

Self-assessment results

London Legacy
Development Corporation (LLDC)

PILLAR 1 - PAY & CONDITIONS			
1. Pay			
Foundation	1	Pay all workforce at least the National Minimum wage or National Living Wage (which includes apprentices)	Y
	2	Statutory paid leave entitlement (incl annual, sick pay, maternity/paternity leave)	Y
	3	Timely itemised payslip for all employees	Y
	4	Ensure that interns are paid at least National Minimum Wage and receive employment rights they are entitled to, while only genuine work experience placements are unpaid	Y
	5	Provide the statutory notice period, consultation and pay for employees made redundant	Y
Achievement	6	Pay all workers and employees the London Living Wage (including internships) and accredited with the Living Wage Foundation	Y
	7	Set progressive pay levels for apprentices, reaching London Living Wage at completion of their apprenticeship	Y
	8	Pay above statutory minimums for benefits including maternity/paternity pay, holidays, sick pay etc.	Y
	9	Carry out pay audits to ensure your pay policies don't widen the gap between top and bottom	Y
	10	Use workforce dialogue and/or collective bargaining methods to establish and set the optimal levels of pay and benefits for your workforce	Y
Excellence	11	Pay all of your apprentices the London Living Wage as a minimum	Y
	12	Work with your supply chain to sign up to pay the London Living Wage and become accredited.	Y
	13	Publish pay ratios (CEO/Director to median employee remuneration package)	Y
	14	Communicate and make pay levels/bands transparent to raise confidence that pay is fair	Y
	15	Introduce a London Weighting pay policy, revised annually to reflect local pay rates and costs of living in London	N/A



2. Contracts			
Foundation	16	Provide a written statement of employment particulars within 2 months of starting	Y
	17	Provide a GDPR notice separately from contract and review and update regularly	Y
	18	Prepare and publish a Modern Slavery Act statement (if your annual turnover is £36m or more)	Y
	19	Ensure and be able to demonstrate that zero-hour and non-standard contracts are mutually beneficial for both employer and worker (incl. no exclusivity clause for zero-hour contracts)	Y
Achievement	20	Provide a written statement on the first day that includes clear information on pay, conditions, employment status, rights and entitlements	Y
	21	Collect data on size of non-standard/contingent workforce and regularly review use of contracts	Y
	22	Consider requests for stable hours	N/A
	23	Clearly communicate your policies and procedures to your full workforce	Y
	24	Offer guidance and/or training for staff on how to spot the signs of modern slavery and what to do (GWS can provide guidance)	Y
Excellence	25	Avoid, develop limits or guidelines around the use of zero-hour and other non-standard contracts (e.g. no ZHC, max % of workforce, code of practice)	N/A
	26	Offer an option to select regular or guaranteed hours	N/A
	27	Report on the use of zero-hour, short-hours contracts and agency work in annual reports with rationale for using them	N/A
	28	Work towards giving non-standard contract and agency workers the same rights as employees	N/A
	29	Implement due diligence protocols to ensure decent working standards throughout your supply chain	Y



3. Financial Wellbeing			
Foundation	30	Auto enrol workers in a pension scheme and make mandatory minimum contributions	Y
	31	Provide signposting to support financial wellbeing & debt management e.g. credit unions (GWS can provide this for the employer to distribute)	Y
Achievement	32	Provide explicit advice and signposting to people about the value of pensions	Y
	33	Offer and promote a mix of benefits in addition to pay e.g. staff discounts, advice services and support with day-to-day living costs	Y
	34	Offer interest free loans through payroll to help with living costs e.g. childcare and tenancy deposit loans, season ticket loans	Y
Excellence	35	Work towards everyone getting a total pension contribution of at least 15% of wages	Y
	36	Work with local Credit Unions to provide affordable financial services to your workforce	-
	37	Offer a payroll savings scheme	-
	38	Offer support (direct or 3rd party) for housing costs e.g. options to support employees with mortgage finance including preferential lending terms; and/or directly providing high quality rental accommodation	-



PILLAR 2 - WORKPLACE WELLBEING			
4. Workforce Dialogue			
Foundation	39	Consider appropriate requests to set up or change arrangements to inform and consult employees about issues in the organisation (50+ employees)	Y
	40	Consider appropriate requests from trade unions to represent your workforce in collective bargaining	Y
	41	Clearly communicate existing collective consultation arrangements and collective agreements to your workforce and new starters	Y
	42	Set out grievance procedures and share it in writing with all employees	Y
	43	Create methods for regular workforce dialogue at all levels of the organisation (e.g. team meetings, staff forums etc)	Y
	44	Regularly assess through above procedures whether your workforce have the facilities, tools and equipment required to do their job effectively	Y
Achievement	45	Develop a communications and consultation policy for your organisation	Y
	46	Provide reasonable access and facilities to allow your workforce to communicate with trade unions, including hosting induction meetings	Y
	47	Recognise and work with a relevant trade union, agree collective consultation and bargaining arrangements (if relevant to your workforce)	N/A
	48	Use regular staff surveys to obtain workforce feedback on important issues in your organisation	Y
	49	Implement appropriate conflict resolution and mediation methods	Y
	50	Put in place policies and procedures to protect speaking up and/or whistleblowing	Y
Excellence	51	Provide written disciplinary rules and procedures and communicate them to your workforce	Y
	52	Establish arrangements for workforce dialogue or elected workers in executive and senior decision making or company boards	Y
	53	Accredit and work with trade union reps on range of issues e.g. learning, health and safety, equality reps	Y
	54	Set up staff networks and forums to promote underrepresented groups or certain issues as relevant to your workforce	Y
	55	Enhance staff networking opportunities, e.g. team volunteer days, team building activities	Y
	56	Enhance your workplace design and technology to encourage open dialogue in your workforce e.g. breakout spaces, team collaboration software	Y



5. Health, Wellbeing and Welfare			
Foundation	57	Identify and manage risks to ensure the health, safety and welfare at work of all your workforce	Y
	58	Publish a Health and Safety Policy (6+ employees)	Y
	59	Conduct risk assessment of the workplace, including for work related stress and lone workers	Y
	60	Consult with employees or employee elected health and safety representatives on health and safety matters	Y
	61	Obtain compulsory employers' liability insurance	Y
	62	Clearly communicate any employee monitoring arrangements and why	Y
	63	Put in place an attendance management policy (e.g. sick leave and pay procedures, early/phased return to work processes and interviews)	Y
Achievement	64	Develop a Health and Wellbeing plan for your organisation and workplace	Y
	65	Obtain the Commitment award for the London Healthy Workplace Charter	Y
	66	Set up a joint health and safety committee and/or trade union health and safety representatives	Y
	67	Implement health and safety precautions for night-time and shift workers	N/A
	68	Sign up to the Women's Night Safety Charter	N/A
	69	Provide training for managers on absence management, including presenteeism, return to work interviews etc	Y
	70	Monitor absence trends in the workplace and take action on issues	Y
Excellence	71	Develop and communicate measures to ensure the safety and avoid risks for lone workers	Y
	72	Obtain the Achievement award for the London Healthy Workplace Charter	Y
	73	Develop a Mental Health strategy and make training accessible to all people in your workforce	Y
	74	Support and promote broader health services	Y
	75	Provide access to an Employee Assistance Programme including access to physiotherapy and counselling	Y
	76	Develop and publish a Violence Against Women and Girls (VAWG) policy	-
	77	Provide greater occupational sick/health leave benefits e.g. menopause, domestic abuse	Y



6. Work-life Balance			
Foundation	78	Employees can request flexible working (after 26 weeks continuous service)	Y
	79	Facilitate shared Parental Leave for eligible employees	Y
	80	Provide unpaid time off (family and dependents, parental leave, emergencies etc)	Y
	81	Ensure part-time and fixed-term workers have same contractual rights as a full-time workers	Y
	82	Abide by 48 hour maximum weekly working hours	Y
	83	Provide adequate rest periods and breaks	Y
	84	Put in place limits and keep records of night workers' working hours to show they aren't exceeding limits	Y
	85	Implement a system of fair scheduling to ensure that shift times and patterns are mutually beneficial for your workforce and the organisation	N/A
Achievement	86	Provide the right to request flexible working to all employees from day one of employment and communicate this effectively	Y
	87	Make a wide range of flexible methods available to your workforce and actively promote it (unless genuine business reason that this isn't possible)	Y
	88	Agree a minimum notice period for allocating and changing shifts (24hrs is recommended)	N/A
	89	Consult with your workforce to ensure shift patterns and times, anti-social working hours, pay premiums are agreed	N/A
	90	Provide support for parents coming back to work (e.g. returnships, improve job adverts etc.)	Y
	91	Provide additional (above statutory) types of paid leave e.g. emergencies involving dependents, caring responsibilities, study leave	Y
Excellence	92	Monitor and prevent excessive working hours, track and address unpaid overtime	Y
	93	Provide compensation for cancelled shifts with little (less than 12 hrs) or no notice (minimum 3 hours pay in lieu and any travel expenses incurred)	N/A
	94	Utilise measures to prevent use of work communications outside of agreed work hours (unless agile working)	Y
	95	Offer paid premature and neonatal baby leave	Y
	96	Implement a right to disconnect clause	N/A
	97	Offer paid time off for family and dependents (e.g. caring responsibilities, schools transition)	Y



PILLAR 3 - SKILLS AND DEVELOPMENT			
7. Management and Leadership			
Foundation	98	Managers are aware of their duty of care and take steps which are reasonably possible to ensure the health, safety and wellbeing of their team members	Y
	99	Ensure that managers understand their roles and responsibilities	Y
	100	Ensure your leaders and managers lead by example and ensure that everyone in the organisation is treated with trust and respect	Y
	101	Set clear objectives and provide regular feedback to their people on progress	Y
	102	Your managers and leaders promote a positive learning environment	Y
Achievement	103	Develop a performance management framework and undertake regular 1:1 conversations with staff	Y
	104	Implement training for managers and leaders on core people management skills e.g. objective setting, coaching, providing feedback, providing support and flexibility to staff	Y
	105	Managers and leaders undergo training across a range of other topics relevant to the organisation e.g. recruitment, workforce engagement etc	Y
	106	People management and development practices in your organisation are enhanced through workforce dialogue methods e.g. staff surveys	Y
Excellence	107	Ensure managers provide regular coaching to the people in their team or business	Y
	108	Ensure your managers and supervisors are trained and knowledgeable in managing conflict/having difficult conversations	Y
	109	Managers undergo regular 360 degree feedback as part of their development and develop action plans as a result	Y
	110	Provide high quality management training for all people managers in the organisations, with suitable accreditation	Y



8. Skills and Development			
Foundation	111	Implement an induction process for new workers	Y
	112	Ensure adequate on the job training for job skills and procedures in order to fulfil the role	Y
	113	Make training and skills development activities take place during paid hours wherever possible	Y
	114	Communicate clear details about pay or time back for travel if needed for skills and training	Y
	115	Make all employees aware of training and development rights, including the right to request time off for training or study	Y
	116	Pay into the apprenticeship levy (if your pay bill is over £3 million)	Y
	117	Ensure apprenticeships you offer last a minimum of 12 months and involve at least 20% off-the-job accredited training	Y
Achievement	118	Offer high-quality internships and apprenticeships as genuine and valuable training opportunities and pathways to employment in your organisation (including flexible working options)	Y
	119	Develop a structured programme of training and development accessible to all your workforce	Y
	120	Develop training and development plans for your workforce based on the skills requirements for the organisation	Y
	121	Recognise informal training such as volunteering in personal development plans	Y
	122	Accredit and work with union learning reps and give employees paid time off to pursue union-led learning opportunities (if requested)	Y
	123	Maximise use your apprenticeship levy allowance (GWS to provide resources and guidance)	Y
Excellence	124	Offer accredited and recognised training that encourages lifelong learning, beyond skills requirements for the job and to improve prospects for career progression	Y
	125	Offer and facilitate skills and career planning to identify future skills and training needs	Y
	126	Sign up to an apprenticeship promotion programme	Y
	127	Offer supported internships to young people with special educational needs and disability	-
	128	Work with local college/training provider to shape training provision to meet industry needs, including insight days.	Y
	129	Provide volunteering leave and promote skills-based Employer Supported Volunteering (ESV) to all workforce	Y



9. In-work Progression			
Foundation	130	Provide clear job descriptions and responsibilities for all people in your workforce	Y
	131	Make development and progression opportunities accessible for all people in your workforce (e.g. including disabled, non-standard workers etc.)	Y
	132	Put in place development plans for all people in your workforce, with regular performance reviews and feedback opportunities	Y
Achievement	133	Develop clear progression pathways and systems for promotions and pay growth through the organisation, accessible to all people in your workforce.	Y
	134	Offer annual career/development reviews focusing on career progression and skills development beyond job requirements	Y
	135	Support the progression of women and other underrepresented or disadvantaged groups through positive proactive programmes (e.g. sponsorship, GLA OurTime initiative)	Y
Excellence	136	Facilitate access to work and other career enhancing roles within the organisation so your staff can gain broader experience	Y
	137	Develop and implement a structured mentoring and coaching scheme with senior and junior members of your workforce	Y
	138	Consult your workforce in the process of job design and workforce planning	Y



PILLAR 4 - DIVERSITY & RECRUITMENT			
10. Equality, Diversity & Inclusion			
Foundation	139	Develop a written policy on ED&I and provide a statement in recruitment material (GWS can provide a template/guidance)	Y
	140	Provide a working environment free from unlawful discrimination and harassment (Equality Act 2010)	Y
	141	Report and publish your gender pay gap (employers with more than 250 employees)	Y
	142	Make reasonable adjustments to ensure workers with disabilities or health conditions aren't disadvantaged when doing their jobs (including adjustments to your recruitment process)	Y
Achievement	143	Develop an action plan to tackle inequality and improve diversity in your organisation	Y
	144	Provide access to ED&I training for all your workforce	Y
	145	Put in place a zero-tolerance approach to all forms of discrimination, harassment and bullying	Y
	146	Actively encourage a diverse leadership team with representation from all groups with protected characteristics	Y
	147	Measure maternity retention rates (e.g. parents who return after maternity/paternity leave)	Y
	148	Gather workforce data to identify and calculate your pay gaps in relation to gender and ethnicity	Y
	149	Gather and analyse workforce data related to disability	Y
	150	Benchmark your workforce data analysis to other organisations	Y
Excellence	151	Voluntarily report and publish your gender pay gap (under 250 employees, unless doing so would lead to the disclosure of pay information on individuals)	Y
	152	Report and publish your ethnicity pay gap (where data allows for statistical significance)	Y
	153	Consider appropriate action for your organisation on disability pay gaps, following government guidance	Y
	154	Develop and actively participate in school and community outreach programmes, including offering short work experience and/or taster days (paid if they are conducting work)	Y
	155	Provide or support English for speakers of other languages (ESOL) workforce learning for workforce during paid work hours (e.g. offer rooms, conversation clubs etc)	N/A
	156	Assign a D&I Champion in every department of your organisation	Y
	157	Put pathways in place to diversify all levels of the organisation e.g. action plans for leadership diversity	Y



11. Recruitment			
Foundation	158	Ensure open and transparent recruitment processes which are free from discrimination (including pregnant women, ex-offenders, disabled & other applications)	Y
	159	Employment and immigration checks clearly stated in recruitment practices	Y
	160	Where references are required due to regulated sector this is made clear	Y
	161	Accept job applications in alternative formats (e.g. electronically/non-electronically)	Y
	162	Record basic workforce data at recruitment	Y
Achievement	163	Use a range of candidate attraction channels to advertise jobs e.g. website, media, job boards, social media, events, job fairs.	Y
	164	Proactively seek and encourage applications from under-represented groups	Y
	165	Make interview panels diverse, both gender and ethnically	Y
	166	Make job adverts accessible and inclusive (e.g. large print, wording, pictures)	Y
	167	Advertise and promote jobs as flexible wherever possible	Y
	168	Ensure a diverse mix of people are represented in all marketing media e.g. website, social media etc.	Y
	169	Record protected characteristics (PC) data	Y
Excellence	170	Collect and monitor workforce data to ensure diversity of the workforce reflects the local area of the organisation (including recruitment process)	Y
	171	Provided feedback for both successful and unsuccessful job applicants	Y
	172	Balance (gender/ethnically) all of your candidate shortlists e.g. the Rooney Rule	Y
	173	Anonymise your recruitment process when shortlisting applicants (e.g. name/school-blind)	Y
	174	Record all protected characteristics data plus socio-economic background	Y