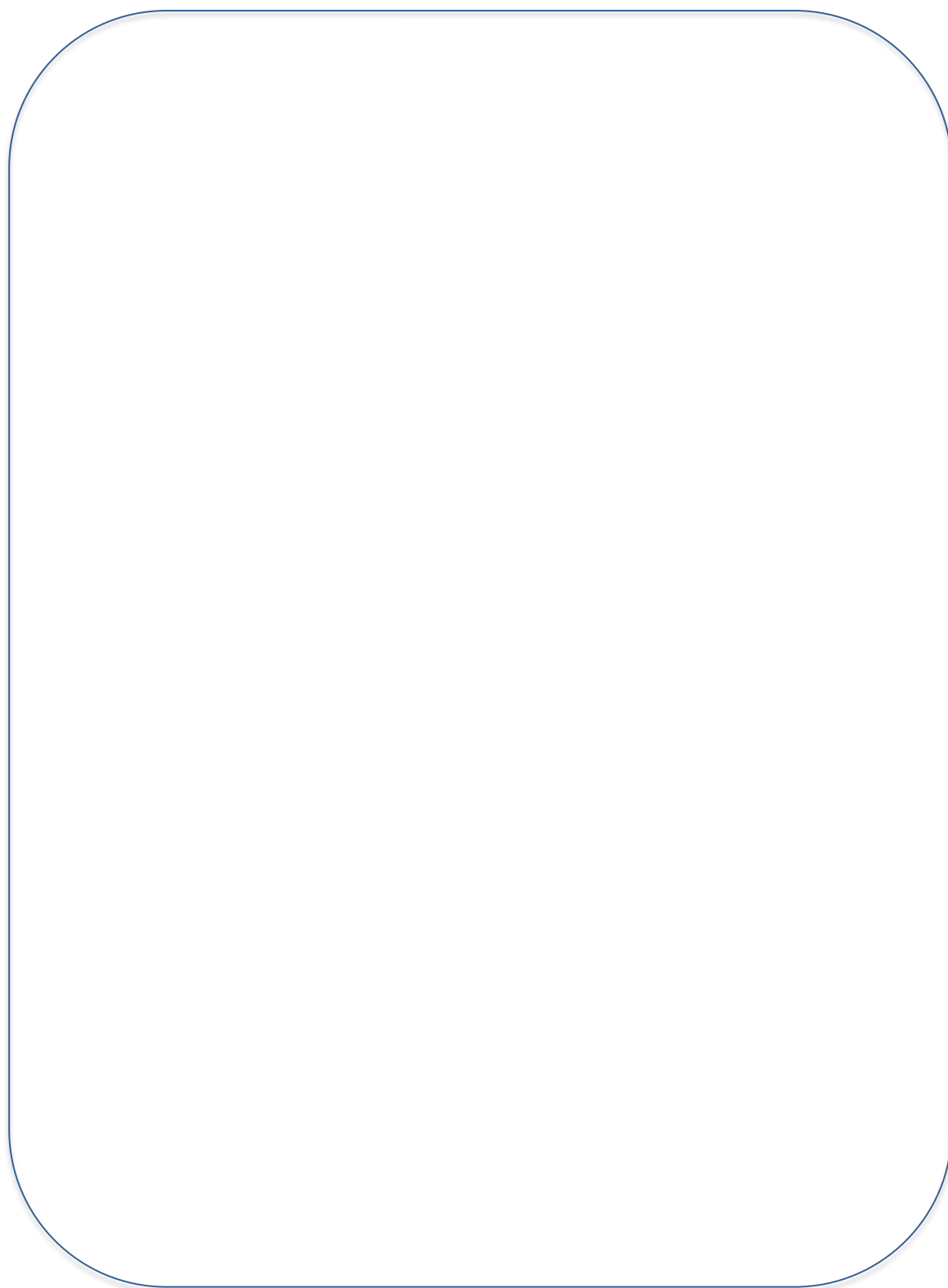
Ladder of Inference



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As we adopt beliefs about people they become our 'unconscious bias'. This leads us to be being drawn towards those who are like us and pull us away from those who are different; this was a very natural and understandable way of behaving during our evolutionary history when faced with fighting for our survival.

Ways of Overcoming Bias



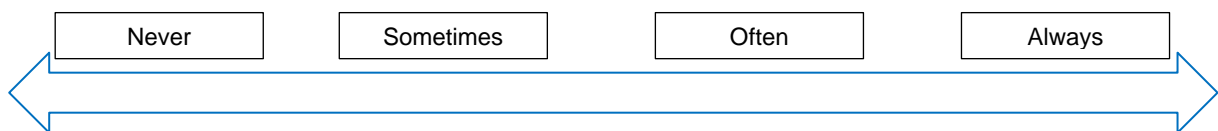
Personal Reflection on Bias

Directions

Using the rating scale through NEVER, SOMETIMES, OFTEN to ALWAYS, assess yourself for each item by placing an "X" on the appropriate place along each continuum.

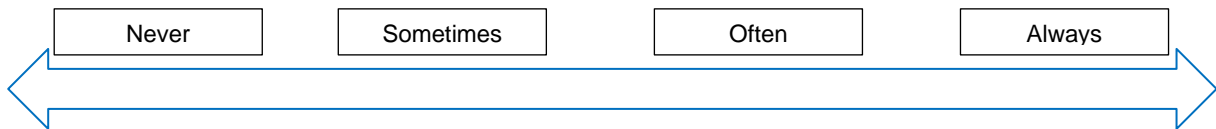
When you have completed the checklist, review your responses to identify areas in need of improvement.

1. I educate myself about the culture and experiences of other racial, religious, ethnic and socioeconomic groups by reading and attending classes, workshops, cultural events, etc.



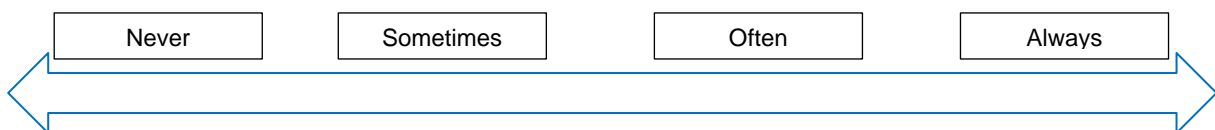
A horizontal rating scale with four boxes labeled 'Never', 'Sometimes', 'Often', and 'Always' from left to right. The scale is flanked by large blue arrows pointing outwards.

2. I spend time reflecting on my own upbringing and childhood to better understand my own biases and the ways I may have internalised the prejudicial messages I received.



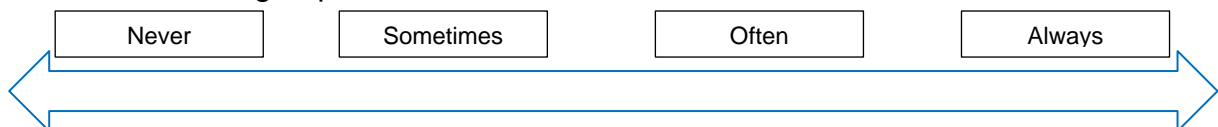
A horizontal rating scale with four boxes labeled 'Never', 'Sometimes', 'Often', and 'Always' from left to right. The scale is flanked by large blue arrows pointing outwards.

3. I look at my own attitudes and behaviours as an adult to determine the ways they may be contributing to or combating prejudice in society.



A horizontal rating scale with four boxes labeled 'Never', 'Sometimes', 'Often', and 'Always' from left to right. The scale is flanked by large blue arrows pointing outwards.

4. I evaluate my use of language to avoid terms or phrases that may be degrading or hurtful to other groups.



A horizontal rating scale with four boxes labeled 'Never', 'Sometimes', 'Often', and 'Always' from left to right. The scale is flanked by large blue arrows pointing outwards.


5. I challenge my stereotypes and generalisations of other people based on their group identity.



A horizontal rating scale with four boxes labeled 'Never', 'Sometimes', 'Often', and 'Always' from left to right. The scale is flanked by large blue arrows pointing outwards.


6. I value cultural differences and avoid statements such as “I never think of you as _____,” which discredits differences.

Never	Sometimes	Often	Always
-------	-----------	-------	--------




7. I am comfortable discussing issues of racism, anti-Semitism and other forms of prejudice with others.

Never	Sometimes	Often	Always
-------	-----------	-------	--------




8. I am open to other people's feedback about ways in which my behaviour may be culturally insensitive or offensive to others.

Never	Sometimes	Often	Always
-------	-----------	-------	--------




9. I give equal attention to other people regardless of race, religion, gender, socioeconomic class or other difference.

Never	Sometimes	Often	Always
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10. I am comfortable giving constructive feedback to someone of another race, gender, age or physical ability.

Never	Sometimes	Often	Always
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11. The value of diversity is reflected in my work, which includes a wide range of racial, religious, ethnic and socioeconomic groups, even when these groups are not personally represented in my community.

Never	Sometimes	Often	Always
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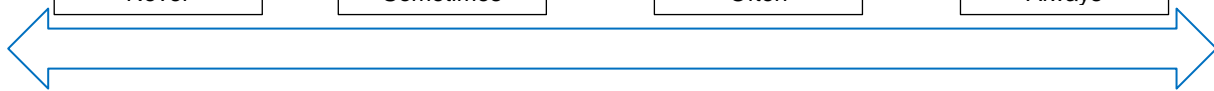
12. I work intentionally to develop inclusive practices, such as considering how the time, location and cost of scheduled meetings might inadvertently exclude certain groups.

Never	Sometimes	Often	Always
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13. I work to increase my awareness of biased content in television programmes, newspapers and advertising.

Never	Sometimes	Often	Always
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14. I take time to notice the environment of my home, office, house of worship and children's school, to ensure that visual media represent diverse groups, and I advocate for the addition of such materials if they are lacking.

Never	Sometimes	Often	Always
-------	-----------	-------	--------



15. When other people use biased language and behaviour, I feel comfortable speaking up, asking them to refrain and stating my reasons.

Never	Sometimes	Often	Always
-------	-----------	-------	--------




16. I contribute to my organisation's achievement of its diversity goals through programming and by advocating for hiring practices that contribute to a diverse workforce.

Never	Sometimes	Often	Always
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17. I demonstrate my commitment to social justice in my personal life by engaging in activities to achieve equity.

Never	Sometimes	Often	Always
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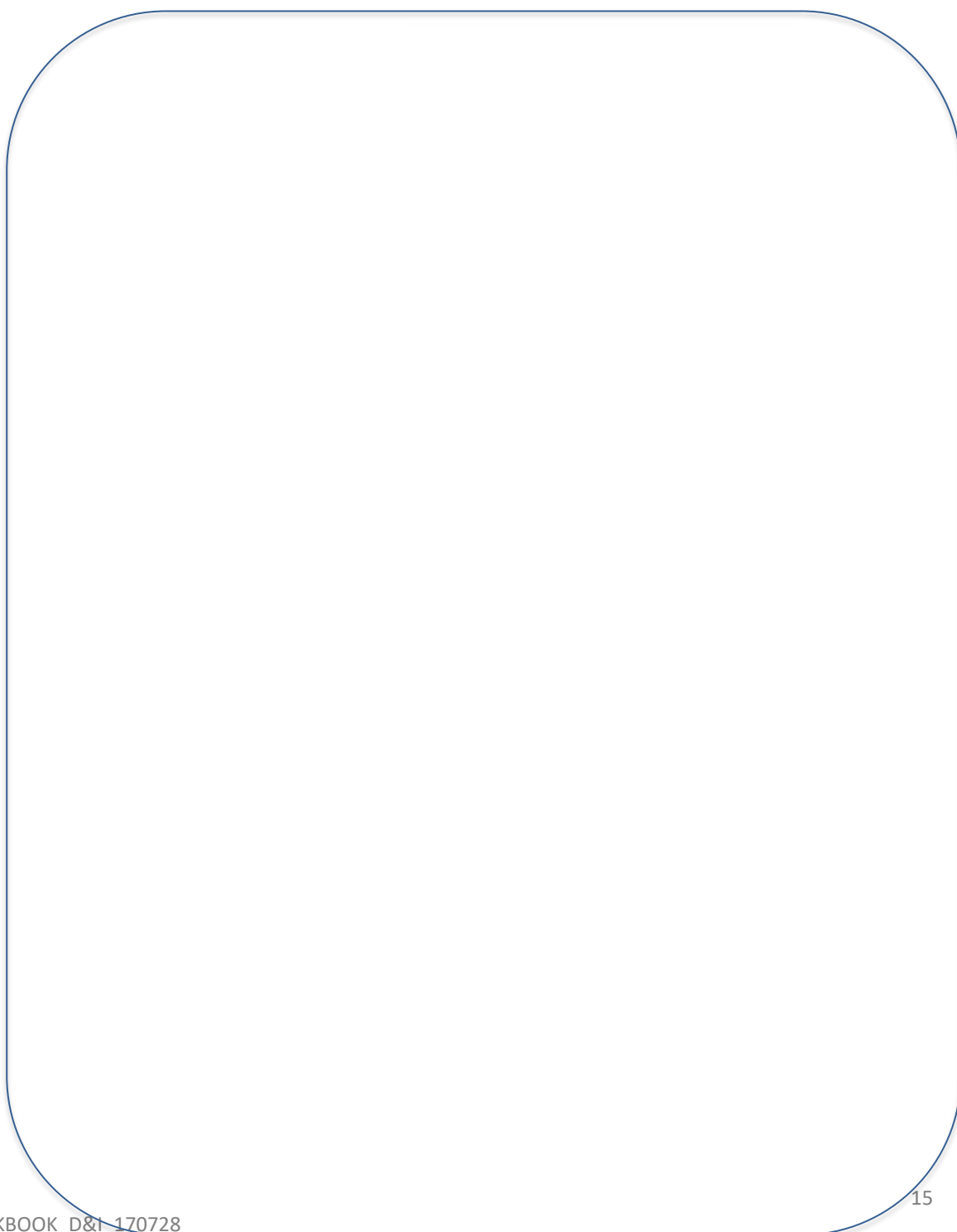


18. Whenever I organise, or attend an event I think carefully about making it accessible to people with a disability, and/or raise this with the organiser if I notice that the arrangements are inadequate.

Never	Sometimes	Often	Always
-------	-----------	-------	--------



Areas of Growth



Strategies for Overcoming Bias

- ☐ Consider various ways you can gain some insight in to your bias
- ☐ Explore the dynamics of your biases
- ☐ Recognise that specific bias exists
- ☐ Consider why it is usually so difficult to remove biases
- ☐ Ask yourself the 'difficult' question – why do I think this?
- ☐ Meet the object of your bias head on with an open mind
- ☐ Be objective – and encourage others to do likewise
- ☐ Differentiate on facts, not conscious or unconscious subjectivity
- ☐ Take time to make decisions
- ☐ Be, and make others, accountable for choice, decisions and actions
- ☐ Look for evidence to disconfirm stereotypes
- ☐ Challenge yourself and others on assumptions, stereotypes and bias

Behaviours

that could constitute harassment

Here are some examples that *could* be considered harassment linked to the Protected Characteristics:

Gender-based

- Jokes, banter or remarks about women or men generally which are demeaning or derogatory
- Sexist remarks made to or about an employee
- Calling someone by a name with a gender-bias
- Playing pranks on someone who is the only woman (or man) in an otherwise male (female) workplace.

Gender/Sex

- Unwelcome fondling, patting or touching
- Threatened or actual sexual assault
- Persistent sexual advances
- Language of a sexual nature, whether verbal or in writing
- Office gossip or detrimental speculation about an employee's private sexual activities
- Jokes or banter of a sexual nature
- Coarse or vulgar humour
- Sexually suggestive gestures
- Leering or whistling at someone in a manner that is overtly sexual
- The display of pin-up calendars or pictures of naked women or men
- Sexually explicit material displayed on computer screens.

Sexual orientation

- Homophobic or biphobic remarks or banter made to or about an employee with regard to their sexual orientation
- Jokes about gay, lesbian or bi people generally comments implying sexual orientation
- Offensive terminology used to or about a gay, lesbian or bi employee
- Deliberate isolation of someone at work or non-cooperation on the grounds of the person's sexual orientation
- Teasing directed at an employee on account of the fact they have a same-sex partner or a child who is gay, lesbian or bi

- Gestures which are derogatory or demeaning towards gay, lesbian or bi people

Race

- Threatened or actual physical assault motivated by race, colour, ethnic or national origins
- Language that is racially offensive or derogatory, whether oral or in writing
- Racist remarks made to an employee
- Racist remarks made about a particular race but not to anyone from that race
- Calling someone by a name based on race, colour, ethnic or national origins or nationality
- Deliberate isolation of someone at work or non-cooperation on the grounds of race
- Racist material displayed on computer screens
- The conspicuous display of a tattoo or the wearing of a shirt or badge that displays a racist or racially offensive slogan.

Gender Reassignment

- Suggestive remarks or sounds
- Unwanted comments on dress and appearance
- Verbal threats
- Swapping toilet signs over when someone declares their intention to transition
- Transphobic language and bullying
- Deliberate and repeated deadnaming (calling a trans person by a previous name) or misgendering (deliberately using incorrect pronouns to refer to a trans person)
- Jokes or banter of a sexual nature.

Religion

- Threatened or actual physical assault motivated by religious differences
- Derogatory remarks made about a particular religion or about a person on the grounds that he or she observes a particular religion
- Jokes or banter based on religion
- Office gossip or detrimental speculation about an employee's religion or religious practice
- Deliberate isolation of someone at work or non-cooperation on the grounds of their religion or religious practices
- Teasing someone about religious convictions or religious practices
- The conspicuous display of a tattoo or the wearing of a shirt or badge that displays a slogan that is offensive to people of a particular religion
- The blatant and conspicuous wearing of jewellery with an obvious religious message
- The wearing of clothing displaying football slogans that have a sectarian significance

Disability

- Pranks played against a disabled employee
- Jokes or banter based on disability generally, about a particular type of disability, or about a particular person with a disability
- Offensive terminology when describing a disabled person, eg 'cripple'
- Mimicking someone with a disability, eg someone with a speech impairment
- Deliberate isolation of someone at work or non-cooperation on the grounds of their disability.

Age

- Ageist remarks made to or about an employee
- Referring to someone using ageist terminology
- Treating a young colleague's ideas or suggestions as inferior just because of their youth
- Teasing directed at an employee on account of the fact that they have a much older or much younger partner
- Leaving, for example, forms regarding pension arrangements on an older person's desk without legitimate reason
- Cracking jokes or making demeaning remarks suggesting that an older person's physical or mental faculties may be declining on account of their age.

Inappropriate Behaviours

There are many reasons why inappropriate behaviours go unchallenged in the workplace. Here are just a few:

- Unaware of policy and procedure
- Unaware of the impact on the 'victim'
- Position in organisation
- Don't know who to turn to
- Fear of victimisation
- Fear of being seen as a 'trouble maker'
- Lack of self-confidence
- Lack of confidence in the procedure
- Perception of not being taken seriously in the past

When challenging inappropriate behaviour it is vital to be able to do it in an assertive manner. Here's a 'format' to help you do it:

Challenging Inappropriate Behaviour

BIFFS

- **B**ehaviour – be specific with no interpretations
- **I**mpact – on the business
- **F**eelings – your emotional reaction
- **F**uture – what you want
- **S**ituation monitoring

Behaviours

that don't constitute bullying or harassment

The table below explains the differences between management and bullying behaviour when tackling performance issues. This can sometimes be a difficult issue for both parties. Performance has to be managed the key is how that is done.

Addressing Poor Performance	Strong Management	Bullying
Identifying the performance issue	Involves looking at all the potential reasons for poor performance e.g. people , systems, training and equipment	No attempt to identify the nature or source of the poor performance
Seeking the views of the team or individual to identify the cause of the unacceptable level of performance	The team / individual takes part in looking for the source of the problems in performance and helps the manager to identify solutions for the whole team	No discussion of the cause of the performance deficit, or opportunities for the team members / individual to discuss their difficulties
Agreeing new standards of performance with all team members	Involves setting and agreeing standards of performance and behaviours for each team member and the manager	Imposing new standards without team discussion on appropriate standard of performance or behaviour
Agreeing the method and timing of monitoring team performance	Whenever possible the team or team member takes part in the monitoring process. The outcome of the monitoring is openly discussed	Without agreeing standards, the monitoring can occur at any time and involve areas that are unexpected by team members
Failure to achieve the standards of performance is dealt with as a performance improvement issue	Opportunities are taken to identify individuals who are struggling, and support is provided. Where individuals are unwilling to comply with the agreed performance improvement process, disciplinary action may be taken	Individuals who fail to achieve the standards of performance are put under pressure to conform. This may include ridicule, criticism, shouting, withholding of benefits, teasing or sarcasm

Recognising positive contributions	Recognises and rewards improvements in performance, attitude and behaviours	With no monitoring it's impossible to recognise where there have been positive contributions. Rewards and recognition are therefore arbitrary and open to acts of favouritism
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Reporting Bullying and Harassment

For further information about reporting bullying and harassment, please refer to the following policies:

[Code of Ethics](#)

[Dignity at Work Policy](#)

Case Studies

Number One

Helen, a fellow line manager, comes to you for advice. She explains that one of her team members, Claudette doesn't seem herself and has been acting 'weird'. Her work performance is also suffering. Over the past 6 months or so, Claudette seems much more emotional and erratic than normal and her personal presentation which was previously smart is rather unkempt. Helen admits that she is not one to 'confront things' and as a result has preferred to ignore the situation and has intentionally given her work that is not as critical. Initially it wasn't a problem and the mistakes that Claudette was making were minor and Helen was able to correct them but the mistakes are getting more serious and more frequent.

Your thoughts . . .

Number Two

Anna is from Poland has worked in the team for 9 months. She recently became friendly with Dorota, also from Poland, who works in another team across the other side of the building.

They often arrange break times together. Both are fluent in English although often chose to speak Polish during their breaks. They often look at other non-Polish speaking colleagues when they are talking and laugh whilst doing so.

This is making the colleagues feel very uncomfortable and intimidated and two of their colleagues, you and Mark have already mentioned to Anna that they feel this way to which Anna replied that it is their right to speak in their native language.

Since then, you feel Anna and Dorota are constantly talking and laughing at you, even when they're not together.

You really do want to sort this out . . .

Your thoughts . . .

Number Three

You are in a meeting where your line manager is overly critical towards a junior member of your team. You feel that this is inappropriate, and decide to give your manager some honest feedback at your next 1:1. He is not as receptive as you have hoped, and disagrees that anything in his behaviour was inappropriate. After the meeting, you notice a subtle shift in your relationship, as your manager comes more rarely to speak to you on informal basis, and is rather formal on other occasions.

One day, you learn that a new project you were hoping to get involved in to develop your experience has been allocated to another colleague. You are very disappointed, as you stated in your PDP you wanted to develop in that particular area. You also wonder whether the incident and subsequent exchange had anything to do with your manager's decision.

Your thoughts . . .

Number Four

You are fairly new to a team that has been together for a long time and where many of the work relationships have become friendships, with many members of the team also enjoying socialising outside of the work context.

Recently you have noticed that several of your colleagues who are very 'pally' with your manager have been offered the opportunity to take part in some exciting projects which could lead to all sorts of different development and career opportunities. One has been offered a secondment to a high profile business.

You're disappointed that you seem to have been overlooked and mentioned it a while ago to your manager hoping that he/she would find something for you too. What happened in reality was that yet more opportunities seemed to be handed out to the select few yet again.

It seems like favouritism to you. What do you do?

Your thoughts . . .

Number Five

You have recently attended the run through of a presentation to be given to the public during a stakeholder meeting on the implementation of a new process.

Whilst your colleague gave a good presentation during the rehearsal, you are concerned about the slides themselves because:

- It uses Times New Roman as a font (there is no specified 'house-style') with several words being in *italics*
- On several slides there are over 12 lines of text
- There is both red and green text

What are the problems here, actual or potentially? What do you do and say?

Your thoughts . . .

Number Six

You have overheard a conversation in the office. Chris is complaining to a friend about the way a stakeholder has used language they found offensive the last time they spoke and now doesn't want to call them and "get another earful". Chris is usually really confident at dealing with stakeholders but for some reason this seems to have undermined that confidence.

Chris is pleading with the friend not to say anything as the stakeholder is very senior and tackling it could be "career limiting". The quote of what was said is shocking and you find it offensive too. What do you do?

Your thoughts . . .

Action Planning

What else do you need to know?

What skills do you need to develop?

What will you do about these points?

When?

What will you do to promote dignity and inclusion within the GLA?

Legal quiz

Answers

Which of the following characteristics are protected in The Equality Act 2010?

- | | | | |
|----------------|------------|---------------------------------|------------|
| a) Sex | Yes | b) Marriage & Civil Partnership | Yes |
| c) Smoking | No | d) Gender reassignment | Yes |
| d) Nationality | Yes | e) Weight | No |
| f) Age | Yes | g) British regional accent | No |

The nine **Protected Characteristics** under the Equality Act are:

• Age	• Marriage and Civil Partnership	• Religion /Belief
• Disability	• Pregnancy and Maternity	• Sex
• Gender Reassignment	• Race	• Sexual Orientation

1. Are you legally protected by legislation against:

- a) Bullying? **No**
(although there are times when the legislation against unfair/unconstructive dismissal may come in to play or claims for stress related injury/illness)
- b) Harassment? **Yes**
- c) Unfair discrimination? **Yes**

2. It is acceptable to employ only women in an organisation because of its culture, and it's perceived that men wouldn't fit in nor be able to work alongside the women effectively.

True/**False**

- **Direct Discrimination** occurs when someone is treated less favourably than another person because of a protected characteristic they have or are

thought to have, or because they associate with someone who has a protected characteristic

3. It would be unlawful to refuse to employ someone in a driving job because they have a beard

True/False

- **Indirect Discrimination**, whilst it may not be intentional, could unfairly discriminate against certain faiths. Indirect discrimination occurs where the effect of certain requirements, conditions or practices has an adverse impact disproportionately on one group or other. Indirect discrimination generally occurs when a rule or condition, which is applied equally to everyone, can be met by a considerably smaller proportion of people from a particular group, the rule is to their disadvantage, and it cannot be justified on other grounds.
- Indirect Discrimination does have legal defence if it can be demonstrated that the discrimination is a proportionate means of meeting a legitimate aim. For example an organisation may demonstrate differences of treatment on grounds of age; this may not constitute discrimination if they are objectively and reasonably justified by a legitimate aim, including legitimate employment policy, labour market and vocational training objectives and if the means of achieving that aim are appropriate and necessary.

4. Some who is caring for a disabled adult is protected by The Act

True/False

- Known as **Associative Discrimination**. Discrimination against an individual because of an association with another person who has a Protected Characteristic under the Equality Act 2010 (other than marriage and civil partnership, and pregnancy and maternity)

5. It is unlawful to employ staff from a particular race solely because the current ratio doesn't match the local population.

True/False

- **Positive Discrimination.** Positive discrimination is a policy in which members of minority groups are given preference over members of majority groups. This is done in a bid to obtain some equality or balance. Positive discrimination is unlawful.
6. It is lawful to provide special training sessions for women to help them become more eligible for senior positions

True/False

- Known as **Positive Action.** The Equality Act allows service providers to take action that may involve treating one group more favourably where this is a proportionate way to help members of that group overcome a disadvantage or participate more fully, or in order to meet needs they have that are different from the population as a whole.
7. In an Indian restaurant, it would be lawful to employ only people of Indian race in:

a) A chef role True/False (Direct Discrimination)

b) A serving role True/False

- **Genuine Occupational Requirement.** In this case, for reasons of authenticity it would be legal to employ from a specific ethnicity for serving staff but *not* for cooking as it would be considered that this is a skill that could be demonstrated by people from other ethnic groups.
- In very limited circumstances, an employer can claim that a certain Protected Characteristic is necessary for a role:
 - Physiology or authenticity (for example, in choosing actors to play a role),
 - Privacy and decency of people the employee would be dealing with (for example, staff in a care home),
 - Private household's integrity (for example, professional carers for an individual, but not normally nannies),
 - Single-sex accommodation, when it is unreasonable to expect the employer to provide additional accommodation,
 - Single-sex establishments, for example special prisons and refuges,
 - Personal welfare and counselling, when sex is directly relevant to the welfare or counselling provided,
 - Jobs in foreign countries with specifically relevant laws or customs.

In each of these, reasons must be specific and absolute, not based on stereotypes or generalised assumptions.

8. Someone who is undergoing treatment for cancer is covered by The Act

True/False

- The Equality Act automatically considers a diagnosis of **cancer as a disability**. You don't have to have symptoms or to consider yourself to be disabled by your cancer to be covered.

10. Employers can always ask applicants for a new job about their health and disabilities as part of the selection process?

True/**False**

- A key section of the Equality Act prohibits employers from asking job applicants questions about their disability or health prior to making an offer of employment, except in some prescribed circumstances. Employers may ask applicants if they need any reasonable adjustments for the application process, assessments or interview or if personal knowledge or experience of a particular disability is required for the job, e.g. mental illness for a mental health case worker the employer can ask if the applicant has or had that disability.
- Employers can ask – and they do through the monitoring questionnaires – but not as part of the selection process.

11. What % of the London population classify themselves as:

- | | |
|--|--|
| a) Black, Asians, Minority Ethnic (BAME) | 42% : Source: 2011 UK Census |
| b) Disabled | 20% : Source: London Assembly Economy, Culture and Sport Committee March 2012 |
| c) Gay, Lesbian and Bisexual | 2.5% : Source, ONS Integrated Household Survey 2010. |
| d) White British | 58% : Source, 2011 Census |

12. An employer can tell staff what to wear at work?

True/False

As a subject area, dress codes and appearance at work are becoming more important in the workplace. This is partly due to a number of legal cases being highlighted in the media and uncertainties amongst employers and employees about what dress code is acceptable.

Dress codes are often used in the workplace and there are many reasons why an employer may have one, for example workers may be asked to wear a uniform to communicate a corporate image and ensure that customers can easily identify them. Often an employer will introduce a dress code for health and safety reasons, for example health care workers may not be allowed to wear jewellery for safety reasons when around patients and certain clothing may not be allowed in factories while operating machinery.

An employer's dress code must not be discriminatory in respect of the protected characteristics in the Equality Act 2010.

Key points

- Employers must avoid unlawful discrimination in any dress code policy.
- Employers may have health and safety reasons for having certain standards.
- Dress codes must apply to both men and women equally, although they may have different requirements.
- Reasonable adjustments must be made for disabled people when dress codes are in place.

A dress code can often be used by employers to ensure workers are safe and dressed appropriately. It should, however, relate to the job and be reasonable in nature. For example workers may be required to tie their hair back or cover it for hygiene reasons if working in a kitchen.

Employers may have a policy that sets out a reasonable standard of dress and appearance for their organisation. Any dress code should be non-discriminatory and should apply to both men and women equally. Standards can be different, for example a policy may state "business dress" for women but may state for men "must wear a tie".

(ACAS Guidelines)

Key Terminology

Equality is about recognising, respecting and valuing differences, including different needs, and giving everyone the opportunity to succeed. It is not about treating everyone the same. The characteristics protected by equality legislation are age, disability, sex, gender reassignment, ethnicity, pregnancy and maternity, religion and/or belief and sexual orientation.

Diversity is about recognising, respecting and valuing a wide set of differences and understanding that the opportunities we get are impacted by characteristics beyond those protected by legislation like class, family background, political views, union membership etc.

Inclusion means removing barriers and taking steps to create equality, harness diversity and produce safe, welcoming communities and cultures that encourage innovative and fresh ways of thinking and allow people to speak up, especially to suggest where things could be done better.

Inclusive Design creates environments which everyone can use to access and benefit from the full range of opportunities available; confidently, independently, with choice and dignity, which avoids separation or segregation and is made up of places and spaces that acknowledge diversity and difference, meeting the needs of everyone in society.

A **Carer** is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support

Community Engagement is a process that involves communities in deliberation, decision- making and practical action. Community engagement can be done using a wide range of methods, and can include both face-to-face and online engagement.

Disability as defined by the Equality Act 2010, is a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on a person's ability to do normal daily activities. The social model of disability defines disability as the effect of the barriers, discrimination and disadvantages faced by disabled people, not the impact of their specific impairment.

LGBT+ is an acronym describing lesbian, gay, bi and trans people.

A glossary of terms describing sexual orientation and gender identity is included below:

Lesbian - Refers to a woman who has a romantic and/or sexual orientation towards women.

Gay - Refers to a man who has a romantic and/or sexual orientation towards men. Also a generic term for lesbian and gay sexuality - some women define themselves as gay rather than lesbian.

Bi - Bi is an umbrella term used to describe a romantic and/or sexual orientation towards more than one gender. Bi people may describe themselves using one or more of a wide variety of terms, including, but not limited to, bisexual, pan, queer, and other non-monosexual identities.

Trans - An umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth. Trans people may describe themselves using one or more of a wide variety of terms, including (but not limited to) transgender, transsexual, gender-queer (GQ), gender-fluid, non-binary, gender-variant, crossdresser, genderless, agender, nongender, third gender, bi-gender, trans man, trans woman, trans masculine, trans feminine and neutrois.

Queer - Queer is a term used by those wanting to reject specific labels of romantic orientation, sexual orientation and/or gender identity. It can also be a way of rejecting the perceived norms of the LGBT community (racism, sizeism, ableism etc). Although some LGBT people view the word as a slur, it was reclaimed in the late 80s by the queer community who have embraced it.

Questioning - The process of exploring your own sexual orientation and/or gender identity.

Intersex - A term used to describe a person who may have the biological attributes of both sexes or whose biological attributes do not fit with societal assumptions about what constitutes male or female. Intersex people may identify as male, female or non-binary.

Ally - A (typically) straight and/or cis person who supports members of the LGBT community.

Ace - Ace is an umbrella term used to describe a variation in levels of romantic and/or sexual attraction, including a lack of attraction. Ace people may describe themselves using one or more of a wide variety of terms, including, but not limited to, asexual, aromantic, demis and grey-As.

Pan - Refers to a person whose romantic and/or sexual attraction towards others is not limited by sex or gender

Minority-led business are businesses where the over 51% of the senior management team or owners are from a minority ethnic community.

Older people refers to people over 50, but also recognises that those above retirement age and those over 70 may have particular requirements that need to be addressed.

Social integration is about how we all live together - building strong communities where all Londoners can lead interconnected lives and play an active part in their city and the decisions that affect them. This can only be achieved by working to prevent, identify and remove inequalities and barriers that prevent people from engaging in their communities and wider society, whilst recognising the important role interaction and participation play in overcoming these.

GLA Evidence 2.6A

LGBT History Month - February

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LGBT History Month - February 2019

All things being Equal

LGBT history MONTH

LGBT History Month is an annual recognition of lesbian, gay, bisexual and transgender history, and the history of the gay rights and related civil rights movements. It is an important time of the year to celebrate the achievements of LGBT+ people, reflect on the ongoing fight to equality and to redouble our commitment to ensuring that all people, regardless of their sexuality or gender identity are able to fulfil their potential and live their lives without fear of discrimination or hate.

We will be using the month as a means to raise awareness of, and combat prejudice against the LGBT+ community while celebrating its achievement and diversity. Here at the GLA we are very proud of our LGBT+ colleagues, family and friends, and we want to show this in any and every way we can.

All things being Equal

Invite a friend

10 members

Manager

Join

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15/07/2019

GLA Evidence 2.6B

23 September is Bi Visibility Day x

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23 September is Bi Visibility Day

Posted by [redacted]
Wed, 19/09/2018 - 16:45

September 23rd is Bi Visibility Day and we're celebrating all our colleagues who identify as bisexual as we fast approach this important day. [This report](#) highlights some of the latest research about bi inclusion in the UK.



Worryingly, bisexual people won't often disclose their sexuality as they feel misunderstood in most communities. There is undeniably also biphobia within the LGBT+ community.

Some of the key findings from the report include:

- Although LGBT services might be expected to be places where people would feel comfortable sharing their sexual orientation, 25% of respondents were not usually comfortable doing so
- Only 33% of respondents usually feel comfortable sharing their sexual orientation with their GP. 28% of respondents never feel comfortable sharing their sexual orientation with their GP.
- The highest amounts of biphobia experienced were within LGBT and NHS services.
- 66% of respondents feel that they have to pass as straight and 42% feel they need to pass as gay or lesbian when accessing services.

Here are a couple of ways to celebrate Bi Visibility Day

For the weekend and families:
Bi Visibility Day Picnic
Saturday, 22 September starting 11:00
Green Park

Visibility Day Picnic at Green Park. Look for bi flags, bunting and umbrellas and make some new friends. [You can click here](#) for the event page (on MeetUp)

Bi Pride UK – Bi-Lights Show
Thursday, 27 September 2018, starting 19:00
Two Brewers, 114 Clapham High Street, London, SW4 7UJ

Event Details: Bi Pride UK is a national charity which seeks to create celebratory spaces for anyone

All things being Equal

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GLA Evidence 2.6C

Calling all Bakers! - International

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Calling all Bakers! - International Transgender Day of Visibility

Posted by [redacted]
Mon, 18/03/2019 - 16:17

All things being Equal

March 31 INTERNATIONAL
TRANSGENDER
DAY OF
VISIBILITY

International Transgender Day of Visibility is a day to show your support for the trans community. It aims to bring attention to the accomplishments of trans people around the globe while fighting cissexism and transphobia by spreading knowledge of the trans community. This is a day of empowerment and getting the recognition trans people deserve.

To support International Transgender Day the GLA LGBT+ Staff Network will be holding a Cake Sale on **Monday 1st April** at City Hall.

- The Cake Sale will be held in the map area between **11:00 – 15:00**. This will be a great chance to buy yummy cakes, cookies, muffins and more, while learning more about trans people and life
- Can you donate a cake? We're now looking for donations from our colleagues who can whip up (or purchase already made) lovely treats and goodies for the bake sale! Please email [redacted] if you would like to donate a cake or other delicious delicacies!

All the money raised will be donated to Stonewall Housing.

Invite a friend
10 members
Manager [redacted]
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Question 2.6D (example 1/3) – LGBT+ Network intranet page

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The Mayor's Office

The London Assembly and Secretariat

Corporate Management

Development, Enterprise and Environment

Resources


Monitoring Officer

External Relations Unit

Housing and Land

GLA Functional Bodies


GLA LGBT+ Network



The GLA LGBT+ Network is a staff-led group that raises awareness about and champions LGBT+ equality issues for City Hall staff, supports LGBT+ staff in their social and working lives, and encourages all City Hall employees to become LGBT+ allies.

Membership of the LGBT+ Network is open to all City Hall, regardless of sexual orientation or gender identity, our LGBT+ allies are some of our most active Network members.

Meetings take place on a monthly basis - to find out more, simply send an [email](#)

The LGBT+ Network is Chaired by 

Further information

For further details about the network including our aims, membership and code of conduct read the [GLA LGBT+ Network Terms of Reference](#)

To read most recent blogs about diversity and equality at the GLA, visit the [All Things Being Equal](#) forum.

A helpful [glossary of terms](#) can be found on the Stonewall website, which also has other resources and information that is freely available to download.

Rainbow Badges

Question 2.6D (example 2/3) – Network comms about trans inclusion at the GLA
Please note this is just the introduction, the full intranet article includes a profile of a trans member of staff at the GLA and guidance for cis staff on how they can be a trans ally.

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Trans inclusiveness at the GLA

All things being Equal

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This year we marked the International Transgender Day of Visibility, celebrating the trans people in our work places and communities and the valuable contributions they make to UK society. Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth. Trans people may describe themselves using one or more of a wide variety of terms. Non-binary is a term for people who don't solely identify as either male or female, or may identify as both.

The GLA LGBT+ Network has been showing our support for trans inclusion with a programme of events exploring gender identity and expression to help GLA employees become allies for the trans community and better understand the issues that may affect trans and non-binary people.


In many ways, trans people in the UK face huge levels of abuse and inequality right now. Two in five trans people have had a hate crime committed against them in the last year, and two in five trans young people have attempted suicide. One in eight trans people have been physically attacked by colleagues or customers at work. To better explain the importance of trans allies and help GLA colleagues understand a trans experience, LGBT+ Network member [REDACTED] talks below about [REDACTED] personal experiences.

Question 2.6D (example 3/3) – Network comms about Pride in London 2019


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Pride in London 2019

 All things being Equal


Tue, 10/06/2019 - 10:20

Representing the Mayor of London, the GLA are hosting a float for GLA staff at Pride in London 2019 on **Saturday 6 July**. All LGBT+ staff and allies are invited to celebrate, commemorate and show solidarity at Pride in London.

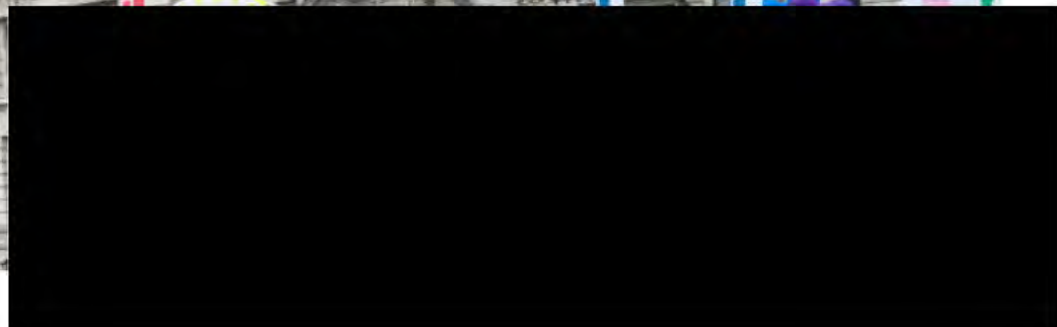

This year's theme is "Pride Jubilee", marking 50 years since the Stonewall Riots in New York City starting on June 28, 1969 outside the Stonewall Inn in Greenwich Village. The riots were a response to a police raid and a wider homophobic, transphobic and oppressive environment that marginalised LGBT+ people. The riots were a catalyst for the gay liberation movement in the United States and worldwide. In commemorating the uprising and reflecting on how the experiences of LGBT+ people have changed – and how many challenges remain – we remember the various members of the LGBT+ community who led the uprising and drove the movement forward. We remember Marsha P. Johnson, a black transgender woman, and Sylvia Rivera, a Latina transgender woman who were revolutionary trans rights activists, civil rights activists, and founding members of the Gay Liberation Front.

In this spirit, the LGBT+ Staff Network would like to invite you to celebrate our community, remember where we have come from, and take pride in who we are.

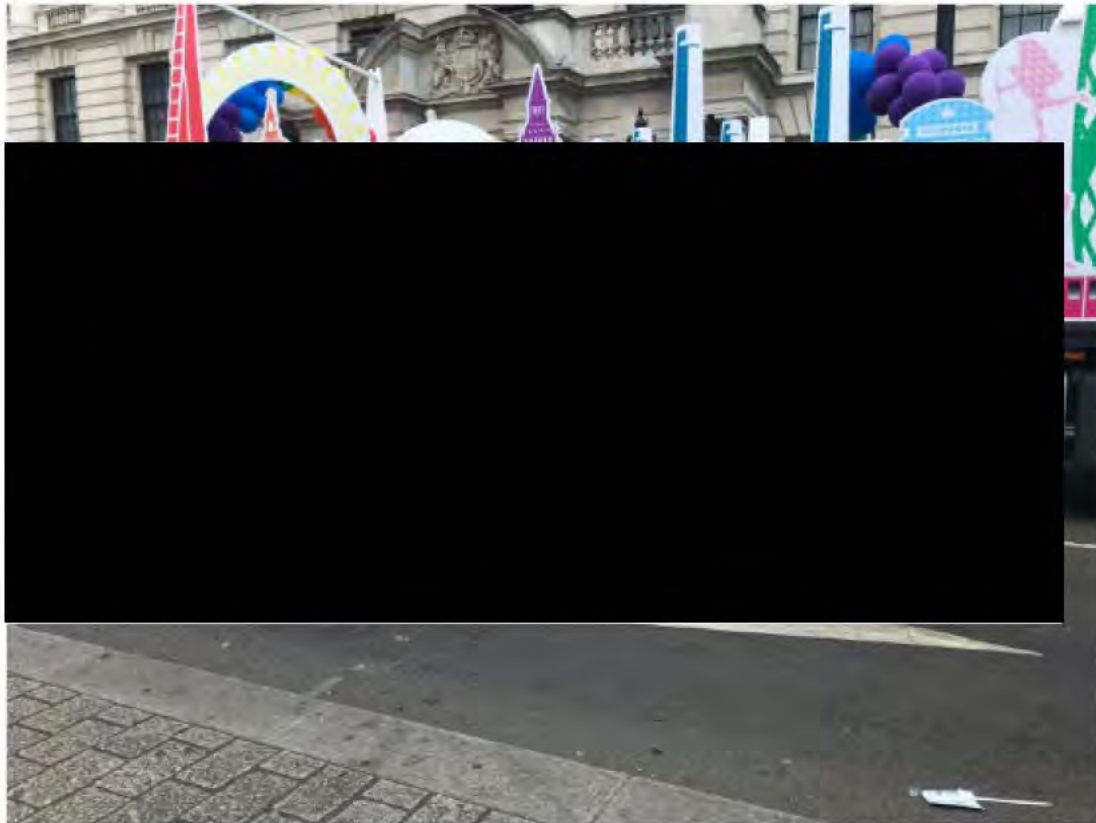
How to sign up

There are very limited spaces aboard the float and parade group so please contact  co-chair of the LGBT+ Network to **register your interest and receive further details about logistics**. Places will be allocated on a first come, first served basis. Although we cannot guarantee that there will be space left for non-GLA staff, feel free to send through requests for additional wristbands. We will keep these requests in mind in case spaces on the float or in the parade become available. The LGBT+ Network (more info below) will hold an information briefing later in June for those who are interested in joining us.

The deadline for registering your interest is Wednesday 26th June.



The deadline for registering your interest is Wednesday 26th June.



GLA staff who participated in London's Pride Parade 2018

About the Network

The GLA LGBT+ Network is a staff-led group that raises awareness about and champions LGBT+ equality issues for City Hall staff, supports LGBT+ staff in their social and working lives, and encourages all City Hall employees to become LGBT+ allies.

Membership of the LGBT+ Network is open to all City Hall, regardless of sexual orientation or gender identity.

Meetings take place on a monthly basis - to find out more, simply send an email to LGBTStaffNetwork@london.gov.uk

Subject: Workforce Report

Report to: GLA Oversight Committee

Report of: Head of Paid Service

Date: 1 July 2019

This report will be considered in public

1. Summary

- 1.1 This is the workforce report for the period 1 April 2018 to 31 March 2019.

2. Recommendation

- 2.1 **That the Committee notes the report.**

3. Background

- 3.1 This report covers the year ending 31 March 2019 and is compared with the year ending 31 March 2018.
- 3.2 The attached appendix is presented in a format agreed with the GLA Oversight Committee, with additional information included as requested by the Committee. Background data is available from Human Resources & Organisational Development (HR&OD) on request.
- 3.3 A further report will be brought forward for consideration by the Assembly for the period 1 April 2019 to 30 September 2019.

4. Issues for Consideration

- 4.1 Detailed data for the year ending 31 March 2019 is set out in the attached document (**Appendix 1**). Throughout the report, commentary has been included to highlight the headline issues. The comparative benchmarking data in this report is taken from the Xpert HR Labour Turnover Rates 2018 Survey, Sickness Absence Rates and Cost Survey 2018 and the Office for National Statistics.

5. Workforce Composition (Slides 3-10)

- 5.1 The GLA strives for a workforce which is representative of London's communities at all levels of the organisation.

Staffing Profile (Slide 3)

- 5.2 Total staff numbers have increased to 1043 at 31 March 2019 from 953 at 30 September 2018 (a 9% increase) and 909 at 31 March 2018 (a 15% increase).

Establishment Numbers

- 5.3 The total number of established positions was reported for the first time in the last Workforce Report. It has increased to 1305 at 31 March 2019 from 1140 at 31 October 2018 (a 14% increase). The only other data point available is the number of established positions at the start of this administration which was 897.
- 5.4 98 of the posts established in the last six months are permanent posts detailed in the 2019/20 GLA budget; 55 are the fixed term posts which are detailed in **Appendix 2**. The Chief Officer intends to detail the fixed posts created by Directorate every six months in Workforce Reports going forward.
- 5.5 The sum of these permanent and fixed term posts is 1293, 12 short of the new establishment number of 1305. This is accounted for by the fact that the 1140 at 31 October 2018 was the number of full time equivalents (FTEs); the 1305 at 31 March 2019 is the number of posts. We are still developing the right system for the tracking of our establishment figures, but the next Workforce Report will contain numbers for both the post count and FTE equivalent.
- 5.6 At 31 March 2019, 79% of contracts were permanent and 21% were fixed-term. In April 2019, the Chief Officer consulted the Mayor and Assembly on proposals to convert 24 fixed-term posts to permanent posts. These posts have since been converted and permanent contracts issued to those staff affected. These converted posts are not reflected in this report's figures.
- 5.7 At 31 March 2019 there were 91 agency staff. The majority of these (69%) are covering established posts while permanent recruitment is underway. We are now making a number of changes to our recruitment processes to reduce the current delays and we should see the number of agency staff decrease as a result. A number of agency staff (28) are filling specialist and short term requirements and are not covering established posts.

Black, Asian and Minority Ethnic (BAME) Workforce Analysis (Slide 4)

- 5.8 The number of BAME staff has increased from 220 at 31 March 2018 to 278 at 31 March 2019. Representation has increased from 24% to 27%, although this is still far too far below the economically active London population at 36%. The Resources directorate has the highest number of BAME staff (46%), as well as the greatest BAME representation across the salary bands. The percentage of BAME staff in other directorates ranges from 17% in the Secretariat, which is an increase from 12% at 31 March 2018, to 26% in Communities & Intelligence. The percentage of BAME senior staff has remained the same at 12%.

Gender Workforce Analysis (Slide 5)

- 5.9 The percentage of female staff has increased from 56% at 31 March 2018 to 58% at 31 March 2019. The increase in gender representation is spread across the GLA with five of the six directorates reporting a higher number of female than male staff. This is greater than the economically active London population which the GLA has consistently been higher than since 2008. The percentage of female senior staff has increased from 45% to 47%.

Disability Analysis (Slide 6)

- 5.10 The percentage of staff that have self-declared as disabled has remained at 5%, although the percentage of senior staff declared as disabled has increased from 3% to 4%. These figures are somewhat lower than representation rates of the economically active London population at 12%.

Part-time Analysis (Slide 9)

- 5.11 At 31 March 2019, 13% of the total workforce were part-time which is an increase from 11% in March 2018. Of these, 87% were female and 13% were men (an increase from 9% as at 31 March 2018). At 31 March 2019, 5% of staff were working compressed working patterns that cover full-time hours.

Age Demographic: (Slide 10)

- 5.12 The majority of staff in the organisation are aged between 30 to 49 with an organisation average age of 39. This is the same as it was on 31 March 2018.

6. Turnover (Slide 11)

- 6.1 Total annualised turnover (all leavers for the period) for the year ending 31 March 2019 was 16% with voluntary turnover (all resignations and voluntary redundancies) running at 10%. Xpert HR Labour Turnover Rates 2018 survey shows overall turnover across the public sector as 16% with voluntary turnover as 10%, with the private sector overall turnover as 26% and voluntary turnover as 18%. 76% of the total turnover was due to resignations and retirements and 17% due to fixed term contracts ending. The overall turnover for BAME staff is 25%, compared with a 67% turnover for white staff and 8% for staff who had not declared their ethnicity. This is a positive as it shows that BAME turnover is broadly in line with the BAME profile in the organisation (27%)
- 6.2 Of leavers for the period, 74% completed the exit questionnaire. The data shows that 78% of those completing the questionnaire would return to work for the GLA in the future. Human Resources Officers email exit questionnaires to all voluntary leavers and those completing fixed term contracts although the completion of the questionnaire is voluntary.
- 6.3 The exit data shows that, of those declaring their destination after leaving the GLA, 30% took roles in the private sector, 54% in the public sector and 16% in the voluntary sector. The main reason given for leaving the GLA was to secure a promotion.

7 Salaries (Slide 12)

- 7.1 54% of staff are in the £30,000 – £50,000 salary bracket. There is a slight decrease in the number of staff earning over £60,000, from 16% at 31 March 2018 to 15% at 31 March 2019. Staff earning

over £100,000 has remained the same at 3%. The pay ratio between lowest and highest is 9:33; the highest paid is 3.8 times the average salary. The average salary has increased slightly from £48,782 to £49,830 which reflects the annual pay award.

- 7.2 The salary levels for female and male staff are broadly representative up to £30,000 and in the £70,000-£90,000 category. There's a slightly higher proportion of women earning £31,000-£70,000 (60%) and a higher proportion of men earning £90,000 and above (66% male to 34% female).

8 Sickness Absence (Slide 13)

- 8.1 The findings in this report are based on sickness data for the year ending 31 March 2019. Annualised figures show an average absence of 3.9 days per employee for the year ending 31 March 2019. This is equal to the year ending 31 March 2018, although this is still significantly lower than the averages for the Public Sector (9.7 days), Non-Profit Sector (6.2 days) and the Private Sector (5.6 days). The numbers of days lost due to stress, depression and/or anxiety has risen to 1157.51 from 806.28 as at 31 March 2018. This is in part due to an increase in headcount, but also a small number of long-term sickness absence cases which have contributed to the overall figures. Senior HR Advisers proactively work with managers to support them with their sickness absence cases and routinely promote the Employee Assistance Programme as a source of support for staff.
- 8.2 Managers use the iTrent HR system to record their staff sickness which gives them access to real time information for their staff/teams. The HR team continue to provide monthly reports with details of employees who have reached any of the trigger points as stated in the GLA Sickness Absence Policy.

9 Recruitment (Slides 14-19)

- 9.1 In the current reporting period (April 2018 – March 2019) there were a total of 341 appointments. 79 (23%) of appointments were made from the existing workforce. In this reporting period a total of 262 (77%) external appointments were made. In the reporting period April 2017-March 2018, there were 198 appointments. 38 (19%) of these were made from the internal workforce and 160 (81%) were external appointments.
- 9.2 Females made up 58% of the applicant pool for posts advertised externally and the percentage of external female applicants shortlisted remains high at 59% of all shortlisted applicants. 64% of our external appointments were female, which is the highest percentage since reporting started in 2010. The percentage of female applicants to roles advertised internally remains high at 59%. 59% of candidates shortlisted for roles advertised internally were female, as were 61% of the candidates appointed to roles advertised internally.
- 9.3 BAME candidates made up 37% of the applicant pool for posts advertised externally and the percentage of external BAME applicants shortlisted increased to 29%. 32% of our external appointments were BAME, which is an increase of nine percentage points since March 2018 and the highest since reporting started in 2010. 36% of applicants to roles advertised internally were BAME.

34% of candidates shortlisted for roles advertised internally were BAME as were 25% of candidates appointed to roles advertised internally.

The GLA has piloted the use of an executive search agency which specialises in attracting diverse sets of applicants for some senior GLA appointments which has contributed our improved performance in the diversity of our new appointments. For example, five of the ten recruitment campaigns for roles at grade 13 and above used this executive search agency in the period up to 31 March. Of the five appointments made, all were women and one was BAME. Further appointments have been made with the support of this search agency since.

- 9.4 Disabled candidates made up 5% of the applicant pool for posts advertised externally. This is a decrease of 4% since 31 March 2018. The percentage of external, disabled applicants shortlisted has however increased to 7%. 6% of our external appointments were disabled, which is the highest percentage since reporting started in 2010. The percentage of disabled applicants to roles advertised internally has increased from 1% to 6%, which is again the highest since reporting started in 2010.
- 9.5 In the current reporting period 7% of the current workforce declared their sexual orientation as lesbian, gay, bisexual, or transgender (LGBT). With regards to recruitment 6% of applicants for internally advertised roles were LGBT. 7% of applicants shortlisted for internally advertised roles were LGBT and they were 10% of those appointed. For those roles advertised externally, 7% of the applicant pool were LGBT, 7% of those shortlisted were LGBT and 8% of appointments made were to LGBT candidates.
- 9.6 The GLA offers internships which are short term opportunities (between 1- 6 months) to complete clearly defined project or programme of work and our interns are paid the London Living Wage. Between April 2018 to 31 March 2019 there were 7 interns appointed. The GLA Internship scheme attracts a diverse group of applicants and the BAME profile of interns appointed (100%) and number of female intern appointments (100%) is extremely positive.
- 9.7 To drive awareness of the GLA's commitment to equality and diversity and to promote the organisation as an open and inclusive place to work, the GLA is undertaking some work now, as part of the Transformation Programme, to review and improve our strategy for attracting a more diverse range of applicants, particularly BAME groups, to our job vacancies.

10. Equality, Diversity and Inclusion Activity

- 10.1 The GLA aims to have a workforce representative of London's diversity at every level and to build an inclusive workplace culture. Current initiatives to support this agenda are set out in detail below.

Pay Gaps Analysis and related action planning

- 10.2 The GLA published its third gender pay gap analysis in January 2019, covering data to 31 March 2018, in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, together with an updated action plan setting out how the organisation is working to close its gender pay gap. An action plan is not required by law and demonstrates the GLA's ambition to lead by example.
- 10.3 The gender pay gap for the GLA was 4.82% in March 2018. This is a reduction from the previous year (March 2017 data) where there was a 6.14% gender pay gap. The action plan includes a range of activity designed to have a positive impact on female representation at all levels such as

anonymous job applications, balanced interview panels, publicising and promoting opportunities to work flexibly and introducing family friendly benefits. For example, a new policy has been launched to support parents of premature babies and new-born babies requiring neonatal care. The plan also features larger scale initiatives targeted at helping women progress to senior levels in the organisation, for example Our Time: Supporting Future Leaders – a sponsorship programme across the GLA Group launched in May 2018 as part of the #BehindEveryGreatCity campaign (see 10.6). We provide ongoing support for our staff-led Women’s Network which works with the organisation as a whole to promote gender equality. GLA continues to be part of an active partnership with Timewise and have upskilled HR managers on designing jobs that better allow for flexible working.

- 10.4 The second ethnicity pay gap analysis for the GLA Group was published in January 2019, together with an action plan developed in consultation with the BAME Network. This report also used data from 31 March 2018. The ethnicity pay gap for the GLA has fallen from 16% (March 2017) to 11.4% (March 2018). The action plan includes a range of measures designed collectively to address the under-representation of BAME staff, particularly at senior levels. The plan also features commitments to set workforce representation targets, develop a pool of BAME staff trained to participate in recruitment interviews and develop a dedicated sponsorship programme for BAME staff.
- 10.5 The GLA’s pioneering experience in relation to pay gap analysis has continued to be recognised externally:
- In August the Equality and Human Rights Commission published research on measuring and reporting on ethnicity and disability pay gaps which featured the GLA as a case study of good practice;
 - In October Business in the Community’s Race Equality Campaign invited the GLA to speak at its Peer Learning Forum on Ethnicity and Pay;
 - In November the GLA contributed to a Gapsquare webinar on gender pay transparency and reporting as well as sitting on a panel during the Open Data Institute Summit 2018 on Diversity and Data; and
 - In December the GLA was asked to speak at the London Borough of Barnet’s Leadership Conference on key ingredients to achieving greater workforce diversity - including pay gap analysis.

Our Time – Supporting Future Leaders

- 10.6 The GLA has concluded the formal learning programme for the first cohort of Our Time, a development initiative to support women into leadership positions. The scheme was developed in collaboration with the GLA Group and is designed to remove barriers which prevent women from all backgrounds progressing to the highest levels.
- 10.7 The first cohort of Our Time paired 32 high-potential women with senior staff champions (men and women) to open up the professional networks, opportunities and contacts often needed to progress within workplaces. Participants and sponsors were drawn from across the GLA, Mayors Office for Policing and Crime, Transport for London (TfL), London Legacy Development Corporation, Metropolitan Police Service and Old Oak and Park Royal Development Corporation (OPDC). The focus for the next

6 months is on the pairs continuing the sponsoring relationship with personalised support from each organisation's internal talent teams. Applications for a second, cohort will begin shortly. 50 pairings are planned as part of the second cohort and more partners are joining the programme (London Ambulance Service, London and Partners).

- 10.8 In January the GLA published a toolkit to support organisations wanting to tackle gender equality at senior levels, providing free resources including guidance and other materials on how to implement a similar initiative. To date the toolkit has been downloaded 910 times.

Inclusive GLA: Unconscious Bias Learning

- 10.9 Last year all members of the Mayoral Team, Corporate Management Team and Senior Management Team attended unconscious bias learning sessions, delivered by a specialist diversity provider.
- 10.10 This year, the GLA is rolling out an unconscious bias programme called Inclusive GLA for all staff, designed to support the GLA to deliver Inclusive London, the Mayor's Equality, Diversity and Inclusion Strategy. All staff will complete e-learning on unconscious bias and attend an externally facilitated workshop raising awareness about the nature of unconscious bias, how it can affect decision-making and steps to combat its effects. The programme is made up of three key stages:
- Inclusive Leaders – for the Senior Management Team;
 - Inclusive Managers – for line and project managers; and
 - Inclusive Teams – for all non-managers.

Inclusive Managers will roll out to all managers, by directorate, until the end of July. *Inclusive Teams* will then start in September where teams will reflect together on how they and what steps they can take to tackle unconscious bias. Senior Management Team members will also have access to 1:1 equality and diversity related coaching sessions.

Staff Networks

- 10.11 The staff networks, supported by the HR&OD team, are coordinating and supporting a range of staff activity including an LGBT+ allies programme, events to address progression of BAME staff and collaborations with other networks across the GLA Group and beyond. The staff networks recently marked Staff Networks Day on 8 May 2019 by publicising their activities in both City Hall and Union Street. The GLA networks will participate in a joint GLA Group networks event on 22 July 2019 hosted by London Fire Brigade to share learning and good practice between Network chairs.
- 10.12 This year, the Corporate Management and Mayoral Teams appointed sponsors for each of the staff networks to provide support for each of the networks from both the executive and political leadership:
- BAME Network – David Bellamy, Mayor's Chief of Staff and Debbie Jackson, Interim Executive Director of Development, Enterprise & Environment;
 - Disabled Staff Network – Jack Stenner, Mayoral Director, Political and Public Affairs and Sarah Mulley Interim Executive Director C&I;
 - LGBT+ Network – Nick Bowes, Mayoral Director Policy and Emma Strain, Interim Executive Director C&I/Assistant Director - External Relations; and

- Women's Network – Leah Kreitzman, Mayoral Director, External and International Affairs, and David Lunts Executive Director Housing & Land.

Strengthened internal governance of workforce diversity activity

- 10.13 The Diversity and Inclusion Management Board was set up last year as a sub-committee of the Corporate Management Team to provide corporate oversight of all workforce diversity activity. The board is chaired by the Chief Officer and has representation across all directorates at Executive Director or Assistant Director level together with chairs of all the staff networks and Unison.
- 10.14 This year the Chief Officer introduced a diversity objective for all members of the Senior Management Team. This objective asks all SMT members to provide leadership on a number of related areas including implementation of the unit's diversity and inclusion action plan, take up within the unit of diversity and inclusion training and a zero tolerance to bullying and harassment. The Chief Officer will be evaluating the performance of this objective in one to one meetings this month and the objective will be rolled forward to the 2019/20 reporting year.

Diversity and Inclusion Action Standard and other benchmarking

- 10.15 The GLA, in collaboration with the other Group organisations, developed the Diversity and Inclusion Action Standard - a bespoke benchmarking tool for the GLA Group to measure performance and progress on workforce diversity and inclusion. The Standard covers 5 areas: Diversity Foundations, Workforce representation, Recruitment and Reward, Career Development and Inclusive Culture and recognises performance at three levels: Base, Accomplished and Exemplary.
- 10.16 The GLA, together with GLA Group organisations, are conducting their second self-assessment against the Standard to measure progress compared to last year's baseline assessment.
- 10.17 The GLA takes part in a number of benchmarking initiatives to gain feedback on its workforce diversity and inclusion practice.
- 10.18 Work is currently underway on the feedback gained through the 2019 Stonewall submission which is focused on providing supplementary guidance to our new Trans and Gender Identity Policy, for HR Managers and for staff, monitoring non-binary identities, supporting the LGBT+ Network. In total 445 organisations entered the index year - the highest ever number. This year the GLA were placed 118th – 9 places higher than last year –and 12th out of 31 public sector entrants. Stonewall were very positive about the progress the GLA has made as an organisation and commended the work with LGBT+ communities, highlighting the Trans and Gender Identity policy as an example of best practice. This year's LGBT+ action plan will focus on particular areas of the index; senior leadership, monitoring, procurement and clients, customers and service delivery. The 2020 Stonewall Workplace Equality Index submission is due in the Autumn.
- 10.19 In October, the GLA signed up to the Business in the Community's Race at Work Charter. The charter sets out five key calls to action including appointing an executive sponsor for race equality, monitoring and publishing data on ethnicity, board level commitment to zero tolerance of bullying and harassment, all leaders holding responsibility for equality in the workplace and taking action on progression for BAME staff. The GLA will also take part in the Race at Work Charter Survey which will give employers an assessment of their work against the charter.
- 10.20 In May the GLA signed up to Disability Confident, a government scheme to tackle the disability employment gap by working with employers to challenge attitudes towards, and understanding of,

disability and removing barriers to disabled people. The GLA is now a Level 1 Disability Confident Committed employer and HR&OD will be working across the organisation to improve the organisation's performance in this area. HR&OD will be working with a new Disabled Staff Network, its Mayor's Office and Executive Director Sponsors, Jack Stenner and Sarah Mulley, and policy colleagues to make progress. A new internal working group has been set up to share learning and best practice from a range of policy areas on supporting deaf, disabled Londoners. GLA are also coordinating cross-GLA group collaboration to support a Supported Internship programme at the GLA based on TfL's Steps into Work programme, which provides work experience placements for people with mild/moderate learning disabilities and those on the autism spectrum.

11. Organisational Development and Engagement

- 11.1 The Learning & Organisational Development (L&OD) service aims to provide high quality learning opportunities to support the skills development and career progression of all GLA staff. The service was audited in 2018 and received the highest rating of substantial assurance, demonstrating that there were robust processes in place to ensure effective learning needs analysis and learning delivery. The audit provided very positive feedback on the service. The full report was presented to Audit Panel in July 2018 and the final report was issued in January 2019 confirming that the control framework has further improved since the original audit.

Learning development take up data (Slide 20)

- 11.2 2,822 learning sessions were completed in the period from 31 March 2018 to 2019. The analysis of the last 12 months' learning events by directorates shows broadly proportionate take-up of opportunities in most directorates. Staff in Development, Enterprise and Environment took up a slightly higher proportion of training places at 43%, while they constitute 31% of all staff. This overrepresentation is in part due to the increased proportion of new starters in this area. Mayor's Office, Resources and Corporate Management staff took up slightly lower proportion of training opportunities. Resources took up 9% of places, with a target of 17%, and Mayor's Office 2%, with a target of 9%.
- 11.3 Women take up proportionally slightly more development opportunities compared to men (68%). BAME staff training attendance is in line with organisational profile at 27%. These are positive trends indicating there are currently no barriers for women or BAME staff accessing development support at the GLA. They also reflect the recent emphasis by the GLA on providing specific progression programmes for women. As the organisation is keen to see more women and BAME staff progress into more senior roles, this is encouraging, however attention needs to be given to ensure men, who are now underrepresented in training take up, also have equal access to learning and development.
- 11.4 Staff who declare disability (6% of the organisation) take up 5% of learning opportunities.
- 11.5 The GLA learning team provide a comprehensive programme of mandatory training, professional development modules, accredited management development programmes, qualification sponsorship and career coaching. In addition, this year the team have been working on a number of new pilot initiatives to offer wider and easier access to learning options and to support more flexible ways of working. These include:
- Just-in-time, virtual coaching to support staff and managers with work-related issues;

- Job-share coaching – where a coach supports job-share partners in establishing an effective job-share partnership; and
- Development of an online app to support personal development planning and leadership development.

11.6 The GLA celebrated this year's Learning at Work Week from 13 - 19 May with the theme - Shaping the Future. A programme of events took place throughout the week, with a focus on:

- Changing the way we work - Working more flexibly and healthily; and
- Changing the way we learn - Making learning accessible to staff

Apprenticeships

11.7 The L&OD team also coordinate the GLA apprenticeship scheme. At 30 September 2018 the GLA were meeting the public-sector apprenticeship target of 2.3% of the workforce. In the current year, the GLA is hosting 24 Advanced Apprentices and five Higher Apprentices in project management, with three further Higher Apprentices due to begin their programme later this year. OPDC are hosting one Advanced Apprentice and one Higher Apprentice as part of the scheme. There is also a professional apprenticeship scheme with Assistant Accountant apprentices in Finance and work is underway with the Housing and Land directorate on developing a new apprenticeship in housing, in partnership with the Chartered Institute of Housing, to support the talent pipeline within the housing sector.

11.8 The GLA Apprenticeship scheme attracts a diverse group of young people. The table below shows the equalities profile of the 2018 advanced apprenticeship recruitment campaign. This year for the first time, to further support our goals of widening participation, monitoring of applicants who have an Education Health and Care Plan or have previously been in the care of a local authority in taking place.

Stage	Total	Female	BAME	Disability	LGBT	Care
Applications	180	44%	55%	6%	5%	12%
Assessment	74	52%	46%	6%	4%	9%
Appointed	24	50%	63%	0%	0%	4%
London Economically Active 18-24		51%	40%	7%	n/a	n/a

Candidates with a disability or who have previously been in care and who meet the minimum shortlisting requirements were guaranteed a place at the assessment centre. Out of 180 candidates 74 were invited to the assessment centre. 12% of applicants had an Education, Health and Care plan or had previously been in care of a local authority, of these 9% were invited to assessment, and 4% appointed.

11.9 The apprenticeship levy was introduced on 6 April 2017. Employers with a pay bill over £3 million each year, are required to contribute 0.5% of their pay bill, monthly to HMRC. The Government tops up the levy funds by 10% and the money can then be used for apprenticeship training. The first

cohort of levy funded Advanced Apprentices completed End Point Assessment in January 2019. Of the cohort of 19 apprentices, 15 gained distinctions and 15 have secured jobs at the GLA.

- 11.10 In August 2019 the GLA will again host a project team of Teach First teachers who will work with the apprentices to support their next career steps. They will also look at how to effectively communicate the new apprenticeship standards to managers and apprentices.

Staff engagement survey

- 11.11 The GLA has a commitment to regularly survey employees as a way of driving staff engagement and improvement within the management and performance of the organisation. The resulting data and analysis is used to drive organisational improvement. Following the 2017 survey, senior leaders identified three corporate priorities for action:
- Reviewing how we reward and recognise employees for their efforts;
 - Reviewing resources to enable employees to work more effectively and improve wellbeing; and
 - Improving how we manage performance, diversity and inclusion - including importantly bullying & harassment.

Much of this action has now been incorporated into the Chief Officer Transformation programme where activity currently underway includes:

- Consideration of whether a review of the GLA's pay and grading structure is required;
 - A re-think of the way GLA staff are asked to work, and how they are supported to do so by IT kit and infrastructure and by other ways of working;
 - A root and branch review of GLA HR policies so that they fully support the agreed new ways of working; and
 - A review of our grievance procedure to move towards a 'resolution' approach which will support employees, managers and Unison, to work collaboratively to constructively resolve disputes and conflict.
- 11.12 We have now started planning for our next full employee engagement survey which we will undertake before the end of 2019.

Wellbeing

- 11.13 The Employee Assistance Programme provides a free, confidential, 24 hour, 365 day a year counselling service to staff. The services provided include life management, telephone, face to face and e-counselling. There is good usage of the Programme. 47 cases were received between April 2018 and March 2019; 18 of which related to stress, anxiety or depression.
- 11.14 The GLA also provides range of health promotion initiatives such as a free, health screening programme and corporate memberships to Benenden Health.
- 11.15 The GLA has been supporting the Mayor's vision to make London a Dementia Friendly City. Staff have had access to online material and face to face sessions to support them to become Dementia Friends. Over 170 trained Dementia Friends are now in place among staff. Further promotional activity and training took place as part of Dementia Action Week from 20-26 May.

- 11.16 As part of the GLA's commitment to increasing mental health literacy, the Community Engagement Team, alongside the BAME Network, invited actor David Harewood to talk about his own personal experiences of mental health crisis. David is an ambassador for Mental Health and campaigns to raise awareness for positive mental health.

Performance management

- 11.17 Staff are currently completing their annual performance reviews which are due to be completed by 28 June. Additional tools have been added to the Performance Review Toolkit and one hour refresher training sessions run at City Hall and Union Street to support managers and staff to make the most of the process. A comprehensive communications plan has been put in place to ensure all GLA staff and managers are clear on the need to have annual performance reviews and personal development plans and to make time for constructive career conversations. Senior managers will be provided with regular Unit data on expected and completed performance reviews and we are aiming for increased completion compared to last year (86%).

12. Financial Implications

- 12.1 There are no financial implications for the GLA arising from this report.

13. Legal Implications

- 13.1 The Committee has the power to do what is recommended in this report.

List of appendices to this report:

Appendix 1 - Workforce Report – An annual digest of employment data and statistics – period 01/04/18 to 31/03/2019.

Appendix 2 - List of fixed term posts created in the last six months.

Local Government (Access to Information) Act 1985	
List of Background Papers: None	
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GLA Workforce Report

An annual digest of employment data and statistics for year ending 31 March 2019

[Available at <https://www.london.gov.uk/about-us/londonassembly/meetings/documents/s77680/Appendix%201%20-%20Copy%20of%20Presentation%20March%202019.pdf>]

GREATER**LONDON**AUTHORITY

Employee Engagement Survey data

The GLA carries out a biennial employee engagement survey. We last conducted the survey in 2017.

The response rate was very high (92%); itself a sign of high staff engagement. This is above average for both the public sector (73%) and private sector (79%). Our Employee Engagement Index scores are very high at (79%) +11 points above the benchmark for the public sector (68%).

We carry out analysis of the data by demographic groups to ensure that the response rate is consistent with our workforce profile, and to identify any significant differences in the response rate or employee engagement between groups.

The data is reviewed by our Equalities Taskforce and by relevant staff network groups and any actions agreed.

The table below for sexual orientation shows that the response rate is in line with our workforce profile.

Which of the following best describes how you think of yourself?		
	Response rate 2017	Workforce profile 2017
Bisexual	1.8%	0.6%
Lesbian or gay man	5.5%	5.1%
Heterosexual or straight	77.1%	79.9%
Other	0.6%	
Prefer not to say	14.9%	14.3%

The table below compares the response of LGB staff against the GLA population as a whole across a range of indices.

Overall LGB staff are in line with or more positive than the GLA overall.

Index	GLA Overall	LGB Staff
Employee Engagement Index	79%	85%
Your Job	75%	80%
Communication	56%	61%
Your Line Manager	69%	75%
Working Together	71%	77%
Performance Management	69%	72%
Learning & Development	51%	58%
Recognition & Reward	64%	69%
Diversity & Inclusion	81%	87%
Wellbeing at Work	64%	63%

The next GLA staff survey is due to be carried out in autumn 2019.

LGBT+ Network Terms of Reference

Purpose

The GLA Lesbian, Gay, Bisexual and Trans (LGBT+) Network has been established to:

- support staff in their social and working lives
- raise awareness around and champion LGBT+ equality issues for GLA staff
- contribute to the organisation's inclusion and diversity agenda
- ensure the GLA treats LGBT+ visitors, contractors, stakeholders, partners and Londoners inclusively and with respect
- advise on policy development (externally and internally) and ensure it is applied in practice
- create a more inclusive environment for LGBT+ employees
- enabling LGBT+ staff to develop their careers
- ensure LGBT+ staff can be open about their sexual orientation and/or gender identity if they want to be
- encouraging the recruitment and retention of talented LGBT+ employees
- network with other groups to build the profile of the organisation and share best practice
- supporting London's local authorities and the GLA Group more widely in their LGBT+ inclusion as a strategic authority

The LGBT+ Network is a collective of LGBT+ people and allies. It is facilitated by the Human Resources Team.

Please find broad definitions from Stonewall's glossary below:

"L"

LESBIAN

Refers to a woman who has a romantic and/or sexual orientation towards women.

"G"

GAY

Refers to a man who has a romantic and/or sexual orientation towards men. Also a generic term for lesbian and gay sexuality - some women define themselves as gay rather than lesbian.

"B"

BI

Bi is an umbrella term used to describe a romantic and/or sexual orientation towards more than one gender.

Bi people may describe themselves using one or more of a wide variety of terms, including, but not limited to, bisexual, pan, queer, and some other non-monosexual and non-monoromantic identities.

“T”

TRANS

An umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

Trans people may describe themselves using one or more of a wide variety of terms, including (but not limited to) transgender, transsexual, gender-queer (GQ), gender-fluid, non-binary, gender-variant, crossdresser, genderless, agender, nongender, third gender, bi-gender, trans man, trans woman, trans masculine, trans feminine and neutrois.

“+”

The GLA LGBT+ network is not limited to members of staff who identify with the identities and experiences outlined above; we welcome members from the wider queer community, allies and members with multiple identities. We work alongside the BAME, Women’s, Parents and Carers, and Disability Networks and encourage their members to be part of the LGBT+ network as well.

Aims

- Provide a safe and confidential space in which issues of relevance to LGBT+ staff can be discussed openly and for LGBT+ staff to meet one another in an informal setting
- Provide a gateway of confidential support and assistance to LGBT+ staff in the workplace including signposting them through internal processes or external support services
- Create a safe, inclusive and diverse working environment that encourages a culture of respect and equality for everyone regardless of their sexual orientation and/or gender identity, in order that every individual can reach their full potential without fear of discrimination.
- Understand and champion the experiences of LGBT+ staff as employees and contribute to the GLA’s inclusion and diversity agenda, and wider policy development as appropriate
- Work with the GLA to eliminate discrimination and inequality, particularly on the grounds of sexual orientation and/or gender identity
- Networking with other staff groups to build the profile of the organisation
- Ensure that there is intersectional representation of LGBT+ views, needs and experiences across the organisation, on internal and external work

Membership

- The LGBT Network is open to all self-identifying LGBT+ GLA employees
- Membership is also welcomed from all GLA employees who are committed to the aims of the network regardless of sexual orientation and/or gender identity
- A membership list will be maintained as a confidential list by the Co-chairs of the Network. A separate closed email address for the LGBT+ Network will be used to contact members.
- The membership list will remain confidential by ensuring that staff members names are anonymous within the distribution list and related meeting minutes

LGBT+ Network Co-Chairs

- Elections will take place each January to appoint Co-Chairs on an annual basis, commencing in 2018.
- The Network Chairs will ensure that the aims and objectives of the LGBT+ Staff Network are met and facilitate effective communication between the LGBT+ members, Network Champions, and the executive management team.
- The Network co-chairs will be supported by a committee of representatives: lesbian, gay, bi, and trans reps. These positions will be filled in 2019.

Confidentiality Policy

- The LGBT+ Network will operate a 'safe space' policy in which LGBT+ staff are able to meet without fear of being 'outed' in the workplace. Structures will be put in place to ensure that staff who are not out to work colleagues or managers can contact the group in confidence and negotiate release to attend events via a third party, maintaining their anonymity
- The LGBT+ Network will provide a gateway of confidential support and assistance to LGBT+ staff in the workplace including signposting them through internal processes or external support services
- All members of the Network agree to respect the wishes of individuals who do not wish their identity to be disclosed outside of the Network

Code of conduct

The members of the LGBT+ Network and those invited to attend meetings and/or events will:

- Sensitive respect confidentiality & anonymity
- Respect difference of opinion, help create a safe and supportive space for sharing views, and acknowledge and respect diversity
- Not take any part in policing gender identity/expression, and/or sexual preference/orientation at meetings or other Network activities, prioritising self-identification if required
- Make decisions collectively
- Not take any part in discrimination or harassment within the LGBT+ Network or at LGBT+ events on any grounds
- Not discuss outside the Network personal and/or sensitive details of other members, particularly relating to their sexual orientation and/or gender identity

Members who do not follow this code of conduct may be excluded from LGBT+ Network meetings at the discretion of the Chair but must still have access to the support and information role of the LGBT+ Network.