

GLA Pay Gap Report 2023 and Action Plan

February 2024



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Executive summary

As an organisation that seeks to be equal, diverse and inclusive, we, the Greater London Authority (GLA), are committed to tackling any form of structural and persistent inequality. This pay gap report and supporting action plan have been specifically developed to deliver this ambition.

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

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

This report is consistent with our overarching objective and commitment to lead on tackling inequalities and to develop a workforce that is reflective of London. Salaries at the GLA are determined through a job evaluation scheme, so that the Authority pays the same salary to roles of equal weight. Job evaluation evaluates the job and not the post holder. It makes no reference to any personal characteristics of existing or potential job holders.

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

The mean pay gap is the difference between the average hourly earnings of the two staff groups of interest.

Table 1 shows both the pay gap analysis and comparative data. It highlights changes in the last year regarding three protected characteristics (race, gender and disability).

Table 1: Pay Gap Summary

	Median pay gap (2022)	Median pay gap (2023)	Median pay gap (percentage point change)	Mean pay gap (2022)	Mean pay gap (2023)	Mean pay gap (percentage point change)
Ethnicity (Black, Asian and Minority Ethnic)	12.62%	7.62%	-5.00pp	14.31%	13.89%	-0.42pp
Asian or Asian British	10.41%	7.62%	-2.79pp	11.07%	11.67%	0.60pp
Black or Black British	16.81%	12.79%	-4.01pp	18.37%	17.20%	-1.17pp
Mixed	7.41%	7.10%	-0.32pp	13.91%	12.80%	-1.11pp
Other Ethnic Group	12.62%	7.62%	-5.00pp	12.02%	12.32%	0.30pp
Disability	3.10%	-2.00%	-5.10pp	3.78%	-0.61%	-4.39pp
Gender	1.95%	4.21%	2.26pp	3.84%	3.30%	-0.54pp

This combined pay gap report is accompanied by supplementary data tables available on the London Datastore¹. These tables include data analysed in this report and provide some extra details of particular

¹ London Datastore, GLA pay gap data

groups not covered in this report; including median and mean hourly rates for staff by grade, and their corresponding pay gaps.

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

To safeguard against disclosure, where there are fewer than five people in a given salary range or group for analysis, we have redacted the entry for this. This has replaced the number with '<5'. This means there are fewer than five people in this group. For consistency, we also redact historic data where required in this report.

Ethnicity

The ethnicity pay gap analysis is based on a declaration rate of 88%. While this is relatively high, it is a lower rate than in previous years. We are working hard to increase rates again following our switch, a year ago, to a new internal reporting system.

The key findings are as follows:

- Both our median and mean ethnicity pay gaps have decreased since 2022. There has been a large reduction of five percentage points in the median ethnicity pay gap, to 7.62% on 31 March 2023. Our mean ethnicity pay gap dropped to 13.89%.
- The reduction in the median pay gap is driven by an increased proportion of Black, Asian and Minority ethnic staff working in the middle pay grades.
- The median and mean ethnicity pay gaps for part-time staff have increased since 2022. This is because of an increase in the numbers of Black, Asian and Minority Ethnic staff in lower grades working part-time; and an increase in the numbers of White staff in higher grades working part-time.
- The median and mean pay gaps in the upper earnings quartile have increased since 2022. This is due to an increase in the numbers of Black, Asian and Minority Ethnic staff employed between Grades 11 and 13, while the numbers of Black, Asian and Minority Ethnic staff at Grades 14 and above has remained similar.
- The GLA does not offer bonus payments. However, it does make recognition payments that are generally at four specific rates, which we analyse as bonus payments for pay gap purposes. A higher proportion of Black, Asian and Minority staff received a bonus payment in 2023 (10%) compared to White staff (6%).
- There was a negative median (-17.65%) and negative mean (-3.85%) bonus gap. This means Black, Asian and Minority Ethnic staff collectively received a higher bonus payment compared to White staff.
- The increase in the median bonus gap resulted from the midpoint for White staff being situated between two recognition payment thresholds. The median value for White staff was £850. This is the midpoint between one staff member receiving a bonus payment of £700 and another receiving a bonus payment of £1,000. For Black, Asian and Minority Ethnic staff the median was £1,000.
- After conducting intersectional analysis, it is clear that Black, Asian and Minority Ethnic male staff have larger mean and median pay gaps than overall, although these gaps have narrowed over the past year.

Disability

This is the third year we have analysed our disability pay gap, and it is based on a declaration rate of 88%. Again, whilst the declaration rate is still relatively high, it is a decrease of four percentage points from 2022.

The key findings are as follows:

- On average, disabled staff at the GLA earn more than non-disabled staff.
- Both our median and mean disability pay gaps have fallen in the last year, and both are now negative: -2% and -0.61% respectively.
- These reductions result from a higher proportion of disabled staff working at higher grades (10 and above) compared to previous years.
- Pay gaps amongst full-time staff have narrowed since 2022. In March 2023 our median pay gap amongst full-time staff fell from 4.43% to -0.93%. Our median pay gap fell from 2.45% to 1.96%.
- Mean and median disability pay gaps have narrowed since 2022 across the lower, upper middle and upper quartiles. A small median pay gap (1.22%) has opened up in the lower middle quartile; the mean pay gap in that quartile remains close to zero.
- A higher proportion of disabled staff received a bonus payment in 2023 (10%) compared to non-disabled staff (7%).
- There was no median disability bonus pay gap. There was a negative mean disability bonus pay gap of -11.71%, similar to the level reported in 2022. This means that in 2023, disabled staff received higher mean bonus payments than non-disabled staff.
- After conducting intersectional analysis, it is clear that disabled women, and disabled Black, Asian and Minority Ethnic staff, continue to earn less than their non-disabled counterparts. However, these gaps have also narrowed since 2022.

Gender

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

The key findings are as follows:

- The median gender pay gap has increased in the last year to 4.21%, whilst the mean gender pay gap has decreased very slightly to 3.3%.
- The increase in the median gender pay gap is due to a shift in the proportions of women and men employed at Grades 8 to 10. These grades account for over half of all staff. Due to growth in the number of women working at Grade 8, the proportion of staff employed at this grade who are female has increased to 68% (from 62% in 2022). At the same time, the proportion of staff employed at Grade 10 who are women has decreased to 63% (from 66% in 2022).
- The part-time pay gap has narrowed considerably. There are now small median (1.28%) and mean (1.48%) part-time pay gaps, compared to 2022 (14.68% and 17.09% respectively). This is due to an increase in the number of men working part-time at lower grades.

- Across earnings quartiles, pay gaps remain similar to 2022. However, a small median pay gap has opened up in the lower middle quartile. Again, this is due to changes in the proportion of women and men at Grade 8.
- In 2023, a slightly smaller proportion of women received a bonus payment compared to men (7% and 8% respectively).
- There is no median bonus pay gap. There is a mean gender bonus gap of 12.54%, a slight reduction from 13.88% in 2022.

Next steps

Eliminating our pay gaps is a key objective of our corporate equality, diversity and inclusion (EDI) strategy, *We Belong Here*. Our corporate EDI Action Plan, which underpins delivery of this strategy, is reviewed every year in light of our pay gap data. We will continue to build on the work that is making a difference to our pay gaps – specifically ensuring that: our recruitment is inclusive, and our new starter cohorts at all levels reflect London’s population; our Black, Asian and Minority Ethnic and disabled staff are encouraged and supported to seek and secure progression internally; and the culture of the GLA is one that values diversity, and does not tolerate discrimination of any kind. The action plan attached to this report highlights the new actions we will take in light of this new data, as well as those actions we are already undertaking which will continue to support our improvement.

1 Introduction

1.1 Background and supplementary data

Developing a workforce that reflects the demography of London is a key priority for the GLA. We are determined to tackle inequality in any form, and reporting our pay gaps support this aim.

Salaries at the GLA are determined through a job evaluation scheme, so that the Authority pays the same salary to roles of equal weight. Job evaluation evaluates the job and not the post holder. It makes no reference to any personal characteristics of existing or potential job holders.

We published our ethnicity pay gap for the first time in March 2018, and were one of the first organisations to do so. Since then, we have published annual ethnicity pay gap reports.

We first reported our disability pay gap in 2021, ahead of any statutory responsibility to do so.

We first published a gender pay gap report in 2016, ahead of any legislative requirement to do so. We have published annual gender pay gap reports since then, together with a programme of activity to help address this gap.

This combined pay gap report is accompanied by supplementary data tables available on the London Datastore². These tables include data analysed in this report and provide some extra details of particular groups not covered in this report; including median and mean hourly rates for staff by grade, and their corresponding pay gaps.

The GLA has a 15-grade salary scale for most staff in the organisation. The exceptions are staff paid the London Living Wage and those on spot salaries (fixed rates not linked to defined spinal column points within our grading structure). Spot salaries are reserved for Executive Directors and Mayoral appointees.

To safeguard against disclosure, where there are fewer than five people in a given salary range or group for analysis, we have redacted the entry for this, replacing the number with '<5'. This means there are fewer than five people in this group. For consistency, we also redact historic data where required in this report.

1.2 Methodology

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

² London Datastore, GLA pay gap data

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

$$\frac{A - B}{A} \times 100$$

where:

	Variable in pay gap formula	Mean/median hourly rate of pay of which group of staff?
Ethnicity pay gap	A	White staff
	B	Black, Asian and Minority Ethnic staff Asian or Asian British staff Black or Black British staff Mixed ethnicities staff Other Ethnic Group staff
Disability pay gap	A	Non-disabled staff
	B	Disabled staff
Gender pay gap	A	Men
	B	Women

1.3 Date of reporting

As a public sector body, the snapshot date for gender pay gap data collection is 31 March each year. For consistency, the ethnicity and disability pay gap data are also collected on this date. This report is therefore based on our pay gaps on 31 March 2023.

1.4 Disclosure rates

On 31 March 2023, we had 1,305 employees. The number of staff members included in the pay gap reporting exercise were as follows:

- ethnicity pay gap – 1,152 (disclosure rate – 88.3%)
- disability pay gap – 1,147 (disclosure rate – 87.9%)
- gender pay gap – 1,305 (disclosure rate – 100%).

We are a single status organisation and do not have different staff groups. Assembly Members and the Mayor are excluded from this pay gap analysis, alongside volunteers and agency staff.

1.5 Data collection

We collected staff data on ethnicity, disability and gender via self-declaring on our internal HR system.

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

As ‘disability status’ is simply self-declared, we do not ask for further details.

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

We collect data on our staff members' sex and gender identity. The data used in previous gender pay gap reports have been for males and females (sex). Therefore, for consistency, this means that females are reported as women and males are reported as men. We appreciate that some colleagues may not see their sex and gender as the same nor identify within this gender binary. We welcome and value colleagues of all gender identities. We recognise non-binary identities by using gender-neutral language throughout our HR policies and communications, and by working closely with the LGBTQ+ Staff Network.

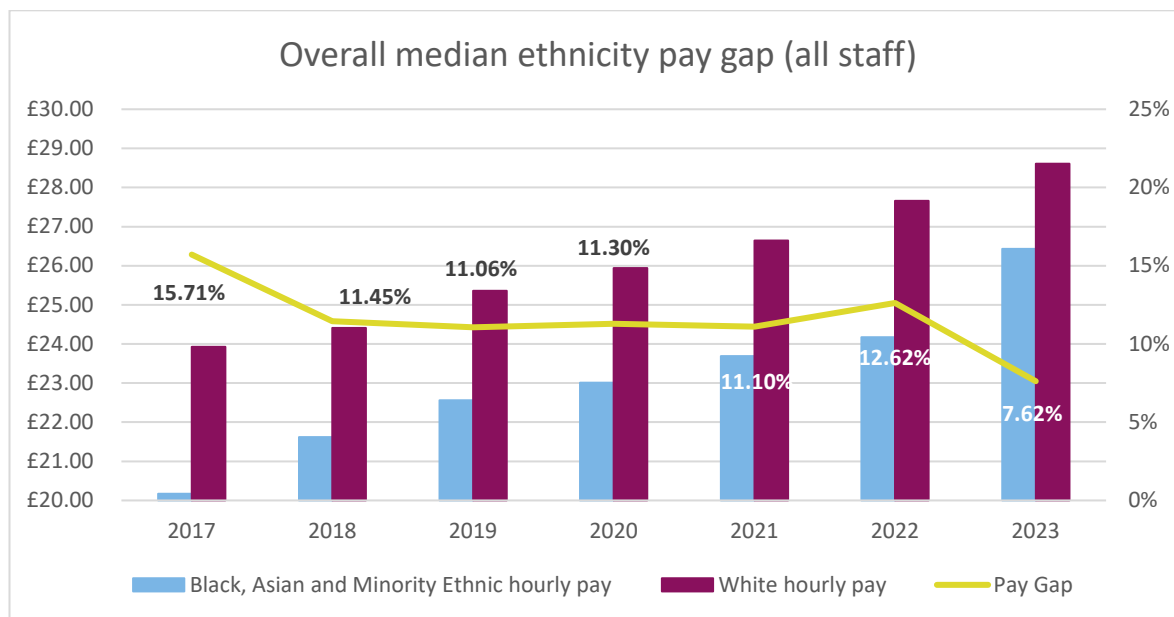
2 Ethnicity pay gap

2.1 Overall

In this report, we compare the overall ethnicity pay gap between Black, Asian and Minority Ethnic staff and White staff, taken as a whole. There is further analysis by separate groups (Asian or Asian British; Black or Black British; staff with a mixed ethnic background; and staff from other ethnic groups), where numbers allow. The White group includes White British, White Irish and White Other.⁴

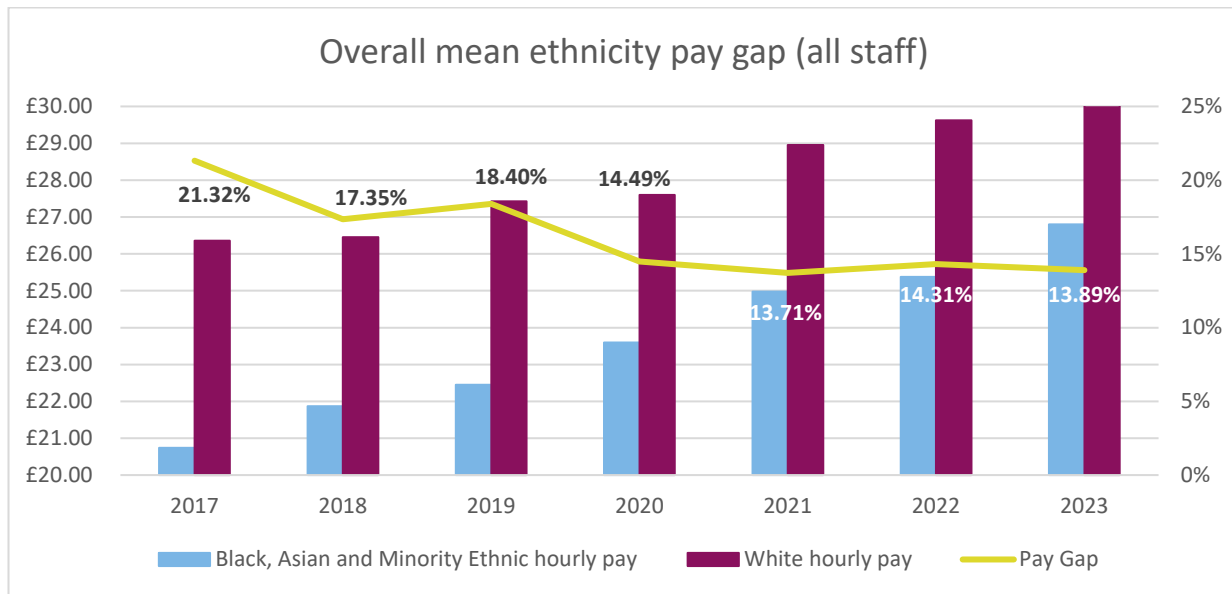
On 31 March 2023, our overall median ethnicity pay gap was 7.62% and our mean ethnicity pay gap was 13.89% (see Figures 2.1 and 2.2).

Figure 2.1



⁴ In some other ethnicity pay gap reports, employers have chosen the reference category to base pay gaps on to be 'White British'. The GLA published its first ethnicity pay gap report with a reference category of a combined White group; so for consistency, each subsequent year's report has chosen this as its reference category.

Figure 2.2



This indicates that the average hourly rate of pay for Black, Asian and Minority Ethnic staff remains less than the average hourly rate of pay for White staff. The gaps have shrunk since 2017. There has been a particularly notable drop in the median pay gap since 2022, which is at the lowest recorded level since the GLA started reporting its ethnicity pay gap.

Over the previous year, the total number of staff employed at Grades 8 to 10 has risen by 17%. Over half (51%) of all GLA staff are now employed between these grades, up from 48% in 2022.

In 2023, Black, Asian and Minority Ethnic staff made up 35% of staff with a known ethnic background employed between Grades 8 and 10, compared to 31% in 2022. Through a mix of recruitment and turnover, the number of Black, Asian and Minority Ethnic staff at these grades has increased, whilst the number of White staff has remained stable. There was a 20% increase in the number of Black, Asian and Minority Ethnic staff employed between Grades 8 and 10, whilst the number of White staff remained almost static (0.5% decrease).

This has led to a more even distribution of salaries between Black, Asian and Minority Ethnic staff and White staff. Amongst Black, Asian and Minority Ethnic staff, 49% were employed between Grades 8 and 10 in 2023, compared to 44% in 2022. Amongst White staff, 51% were employed between Grades 8 and 10 in 2023, compared to 50% in 2022.

Figures 2.3 and 2.4 show the median and mean pay gaps respectively for the separate ethnic minority groups at the GLA.⁵

⁵ Prior to 2020, the GLA collected the ethnicity of its staff using a different classification. Instead of 'Mixed', there was an option for 'Dual Heritage'. This is how the data was reported on prior to 2020, so it should be borne in mind that they are not entirely comparable.

Figure 2.3

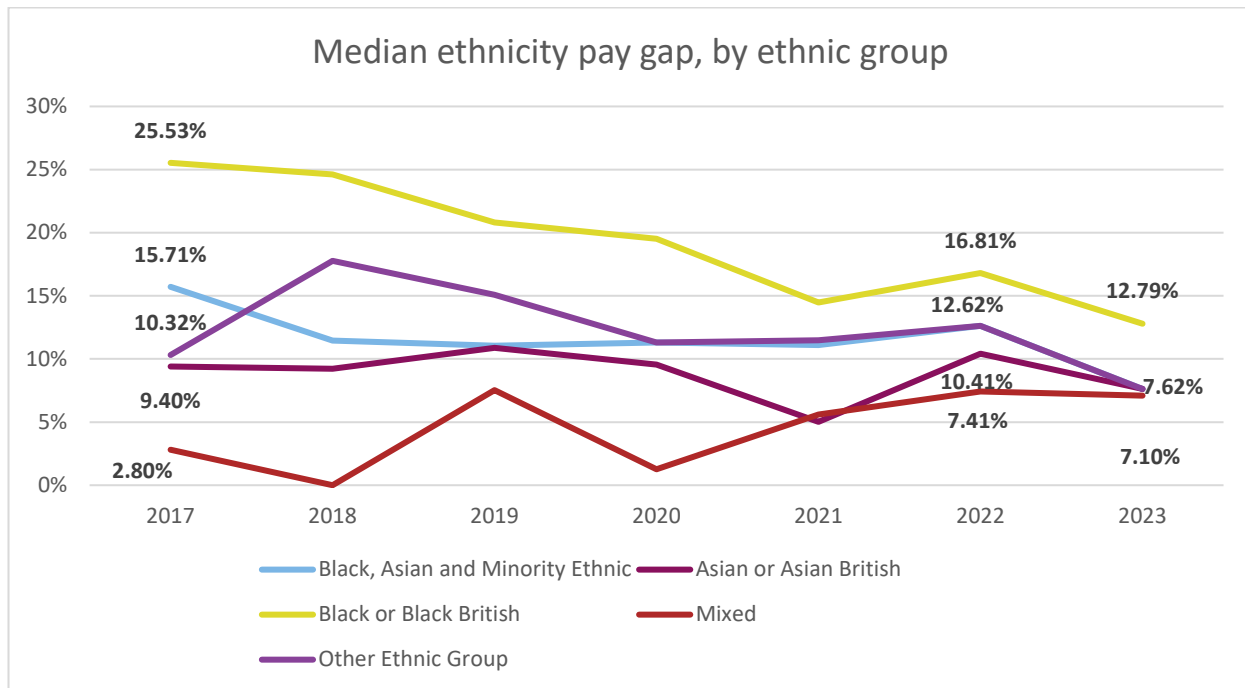
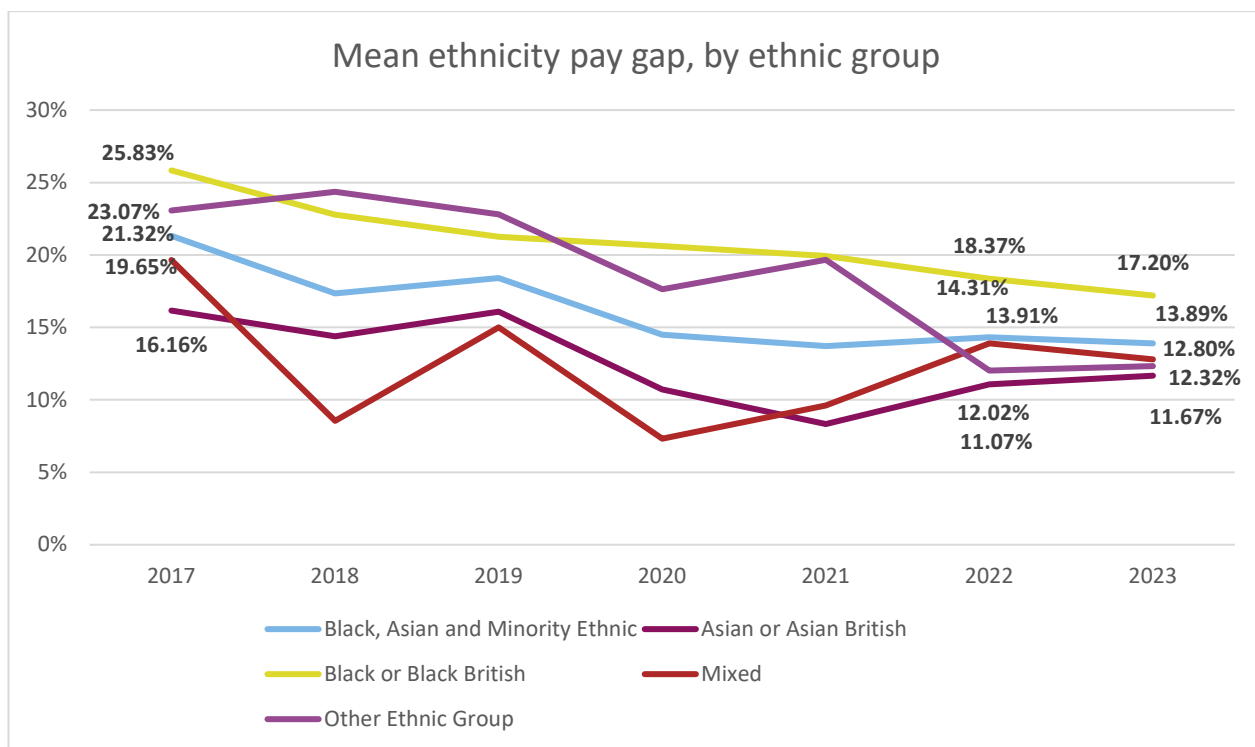


Figure 2.4



The highest ethnicity pay gaps are among Black or Black British staff. This group has a median pay gap of 12.79% and a mean pay gap of 17.20%. The gaps have fallen since 2017 and in the last year. There was a drop of four percentage points in the median pay gap between 2022 and 2023.

The median pay gap decreased for all ethnic groups, particularly for Black or Black British staff (drop of four percentage points) and those from Other ethnic groups (drop of five percentage points).

The median pay gap for Black staff has reduced due to an increased number of Black staff at Grades 8 to 10. There was a 27% increase in the number of Black staff at Grades 8 to 10 compared to 2022, whilst the number of White staff has remained similar (0.5% decrease). This is in part due to recruitment, with 67% of Black staff who joined the GLA over the year being employed at Grades 8 to 10.

In 2023, amongst Black staff the proportion employed at Grades 8 to 10 was 43%, up from 36% in 2022, increasing median earnings. Amongst White staff, 51% were employed at Grades 8 to 10 in 2023, compared to 50% in 2022. This was also the case with staff from Other ethnic groups, with the proportion employed at Grades 8 to 10 increasing to 55% in 2023, compared to 45% in 2022. However, numbers are smaller amongst staff from Other ethnic groups, so the pay gap will be more prone to fluctuation.

Amongst Black staff the proportion working at the highest levels of the GLA (Grades 12 and above) was 12%, similar to the levels in 2022 (11%). Likewise, the proportion of White staff at Grades 12 and above has remained similar (19% compared to 18%).

The overall national and London pay gaps come from the Annual Population Survey (APS).⁶ Because of the declining sample of the APS, and increased uncertainty since 2020, estimates covering the period 2020 to 2022 should be used with caution. The ONS does not report mean ethnicity pay gaps or a combined Black, Asian and Minority Ethnic pay gap. In 2022, the UK median ethnicity pay gap between White workers and Asian or Asian British workers was -3.3%. For Black, African, Caribbean or Black British workers the gap was 5.7%; for Mixed or Multiple ethnic group workers, -7.2%; and for Other ethnic group workers, -4.5%.

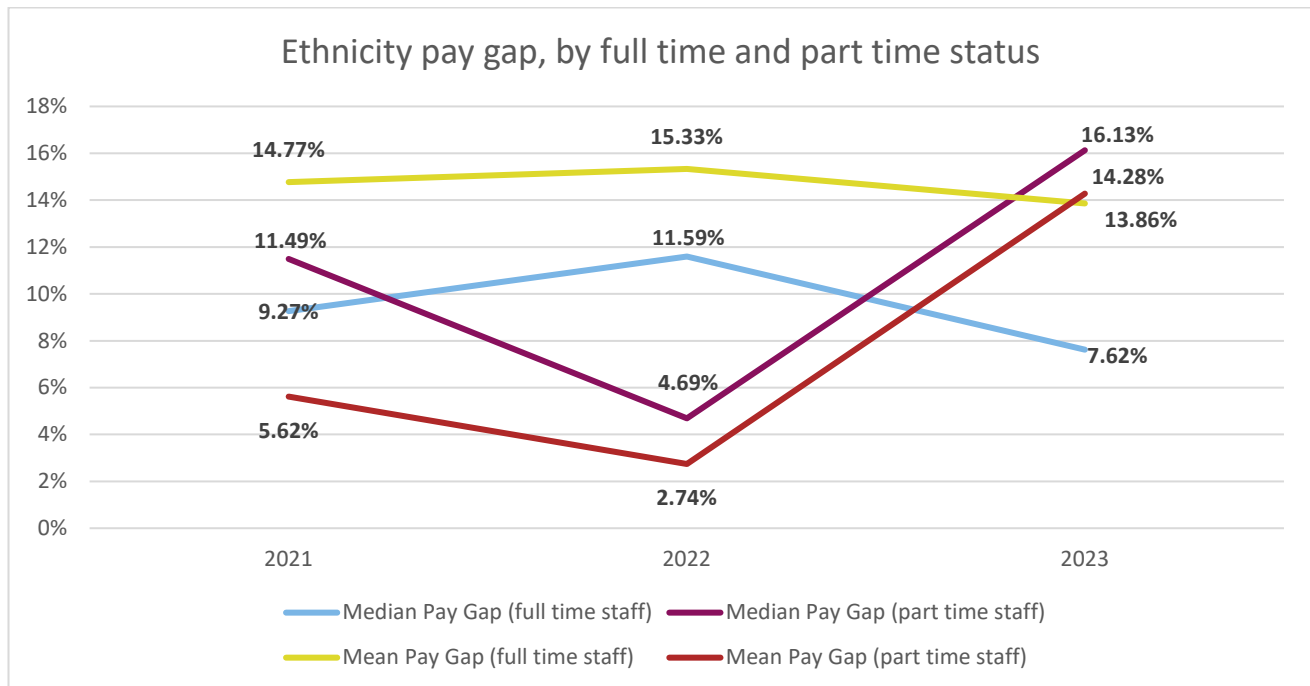
London's ethnicity pay gaps are far higher than those nationally. This is at least partly because London has a much larger proportion of Black, Asian and Minority Ethnic employees among its workforce than the rest of the country. London wages also tend to be higher than elsewhere.

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

2.2 Full-time/part-time status

Figure 2.5 shows that, for full-time workers, the overall median ethnicity pay gap is 7.62%, while the overall mean ethnicity pay gap is 13.86%. For part-time workers, the median and mean pay gaps are higher (16.13% and 14.28% respectively).

⁶ ONS, [Ethnicity pay gaps, UK: 2012 to 2022](#), 29 November 2023

Figure 2.5

The pay gaps for full-time staff have decreased over 2021 and 2022. The pay gaps for part-time staff have increased. The increases in the ethnicity pay gaps for part-time staff are driven by an increase in Black, Asian and Minority Ethnic staff in lower grades working part-time.

In 2023, 68% of Black, Asian and Minority Ethnic staff working part-time were in Grades 9 and below, compared to 61% of Black, Asian and Minority Ethnic staff working part-time in 2022. This is due to a 24% increase in the numbers of Black, Asian and Minority Ethnic staff employed in Grades 9 and below working part-time. Grades 9 and below, and Grades 10 and above is a grade benchmark used by the GLA.

Similarly, amongst White staff there was a 9% increase in the numbers of part-time staff working at Grades 10 and above. Numbers at Grades 9 and below remained relatively static. In 2023, 48% of White part-time staff worked at Grades 10 and above, slightly higher than 46% in 2022.

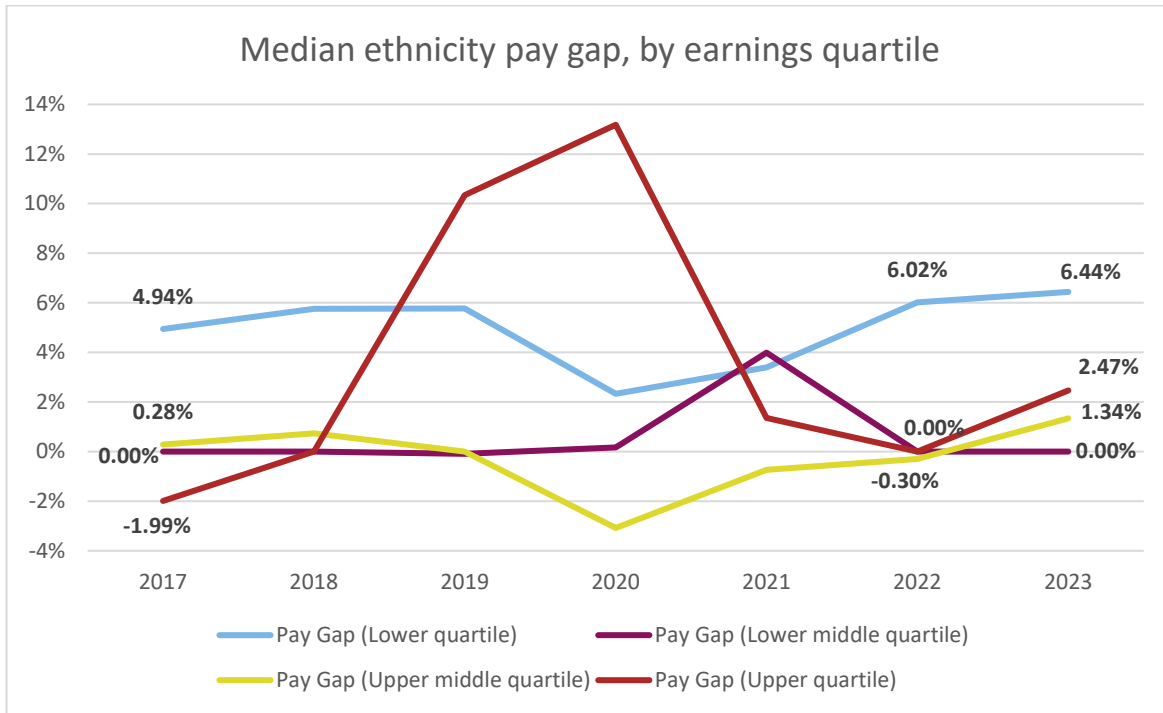
The increase in the numbers of Black, Asian and Minority Ethnic staff in lower grades working part-time, and the numbers of White staff working in higher grades has led to a large increase in the median and mean pay gaps. Furthermore, as the numbers of part-time staff are relatively low, small changes in numbers can have a big impact on the pay gaps.

2.3 Earnings quartile

Analysing by earnings quartile means dividing our workforce into four equal-sized groups and separating them according to the hourly pay rate. This starts from the lowest paid to the highest paid. We can then analyse the pay gaps within these four groups.

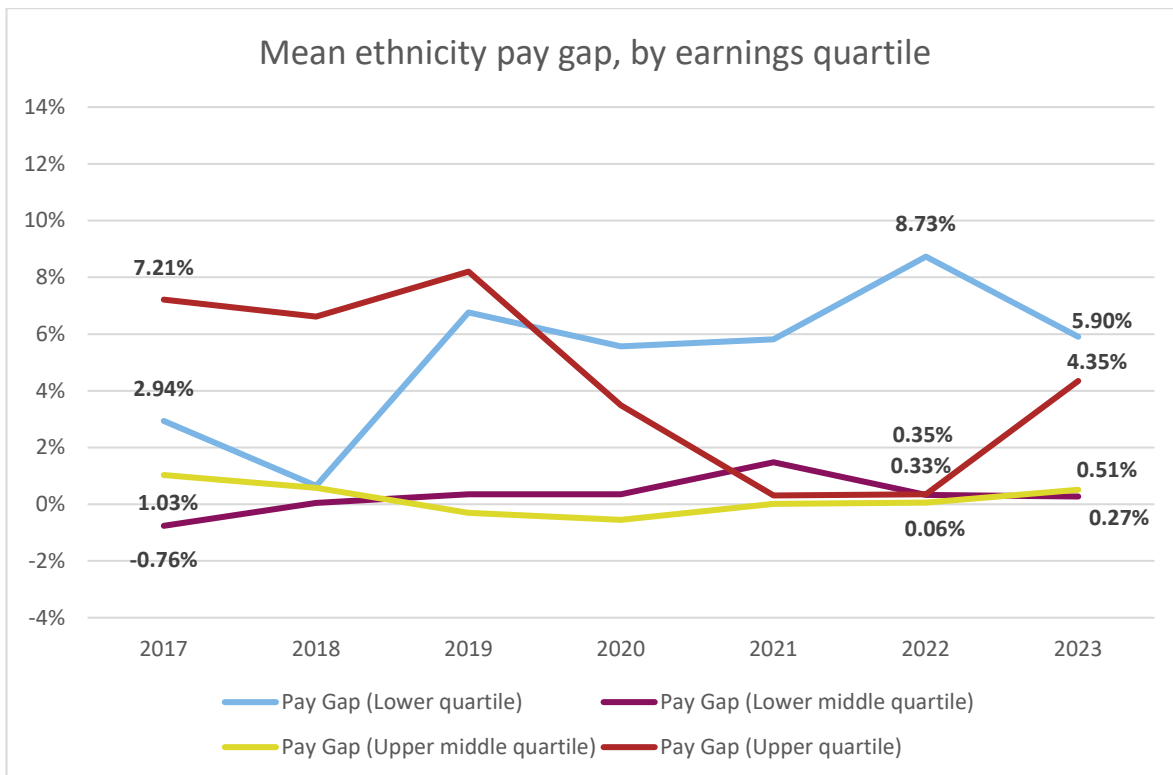
In 2023, there was no pay gap in the lower middle quartile. There were pay gaps in the lower quartile, and two upper quartiles. This is shown in Figures 2.6 and 2.7.

Figure 2.6



% Black, Asian and Minority Ethnic (2023): lower quartile: 52%; lower middle quartile: 37%; upper middle quartile: 32%; upper quartile: 24%

Figure 2.7



% Black, Asian and Minority Ethnic (2023): lower quartile: 52%; lower middle quartile: 37%; upper middle quartile: 32%; upper quartile: 24%

Over the year, the median ethnicity pay gap in the lower quartile remained similar to that in 2022. There has also been a reduction of 2.8 percentage points in the mean. This is driven by a net reduction of ten staff on the London Living Wage, of which there was a net reduction of seven staff from Black, Asian and Minority Ethnic backgrounds on the London Living Wage. The reduction in the number of staff on the lowest point of the pay scale has increased average earnings amongst Black, Asian and Minority Ethnic staff in the lower pay quartile.

Amongst staff in the lower middle quartile pay gaps have remained close to zero. The mean pay gap in the upper middle quartile remains closer to zero, similar to 2022. A small median pay gap (1.34%) has opened up in the upper middle quartile.

Over the past year, pay gaps have increased in the upper quartile. The median pay gap is 2.47% and the mean is 4.35% compared to a near zero pay gap in 2022.

Generally, those in the upper quartile are employed at Grades 11 and above. Since 2022, there has been a net increase of eight Black, Asian and Minority Ethnic staff working at these grades. This increase has been concentrated amongst those working at Grades 11 to 13, where nine more staff are employed. There was a net reduction of one member of staff working at Grades 14 and above.

The increase in staff working in grades at the lower end of the upper quartile has reduced the average earnings for Black, Asian and Minority Ethnic staff within this quartile and therefore increased the median and mean ethnicity pay gaps.

2.4 Bonus payments

Bonus pay is broadly defined as any additional remuneration in the form of money, vouchers, securities, securities options, or interests in securities. It relates to profit sharing, productivity, performance, incentive and commission.⁷ While the GLA does not offer bonus payments, the GLA does make recognition payments as an additional payment awarded for productivity/performance. We therefore consider that data in this context.

Traditionally, we calculated recognition payments based on a formula using the hourly rate of pay and time taken to do the work. However, in January 2019 the Chief Officer rolled out a new methodology. This calculates a recognition payment by matching the nature of the work being recognised to specific criteria to determine the payment value.⁸

In 2023, there was a negative median ethnicity bonus pay gap (-17.65%), and a negative mean ethnicity bonus pay gap (-3.85%). This means that White staff received a slightly smaller mean annual payment than Black, Asian, and Minority Ethnic staff.

In 2023, there was a negative median bonus gap. This compares to no bonus gap in 2022 and 2021. GLA bonus payments tend to be standard amounts. For White staff this year, the median value was £850, as the mid-point fell between one staff member receiving a standard bonus value of £700 and another receiving a standard bonus value of £1,000. For Black, Asian, and Minority Ethnic staff, the median value was £1,000. Between 2017 and 2020 the median bonus gap ranged between 12% and 40% (see Figures 2.8 and 2.9).

⁷ Gov.uk, [The Equality Act 2010 \(Gender Pay Gap Information\) Regulations 2017](#)

⁸ GLA, [HR Policy for the Award and Governance of Recognition Payments](#), 17 March 2020

Figure 2.8

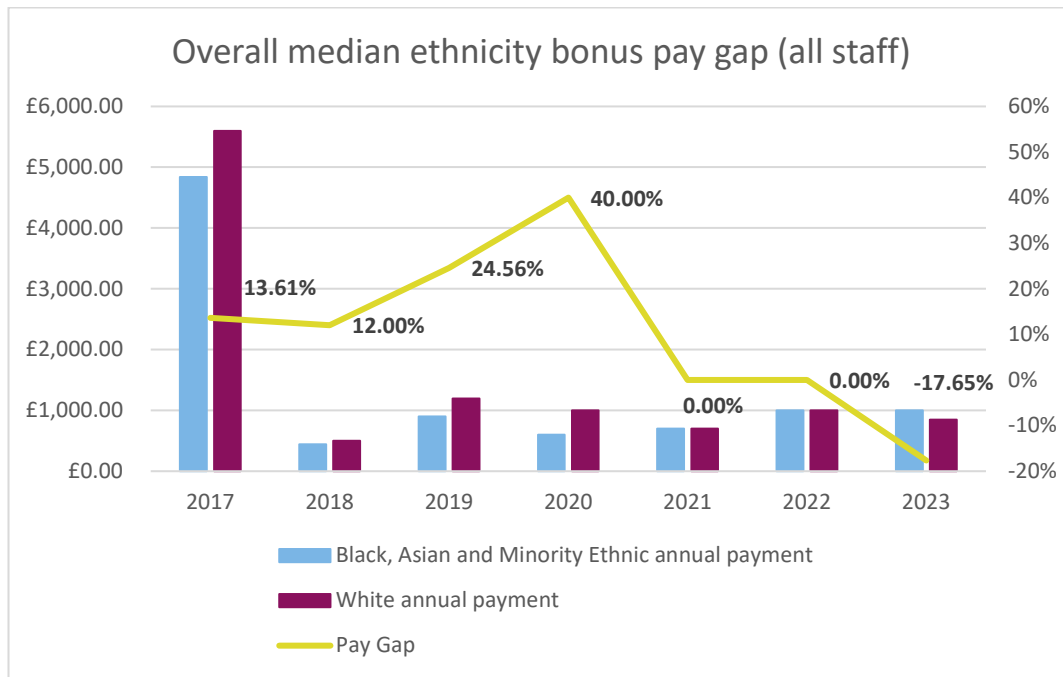
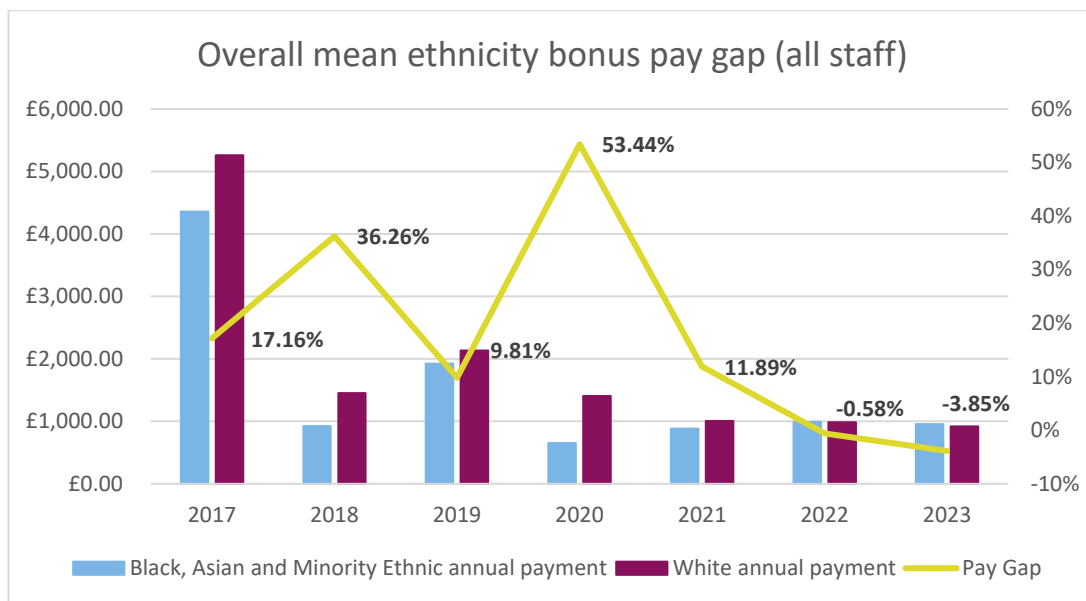


Figure 2.9



The proportion of Black, Asian and Minority Ethnic staff receiving a bonus in 2023 (10%) was higher than the proportion of White staff (6%).

2.5 Workforce composition

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

Table 2.1: Workforce composition - Ethnicity

	2017	2018	2019	2020	2021	2022	2023
Black, Asian and Minority Ethnic	199	214	276	344	326	386	417
White	563	641	706	744	742	757	735
Total (declared)	762	855	982	1,088	1,068	1,143	1,152
% Black, Asian and Minority Ethnic (declared)	26.1%	25.0%	28.1%	31.6%	30.5%	33.8%	36.2%
Unknown	35	40	48	58	61	55	153
Total (all staff)	797	895	1,030	1,146	1,129	1,198	1,305
Disclosure rate	95.6%	95.5%	95.3%	94.9%	94.6%	95.4%	88.3%
% Black, Asian and Minority Ethnic (all staff)	25.0%	23.9%	26.8%	30.0%	28.9%	32.2%	32.0%

On 31 March 2023, we employed 417 Black, Asian and Minority Ethnic members of staff. There were 175 Asian or Asian British staff, 151 Black or Black British staff, 60 staff with a mixed ethnic background and 31 from Other ethnic groups. Whilst still relatively high, our declaration rates have decreased over the past year after switching to a new internal reporting system. Our accompanying Action Plan sets out steps to address this.

We produce detailed workforce reports every six months.⁹ However, for the purposes of ethnicity pay gap reporting, we examine the distribution of salaries of Black, Asian and Minority Ethnic staff, compared to the number of staff employed, in £10k increments up to £100k, with those earning more than £100k in one group.

Table 2.2 highlights clearly that our higher-salary jobs are more likely to be held by White employees than by Black, Asian and Minority Ethnic employees. Our workforce report, covering the period from 1 April 2022 to 31 March 2023, shows that 40% of London's working-age population is Black, Asian or Minority Ethnic. As such, Black, Asian and Minority Ethnic staff are under-represented in all pay bands above £40,000.¹⁰

⁹ GLA, [Salaries, expenses, benefits and workforce information](#)

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

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

Pay band	2017	2018	2019	2020	2021	2022	2023	Total staff at salary band 2023
Less than £20,000	62%	37%	N/A	N/A	N/A	N/A	N/A	0
£20,000 to £29,999	43%	44%	58%	61%	52%	71%	73%	33
£30,000 to £39,999	32%	32%	39%	41%	43%	47%	45%	186
£40,000 to £49,999	25%	21%	22%	30%	31%	35%	34%	277
£50,000 to £59,999	12%	19%	23%	24%	26%	25%	30%	396
£60,000 to £69,999	16%	18%	<5	25%	14%	14%	23%	192
£70,000 to £79,999	17%	14%	20%	18%	21%	29%	30%	93
£80,000 to £89,999	<5	<5	<5	<5	16%	23%	30%	56
£90,000 to £99,999	N/A	0%	0%	0%	0%	<5	<5	23
£100,000 and over	<5	<5	<5	17%	15%	19%	14%	49

Nearly three quarters (73%) of staff paid between £20,000 and £29,999 are Black, Asian or Minority Ethnic. In contrast, the proportion of staff paid over £100,000, who are Black, Asian or Minority Ethnic, is 14%. The proportion of Black, Asian and Minority Ethnic staff paid between £80,000 and £89,000 has increased to 30% in 2023, up from 23% in 2022.

The total staff at salary column provides the total number of staff across the GLA working in each salary band.

3 Disability pay gap

3.1 Overall

On 31 March 2023, we had a median disability pay gap of -2% and a mean disability pay gap of -0.61% (see Figures 3.1 and 3.2).

Figure 3.1

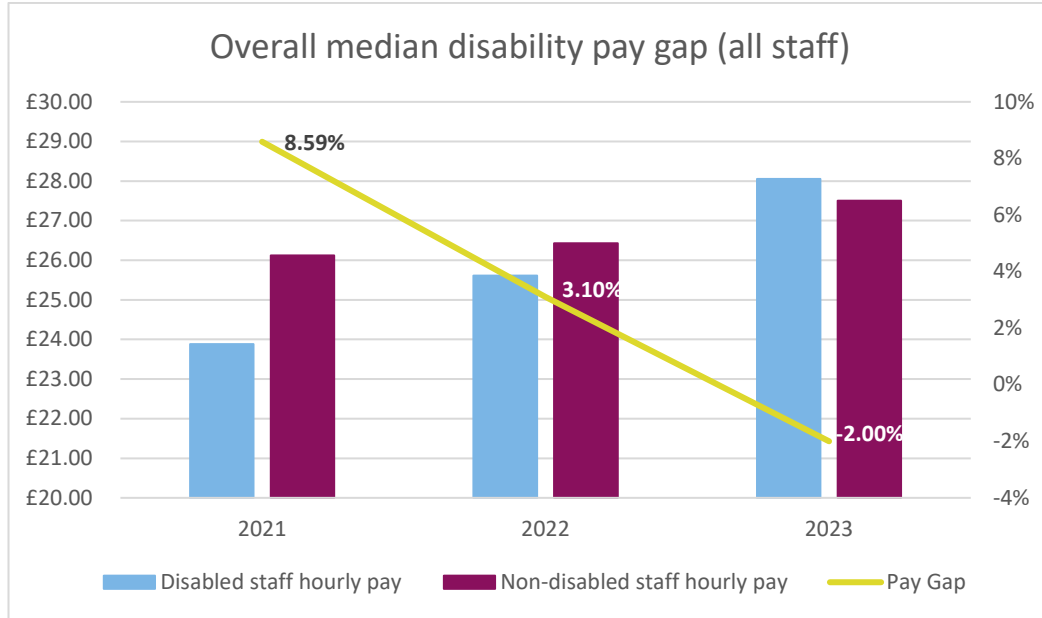
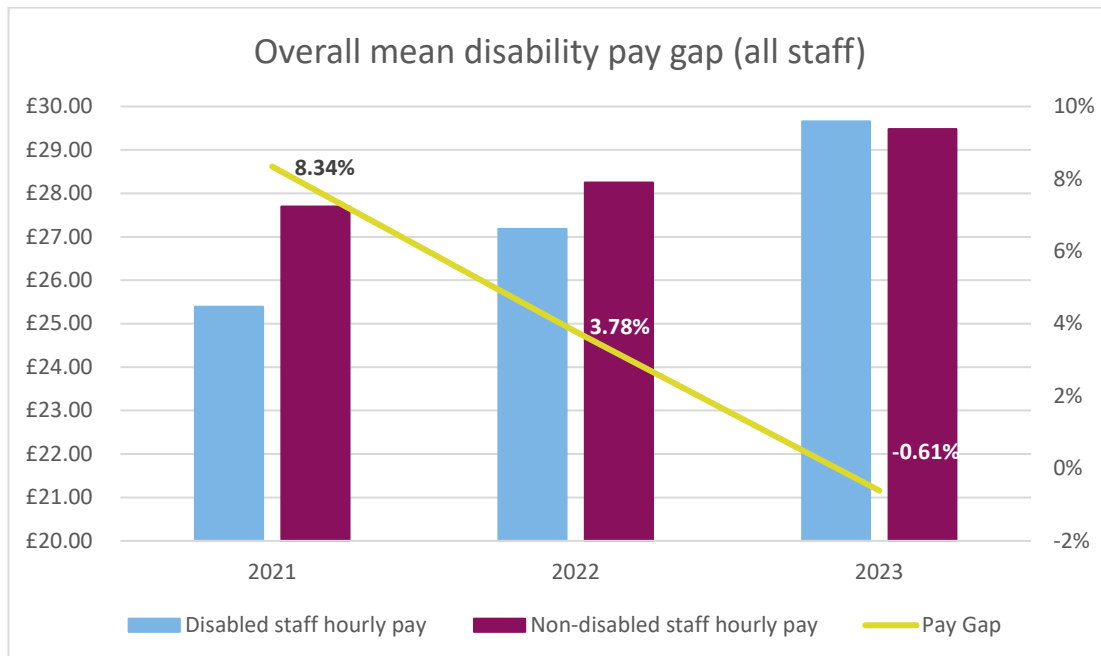


Figure 3.2



The negative median and mean pay gaps indicate that our disabled staff receive a higher average hourly rate of pay than the average hourly rate of pay for non-disabled staff. The median disability pay gap is larger (-2%) than the mean gender pay gap (-0.61%).

Through a mix of turnover and recruitment, the gaps have closed as the proportion of disabled staff employed at higher grades has increased over the last year. This has brought it closer in line with the proportion of non-disabled staff. Amongst disabled staff, 38% were employed at Grades 10 and above, compared to 40% of non-disabled staff.

The proportion of disabled staff working at Grades 10 and above was 38%, up from 27% in 2022. This was driven by an increase in the number of disabled staff at Grades 10 and 11 from eight to eighteen. In comparison, the number of non-disabled staff working at Grades 10 and 11 has risen by 4%.

In terms of the proportion of disabled staff working at these grades, this meant an increase from 9% of disabled staff working in these grades in 2022 to 18% in 2023. For non-disabled staff the proportion working at these grades has increased from 23% in 2022, to 24% in 2023.

Contributing to the negative pay gap, 20% of disabled staff are employed at Grades 12 and above, compared to 16% of non-disabled staff. In 2022, a higher proportion of disabled staff also worked at Grades 12 and above (18%), compared to non-disabled staff (16%). However, the gap has widened by a further 1.4 percentage points since then.

As with ethnicity pay gap data, the overall national and London disability pay gaps come from the APS.¹¹ The same caveat applies in using caution when using estimates from the APS since 2020.

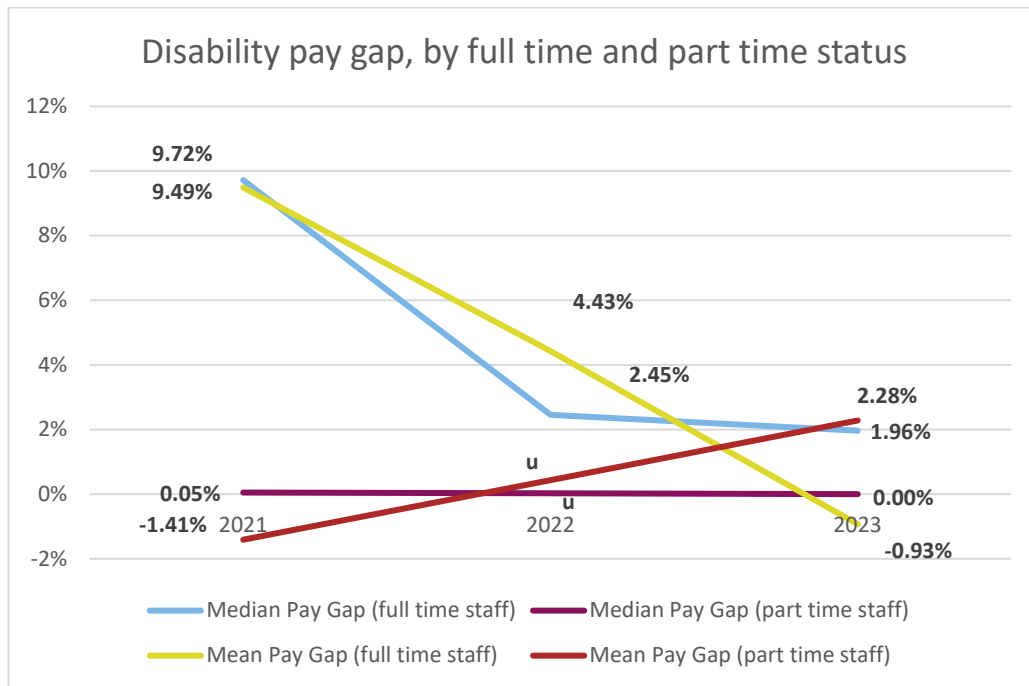
In 2021, the latest year for which data has been published, the national (UK) median disability pay gap for all workers was 13.8%. The median disability pay gap for workers in London in 2021 was 6.5%. Our median disability pay gap in 2023 is smaller than the most recently published London average.

3.2 Full-time/part-time status

For full-time workers, the median disability pay gap is 1.96%; and the mean pay gap is -0.93%. For part-time workers there was no median pay gap; and the mean pay gap is 2.28% (see Figure 3.3).

¹¹ ONS, Disability pay gaps in the UK: 2021, 25 April 2022

Figure 3.3



2022 Pay gap data for part time staff with a disability has been redacted due to there being fewer than 5 staff in this category.

The mean pay gap for full-time workers has decreased each year since reporting of the GLA disability pay gap started in 2021. The median pay gap remains similar to 2022, and lower than 2021.

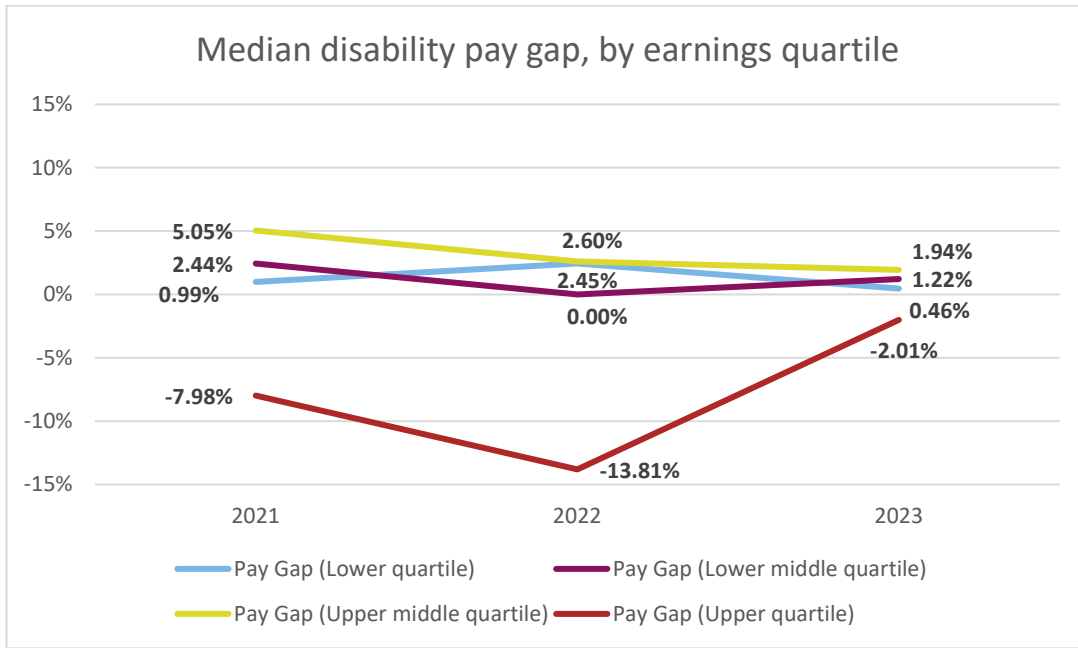
Amongst part-time workers there was no median pay gap between disabled and non-disabled staff. The mean pay gap amongst part-time staff can fluctuate due to low numbers, especially if there are staff at the extremes of the salary distribution. This year, all disabled staff working part-time were paid a salary in line with a full-time equivalent salary of between £30,000 and £80,000.

3.3 Earnings quartile

Small median disability pay gaps exist for the lower middle (1.22%) and upper middle (1.94%) quartiles. There was a small negative pay gap for the upper quartile (-2.01%). In the lower quartile the median pay gap was close to zero (0.46%).

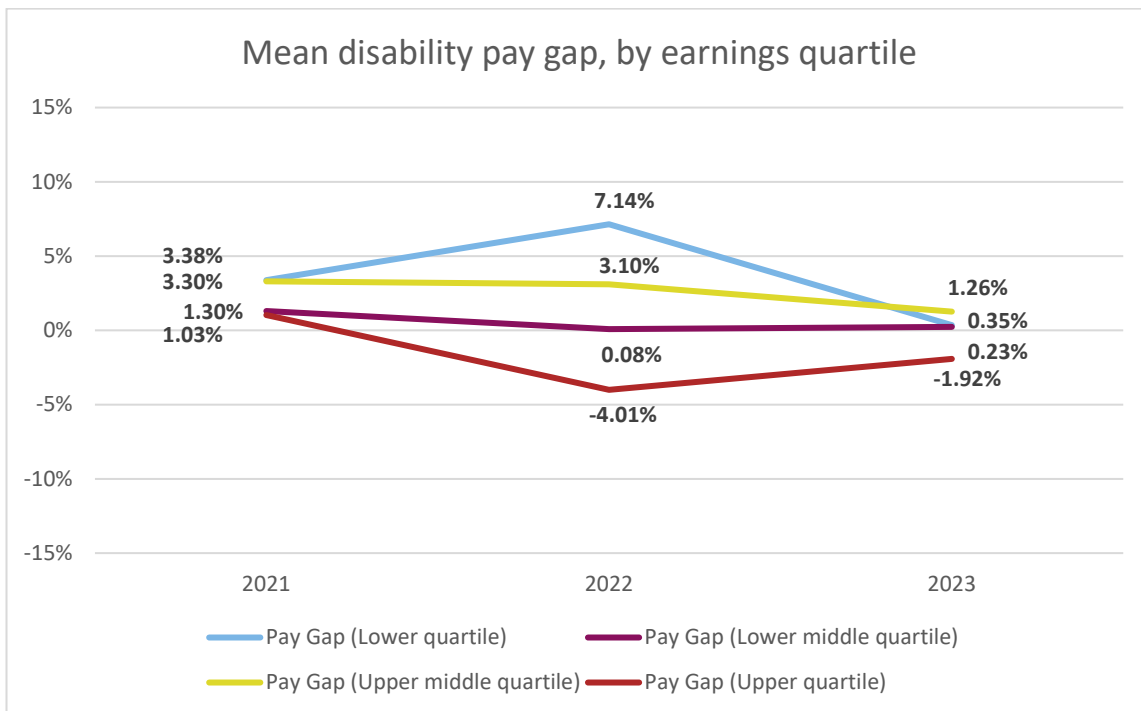
There is a small mean disability pay gap for the upper middle quartile (1.26%) and a small negative pay gap for the upper quartile (-1.92%). The mean pay gaps for the lower quartile and lower middle quartile were close to zero. Figures 3.4 and 3.5 illustrate these.

Figure 3.4



% disabled (2023): Lower quartile: 9%; Lower middle quartile: 8%; Upper middle quartile: 9%; Upper quartile: 9%

Figure 3.5



% disabled (2023): Lower quartile: 9%; Lower middle quartile: 8%; Upper middle quartile: 9%; Upper quartile: 9%

Mean and median pay gaps have reduced in the lower, upper middle and upper quartiles. In the lower middle quartile, there was a small median pay gap (1.22%), whilst the mean pay gap remains similar to last year.

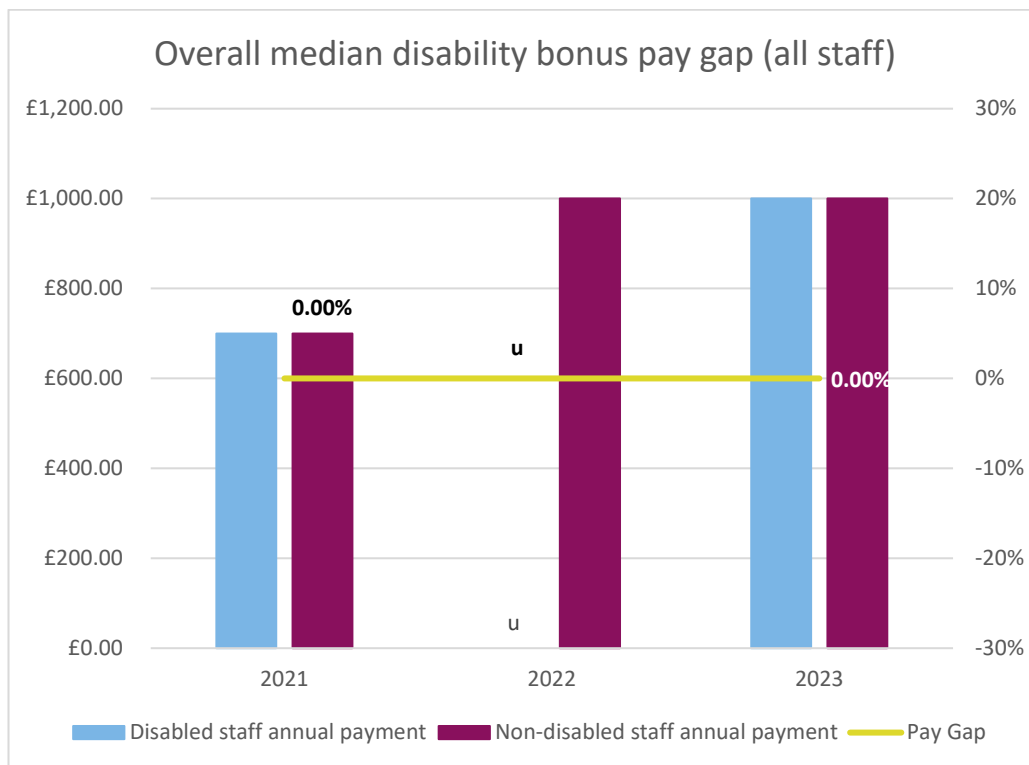
The reduction in the mean pay gap in the lower quartile is driven by a reduction in the number of staff in lower grades. For disabled staff there has been a 50% decrease in the number of staff in Grades 4 and below. This reduction in the number of disabled staff in the lowest pay bands has increased average earnings amongst disabled staff in the lower pay quartile.

Generally, those in the upper quartile are employed at Grades 11 and above. Since 2022, there has been a net increase of five disabled staff working at these Grades. All of the net increase of disabled staff employed at Grades 11 and above has been amongst those working at Grades 11 to 13. There was no change in the number of disabled staff working at Grades 14 and above. The increase in staff working in grades at the lower end of the upper quartile has reduced the average earnings for disabled staff within this quartile and therefore narrowed the median and mean disability pay gaps.

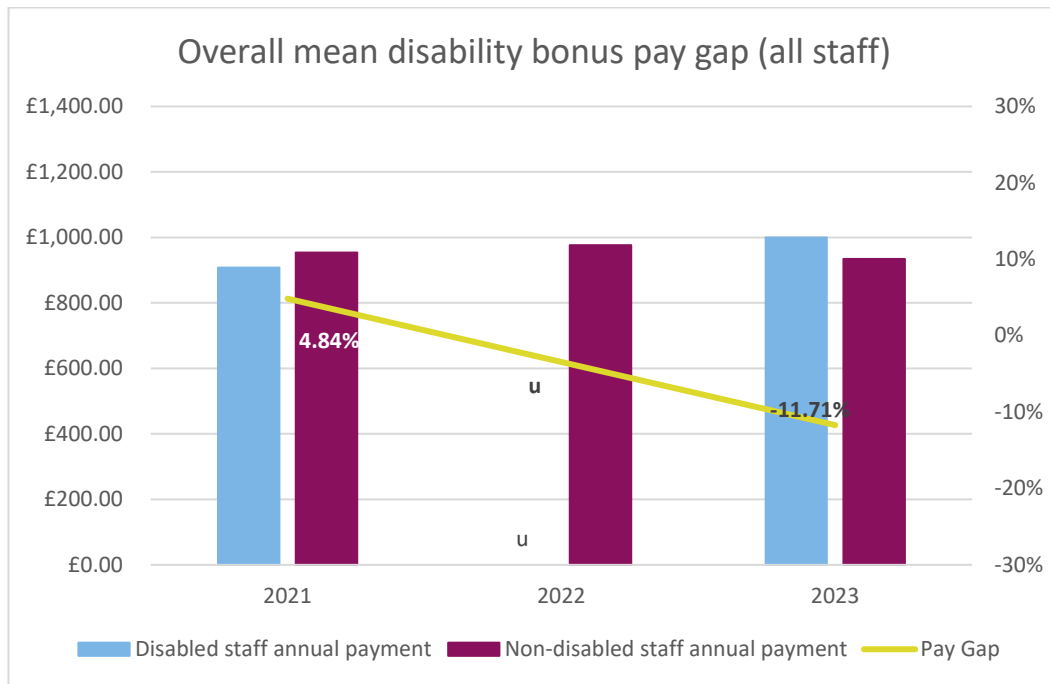
3.4 Bonus payments

In 2023, there was no median disability bonus pay gap and a negative mean disability bonus pay gap (-11.71%). This means that in 2023, disabled staff received higher mean annual payments than non-disabled staff (see Figures 3.6 and 3.7).

Figure 3.6



2022 Bonus pay gap data for disabled staff has been redacted due to there being fewer than 5 staff in this category.

Figure 3.7

2022 Bonus pay gap data for disabled staff has been redacted due to there being fewer than 5 staff in this category.

A higher proportion of disabled staff received a bonus payment in 2023 (10%) compared to non-disabled staff (7%). In absolute terms, 10 disabled staff and 70 non-disabled staff received bonus payments.

3.5 Workforce composition

Of all staff with a known disability status, 8.8% were disabled (see Table 3.1).

Table 3.1: Workforce composition – Disability Status

	2021	2022	2023
Disabled	68	88	101
Not disabled	995	1,009	1,046
Total (declared)	1,023	1,097	1,147
% Disabled (declared)	6.6%	8.0%	8.8%
Unknown	106	101	158
Total (all staff)	1,129	1,198	1,305
Disclosure rate	90.6%	91.6%	87.9%
% Disabled (all staff)	6.0%	7.3%	7.7%

The disclosure rate for disability status in 2023 was 87.9%. This drop from 2022 is due to the switch in internal reporting systems. Our Action Plan sets out steps to address this.

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

Table 3.2 shows that disabled staff are under-represented in most pay bands we can report on across the organisation. Our workforce report covering 1 April 2022 to 31 March 2023 shows that 17% of London's working-age population is disabled.¹²

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

Pay band	2021	2022	2023	Total staff at salary band 2023
Less than £20,000	N/A	N/A	N/A	0
£20,000 to £29,999	<5	14%	<5	33
£30,000 to £39,999	11%	11%	9%	186
£40,000 to £49,999	4%	7%	7%	277
£50,000 to £59,999	5%	6%	8%	396
£60,000 to £69,999	7%	<5	5%	192
£70,000 to £79,999	<5	5%	11%	93
£80,000 to £89,999	<5	<5	<5	56
£90,000 to £99,999	<5	29%	<5	23
£100,000 and over	0%	<5	<5	49

¹² GLA, [Salaries, expenses, benefits and workforce information](#)

4 Gender pay gap

4.1 Overall

On 31 March 2023, we had a median gender pay gap of 4.21% and a mean gender pay gap of 3.3% (see Figures 4.1 and 4.2).

Figure 4.1

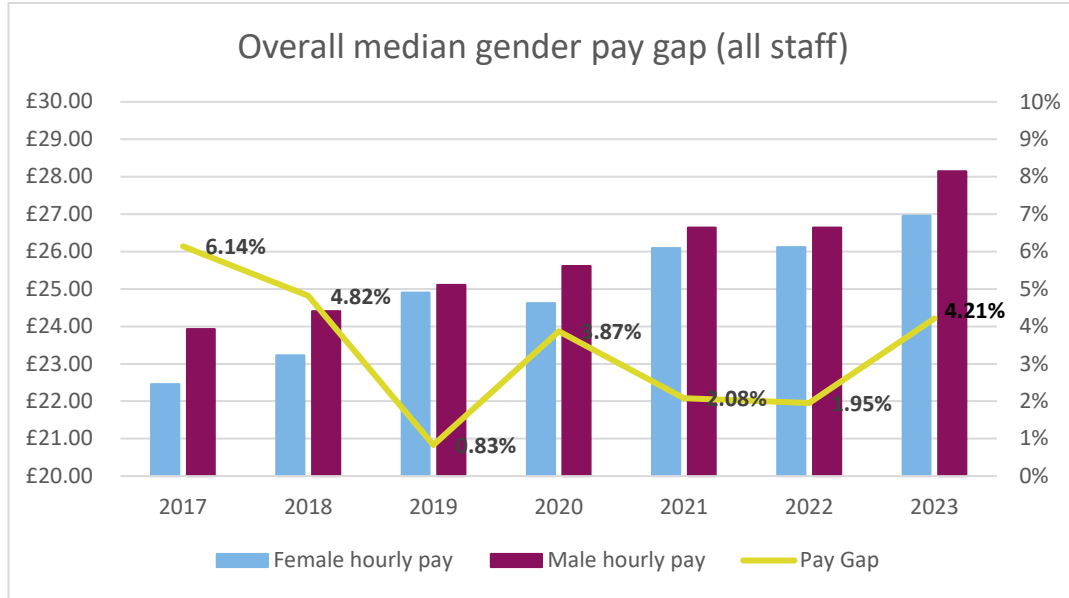
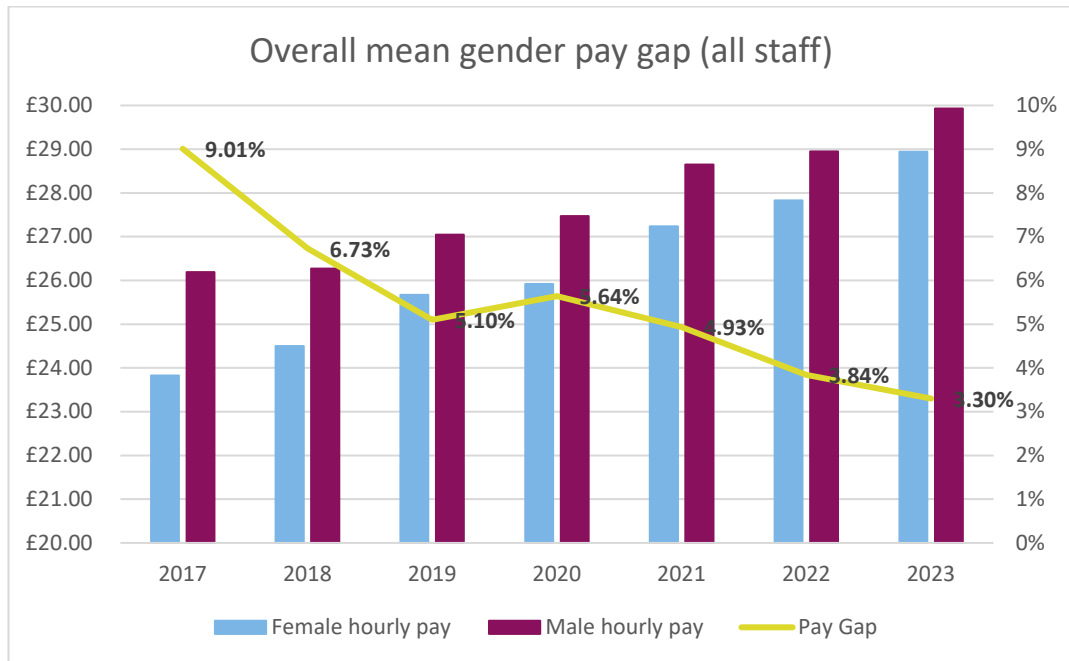


Figure 4.2



This shows that the average hourly rate of pay for women is less than the average hourly rate of pay for men. The median pay gap has increased by 2.26 percentage points compared to the previous year; and the mean pay gap has continued to decrease, falling 0.54 percentage points from March 2022.

Whilst there has been an increase in the median pay gap since 2022, both pay gaps have shrunk compared to 2017 when the pay gap was first reported. In particular, the mean pay gap has reduced from 9.01% in 2017 down to 3.3% in 2023.

Over the previous year, the total number of staff employed at Grades 8 to Grades 10 has risen by 17%. Over half (51%) of staff at the GLA are employed between Grades 8 and 10, up from 48% in 2022. As the total number of staff employed at these middle grades has increased, there has been shifts in the proportions of male and female staff within these middle grades. Women now make up a greater proportion of those at Grade 8 and men make up a greater proportion of those at Grade 10 compared with 2022.

Over the previous year the number of staff employed at Grade 8 has increased by 15%. Female staff account for all the net increase. The numbers of women employed at Grade 8 has increased by 25% over the year, whilst the number of men has remained static (1% decrease). This has increased the proportion of staff at Grade 8 who are women. Female staff now account for 68% of those employed at Grade 8, compared to 62% in 2022.

In this period, the number of staff employed at Grade 10 has increased by 14%. Whilst the numbers of men and women working at this grade has increased, the growth in the numbers of men at Grade 10 (22% increase) has outstripped the growth in the numbers of women (9%). As a result, there has been a reduction in the proportion of women amongst staff employed at Grade 10. Women make up 63% of the grade, compared to 66% in 2022.

Whilst there has also been a 20% increase in the total number of staff employed at Grade 9, proportions between men and women remain similar. Women made up 62% of staff at Grade 9 in both 2022 and 2023.

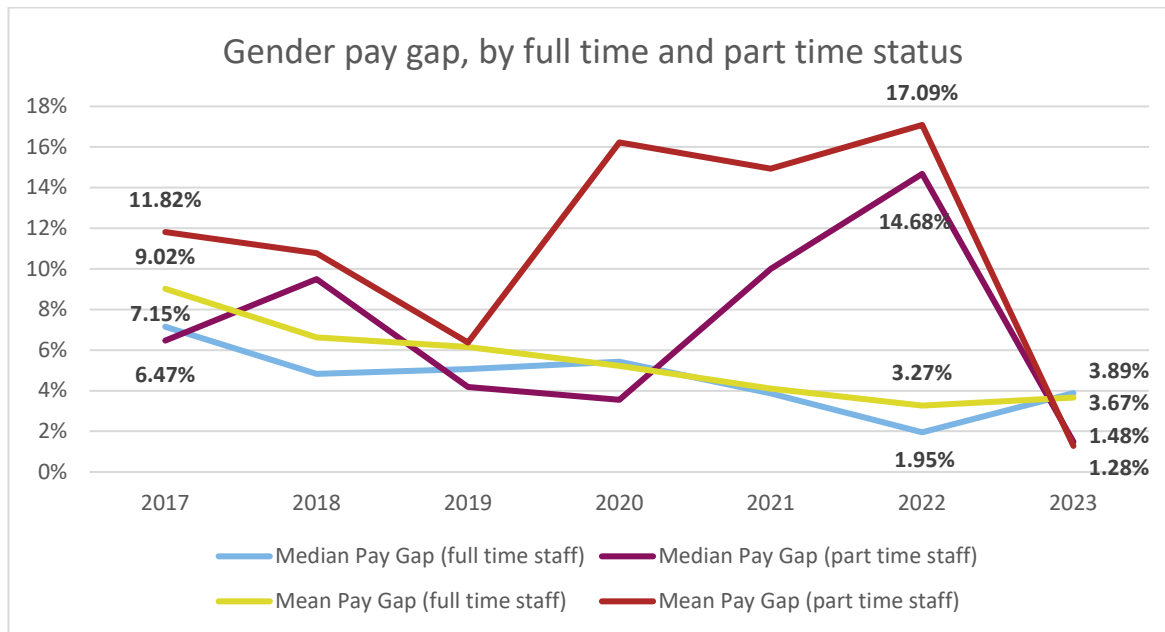
Between 2022 and 2023 the female staffing population grew by 12%, and the male staffing population by 4%. Over the year, 67% of GLA joiners were female. Under the GLA's pay and grading principles, new employees are normally appointed at the bottom of the grade. This means that the increase in female new starters brings the female median pay down and increases the pay gap.

Our gender pay gaps compare favourably to both the UK and London pictures. The national median gender pay gap for all workers in 2023 was 14.3%; the mean gender pay gap was 13.2%¹³. The median gender pay gap for all workers in London in 2023 was 13.6%; the mean gender pay gap was 17.2%.

4.2 Full-time/part-time status

For full-time workers, the median pay gap is 3.89% while the mean pay gap is 3.67%. The pay gaps for part-time workers are lower: 1.48% is the median pay gap while the mean pay gap is 1.28% (see Figure 4.3).

¹³ ONS, [Gender pay gap in the UK: 2023](#), 1 November 2023

Figure 4.3

The median pay gap for full-time staff has decreased since 2017, although it has increased over the last year to 3.89%. The mean pay gap for full-time staff is largely unchanged compared to last year. This follows the trend with the overall gender pay gap.

In 2023, the part-time pay gap narrowed considerably. The median part-time pay gap is now 1.48% and the mean is 1.28%, compared to 14.68% and 17.09% respectively in 2022.

The reduction in the pay gap can be explained by an increase in the number of men working part-time in lower pay grades. The number of men working part-time has increased by 29%, with all the net increase in the number of men working part-time amongst those employed at Grades 9 and below.

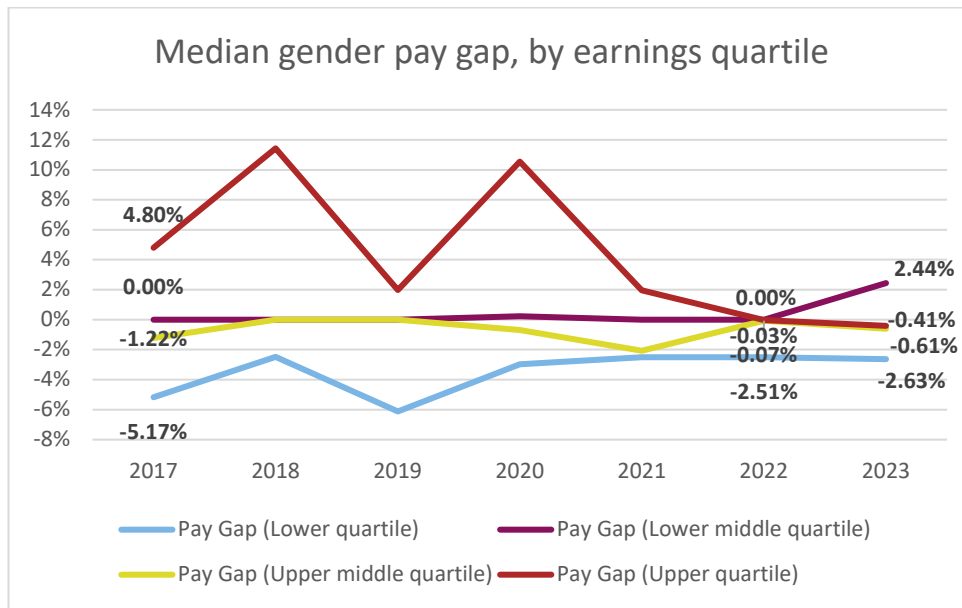
In 2023, 50% of men working part-time were employed at Grades 9 and below up from 35% of men working part time in 2022. Amongst women working part-time, the proportion employed at Grades 9 or below was the same in both years (41%). This has caused the gender pay gap for part-time staff to reduce.

4.3 Earnings quartile

Across earnings quartiles there was a negative median gender pay gap for the lower quartile (-2.63%). There were small (near zero) negative median gender pay gaps in the upper middle (-0.41%) and upper (-0.61%) quartiles. In the lower middle quartile, there was a small gender pay gap of 2.44%. In previous years there was no pay gap in this quartile.

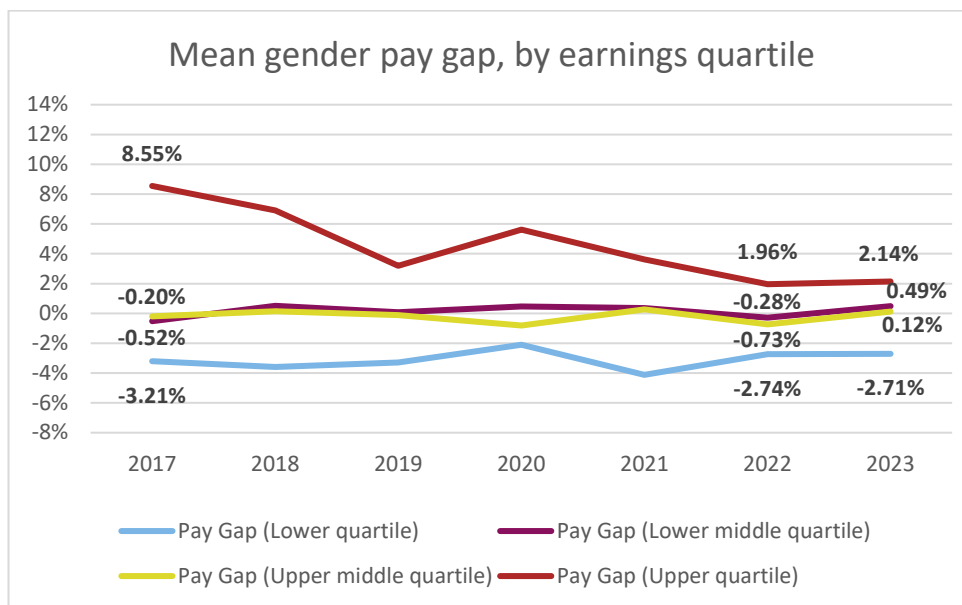
There were small (near zero) mean gender pay gaps in the middle quartiles; and a negative pay gap in the lower quartile (-2.71%). This remains largely unchanged compared to 2022. This is shown in Figures 4.4 and 4.5.

Figure 4.4



% women (2023): Lower quartile: 64%; Lower middle quartile: 64%; Upper middle quartile: 63%; Upper quartile: 58%

Figure 4.5



% women (2023): Lower quartile: 64%; Lower middle quartile: 64%; Upper middle quartile: 63%; Upper quartile: 58%

There was a mean gender pay gap in the upper quartile (2.14%). This remains largely unchanged compared to 2022. The pay gap in the upper quartile has narrowed considerably since 2017.

As with the median gender pay gap for all staff, the rise in the median gender pay gap in the lower middle quarter is driven by changes in the proportion of male and female staff in the middle pay bands. Staff in Grades 8 and 9 make up 90% of those in the lower middle pay quartile. In 2023, 68% of staff at Grade 8 were female compared to 62% in 2022. The proportion of female staff in Grade 9 has remained consistent at 62%.

4.4 Bonus payments

In 2023, as in 2022, there is no median gender bonus pay gap. There is a mean gender bonus pay gap of 12.54% which is a slight reduction since 2022 (see Figures 4.6 and 4.7).

Figure 4.6

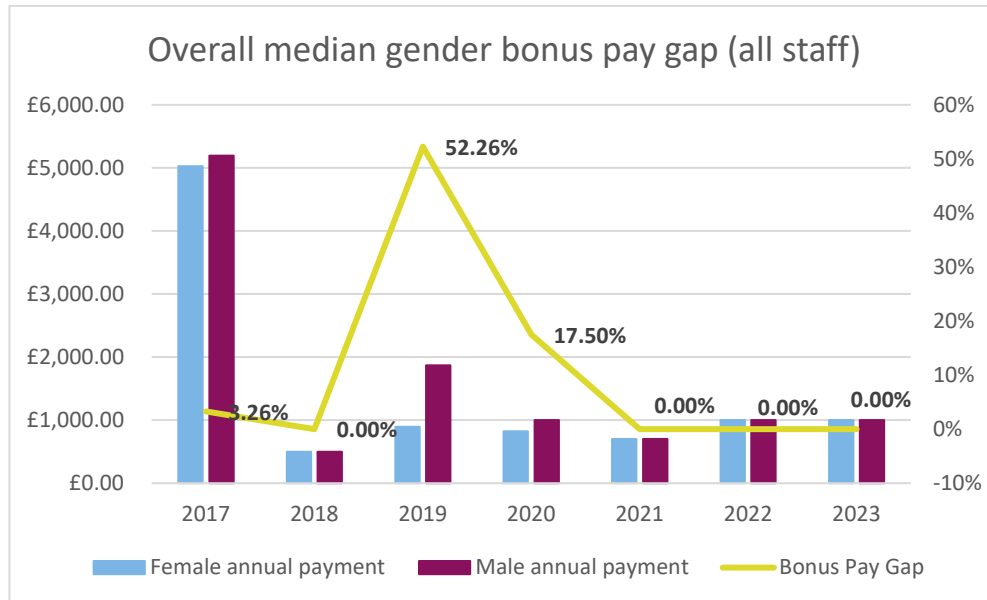
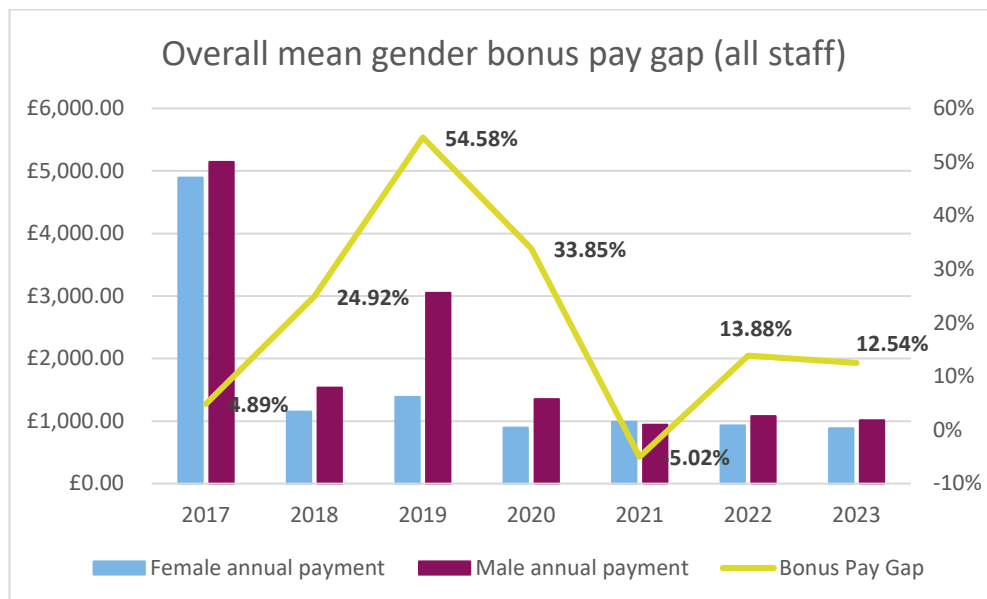


Figure 4.7



A slightly smaller proportion of women working at the GLA received a bonus payment in 2023 compared to men (7% and 8% respectively).

4.5 Workforce composition

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

Table 4.1: Workforce composition – Gender

	2017	2018	2019	2020	2021	2022	2023
Female	428	495	595	678	678	725	813
Male	369	400	435	464	450	473	492
Total	797	895	1,030	1,142	1,128	1,198	1305
% female	53.7%	55.3%	57.8%	59.4%	60.1%	60.5%	62.3%

Note: The numbers in the table are the number of staff that shared information for gender pay gap reporting purposes. This may differ from the total number of staff.

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

Table 4.2 shows that each salary band is more likely to be staffed by women than men, apart from the £90,000 to £99,999 salary band.. Over the last year the proportion of women in salary bands between £60,000 and £79,999 has increased by six percentage points.

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

Pay band	2017	2018	2019	2020	2021	2022	2023	Total staff at salary band 2023
Less than £20,000	62%	58%	N/A	N/A	N/A	N/A	N/A	0
£20,000 to £29,999	49%	52%	46%	60%	59%	55%	64%	33
£30,000 to £39,999	60%	61%	63%	63%	61%	61%	61%	186
£40,000 to £49,999	57%	55%	60%	60%	64%	63%	68%	277
£50,000 to £59,999	54%	58%	58%	59%	61%	64%	61%	396
£60,000 to £69,999	48%	47%	54%	66%	50%	54%	60%	192
£70,000 to £79,999	46%	49%	48%	56%	59%	54%	60%	93
£80,000 to £89,999	41%	48%	56%	55%	52%	55%	68%	56
£90,000 to £99,999	<5	<5	<5	38%	47%	50%	48%	23
£100,000 and over	33%	43%	41%	46%	47%	53%	53%	49

In the £20,000 to £29,999, £40,000 to £49,999 and £80,000 to £89,999 salary bands the proportion of female staff is above the proportion of the GLA as a whole. The proportion £80,000 to £89,999 pay band who are female has increased by 13 percentage points over the last year. Women now account for 68% of staff in the pay band.

In contrast, the proportion of staff who were female in the £90,000 to £99,999, and £100,000 and over pay bands was 48% and 53% respectively.

5 Intersectional analysis

We use an intersectional approach in this report. It shows how people’s identities can overlap, which can sometimes create compounding experiences of disadvantage. This section looks at pay gaps by:

- gender and ethnicity
- ethnicity and disability
- gender and disability.

5.1 Gender and ethnicity

On 31 March 2023, the overall median ethnicity pay gap was 7.9% for women, and 10.01% for men. The mean ethnicity pay gap was 12.46% for women and 15.9% for men (see Figures 5.1 and 5.2 respectively).

Figure 5.1

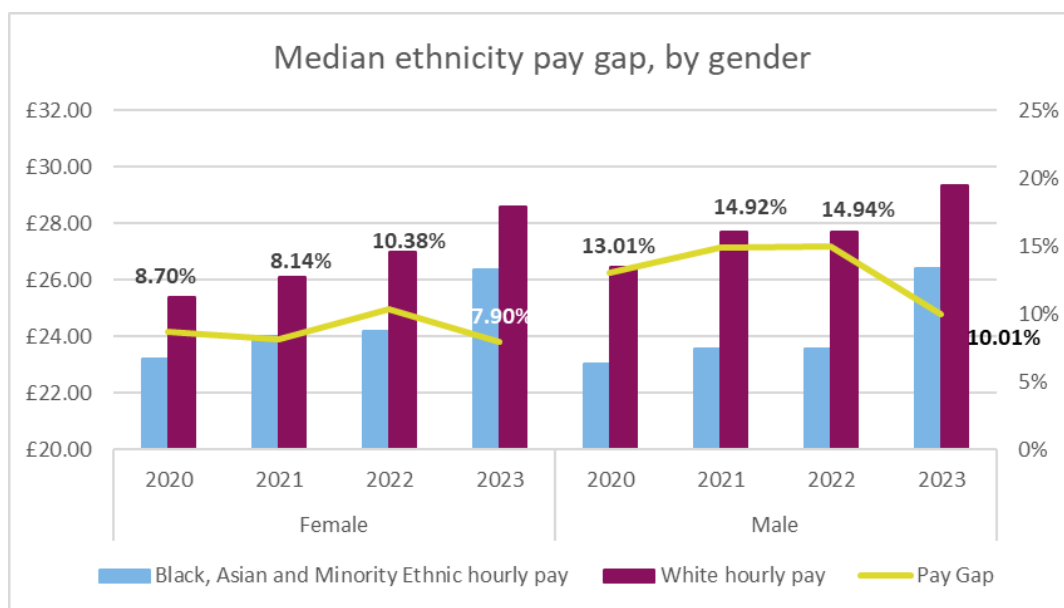


Figure 5.2



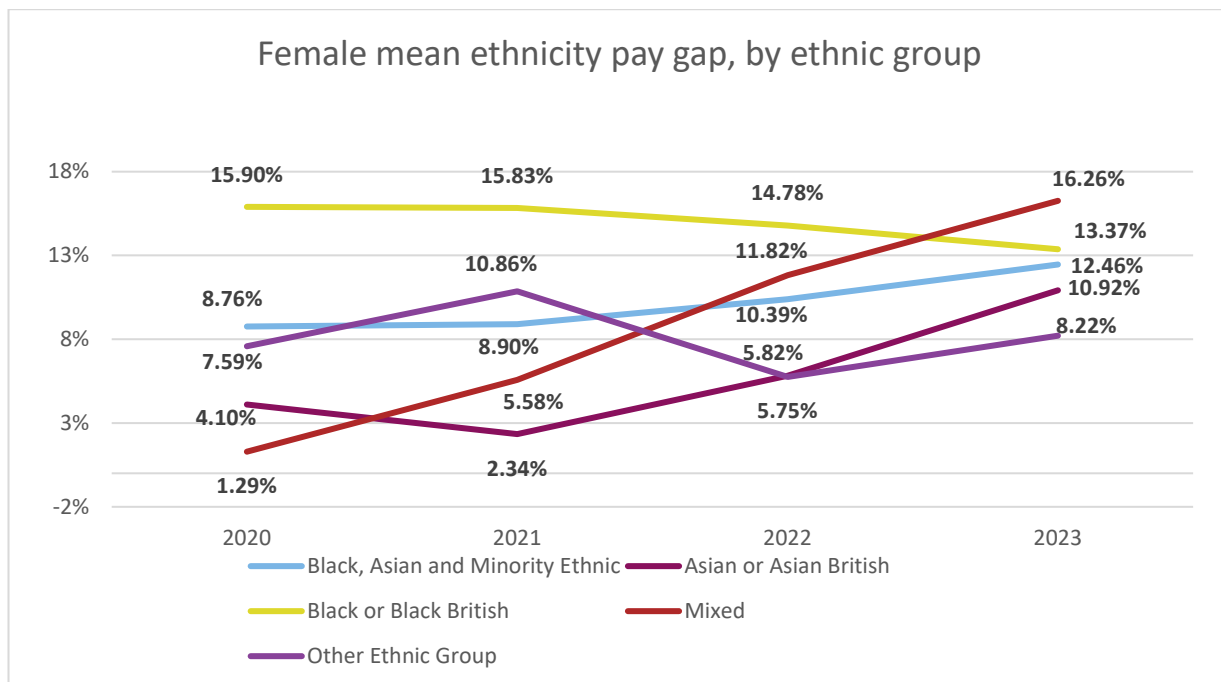
The overall median ethnicity pay gap is 7.62% and the mean ethnicity pay gap is 13.89%. This breakdown by gender indicates that Black, Asian and Minority Ethnic men experience a larger effect than Black, Asian and Minority Ethnic women.

Figures 5.3 and 5.4 show the median and mean ethnicity pay gaps respectively for women in each separate ethnic minority group. Due to the low numbers of staff with some of these intersecting characteristics, these results should be viewed with caution.

Figure 5.3



Figure 5.4



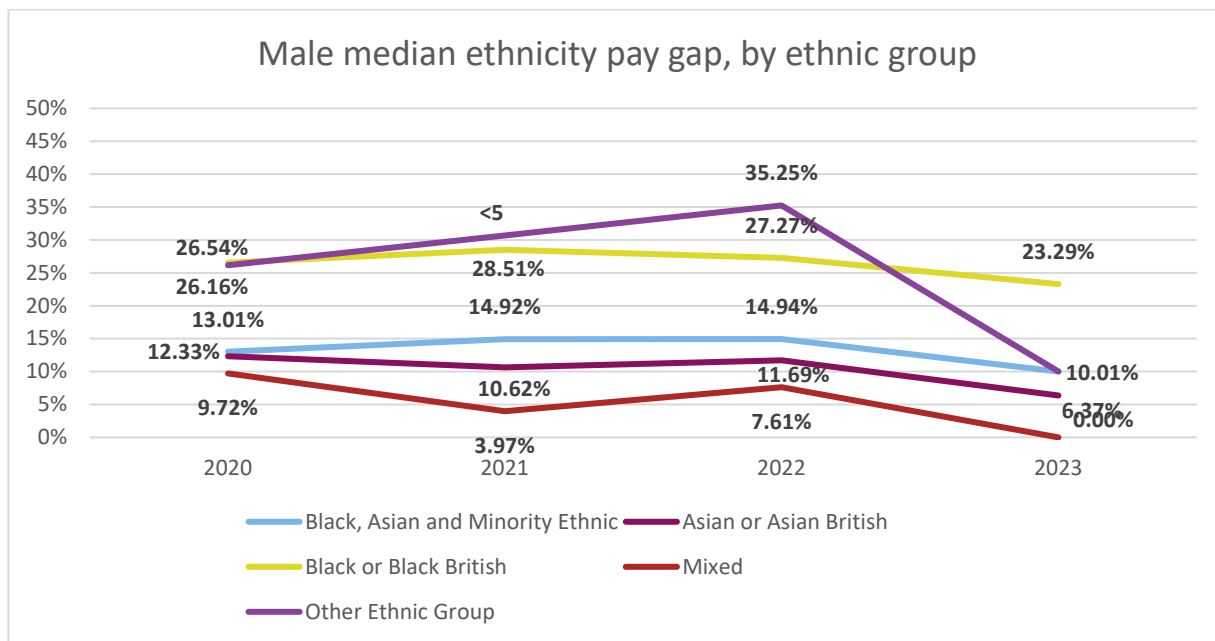
The largest pay gaps are among women from Mixed or multiple ethnic backgrounds (12.79% median; 16.26% mean). Women from Other ethnic backgrounds had the lowest smallest pay gaps (6.69% median; 8.22% mean).

The pay gaps for women from mixed or multiple ethnic backgrounds have increased since last year. This is due to an increase in the proportion of Mixed women at lower pay scales. Whilst the proportion of women from Mixed or multiple ethnic backgrounds at Grades 9 and below remains similar to 2022 (67% in 2023; 64% in 2022), there has been an increase in the number of women from Mixed or multiple ethnic backgrounds working at Grade 8 (57% increase).

This has increased the proportion of women from Mixed or multiple ethnic backgrounds employed at Grades 8 and below to 56%, up from 49% in 2022. This has reduced the average pay for women from Mixed or multiple ethnic backgrounds and increased the pay gaps.

Figures 5.5 and 5.6 show the median and mean ethnicity pay gaps respectively for men in each separate ethnic minority group. Again, the low numbers of staff with some of these intersecting characteristics means that these results should be viewed with caution.

Figure 5.5



2021 Pay gap data for men from Other ethnic backgrounds has been redacted due to there being fewer than 5 men in this category.

Figure 5.6



2021 Pay gap data for men from Other ethnic backgrounds has been redacted due to there being fewer than 5 men in this category.

The largest pay gaps are among Black or Black British men (23.29% median; 24.73% mean). The smallest pay gaps are for men from mixed or multiple ethnic backgrounds where there was no median pay gap and a near zero mean pay gap. The median pay gap for Black or Black British men decreased over the year. There was a slight increase in the mean ethnicity pay gap.

There was no median pay gap amongst men from mixed or multiple ethnic backgrounds, down from 7.61% in the previous year. The mean pay gap has also dropped from 16.01% to 0.72% in the past year. However, there were only 15 men from mixed or multiple ethnic backgrounds working at the GLA in 2023. As such, changes to a couple of staff can result in big changes to the pay gap.

5.2 Ethnicity and disability

On 31 March 2023, the median disability pay gap for Black, Asian and Minority Ethnic staff was -0.23%; for White staff, it was 0.21%. The mean disability pay gap for Black, Asian and Minority Ethnic staff was 3.28%; for White staff, it was -2.00% (see Figures 5.7 and 5.8).

Figure 5.7

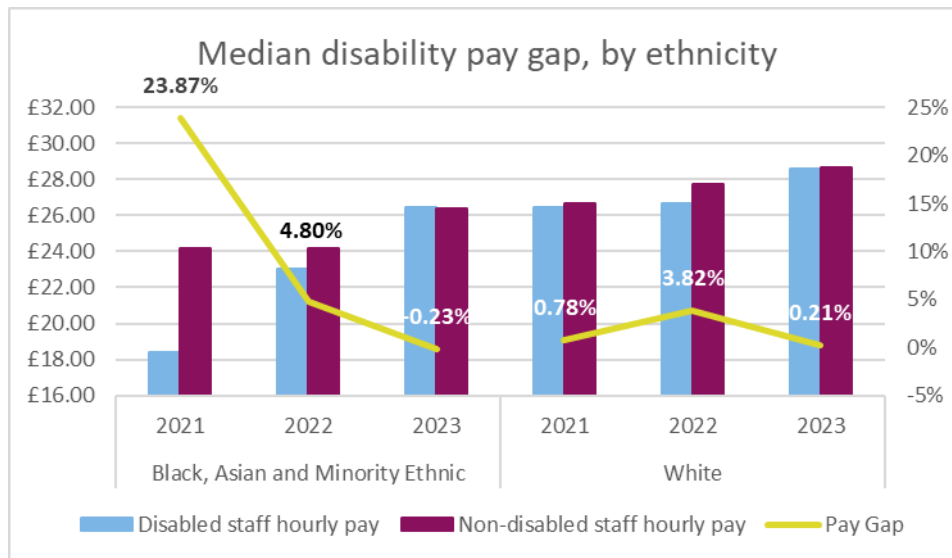
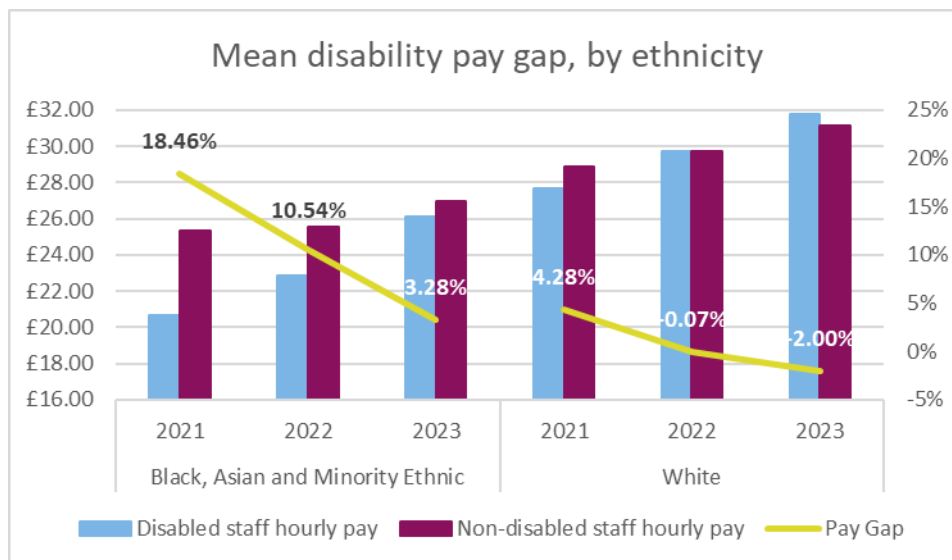


Figure 5.8



The overall median disability pay gap is -2% and the overall mean disability pay gap is -0.61%. This means, on average, disabled staff earn more than non-disabled staff.

This breakdown by ethnicity shows the reverse for the mean disability pay gap amongst Black, Asian and Minority Ethnic staff. This means, on average, and amongst Black, Asian and Minority Ethnic staff, disabled staff earn less than non-disabled staff. However, the mean pay gap has reduced by seven percentage points since 2022. The median disability pay gap is now near zero for Black, Asian and Minority Ethnic staff and White staff alike.

As with disabled staff as a whole, there has been an increase in the numbers of disabled Black, Asian and Minority Ethnic staff employed at higher grades. Since last year, there has been an 80% increase in the number of disabled Black, Asian and Minority Ethnic staff employed at Grades 10 or above. Over the same period there was a 4% increase in the number of disabled Black, Asian and Minority Ethnic staff employed at Grades 9 and below. This has increased the average hourly rates for disabled Black, Asian and Minority Ethnic staff, thus decreasing the pay gaps.

We have a low number of disabled staff. This means that looking at intersecting characteristics will be based on even lower numbers of disabled staff. As such, caution should be used when looking at these results.

5.3 Gender and disability

On 31 March 2023, the median disability pay gap was 2.53% for women and -2% for men. The mean disability pay gap was 3.71% for women and -7.35% for men (see Figures 5.9 and 5.10).

Figure 5.9

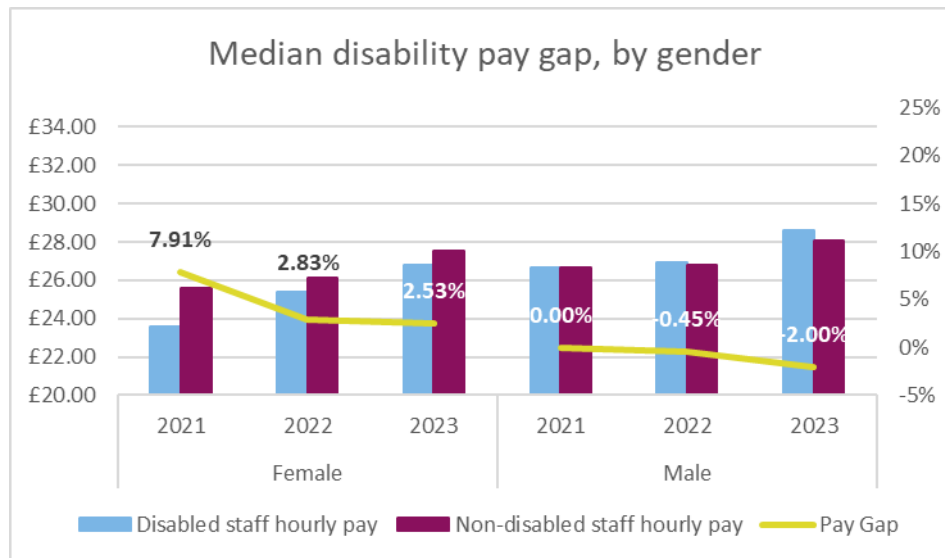
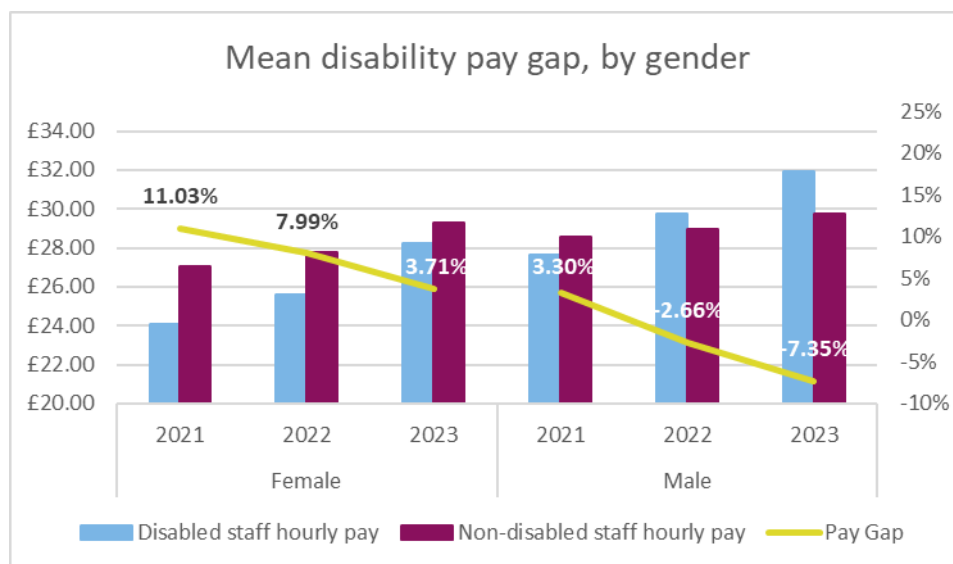


Figure 5.10



The overall median disability pay gap is -2%, and the overall mean disability pay gap is -0.61%. Over the year, amongst male staff, the negative pay gaps widened, with the average earnings for disabled staff increasing more than non-disabled staff.

Amongst female staff, disabled women on average earn less than non-disabled women. However, the mean disability pay gap amongst women has narrowed compared to 2021 and 2022. The median has also slightly narrowed, although remains similar compared to 2022.

The narrowing of pay gaps for disabled women is again due to the increase in the number of disabled women employed at Grades 10 and above. Over the year, there was a 67% increase in the number of disabled women working at Grades 10 and above, whilst the number of disabled women employed at Grades 9 and below remained static. This has increased the average hourly rates for disabled women, thus decreasing the pay gaps.

Similarly, the increase in the negative disability pay gaps amongst men has been driven by an increase in the number of disabled men employed at Grades 10 and above. There has been a 50% increase in the number of disabled men working at Grades 10 and above; and a slight drop in the number working in Grades 9 and below (5% decrease). Again, this has increased the average hourly rates for disabled men, thus widening the negative pay gap.

As above, these results should be viewed with caution due to the low number of disabled staff at the GLA.

6 Conclusion

Ethnicity

Our ethnicity pay gap remains the largest of all the pay gaps we examined. Our findings indicate that the average hourly rate of pay for Black, Asian and Minority Ethnic staff is still less than that of White staff. This is due to our higher-salary jobs being more likely to be held by White staff than Black, Asian and Minority Ethnic staff. The mean and median gaps have shrunk since 2017; the latter, in particular has shrunk over the last year. This is due to an increase in the numbers of Black, Asian and Minority Ethnic staff working at Grades 8 to 10.

The highest mean and median ethnicity pay gaps are still among Black or Black British staff. The mean pay gaps are smaller for all ethnic groups compared to 2017. Over the past year, median pay gaps among staff from Black or Black British, Asian or Asian British, and Other ethnic backgrounds have narrowed. The pay gap amongst Mixed staff remains largely unchanged. After conducting intersectional analysis, it is clear that Black, Asian and Minority Ethnic male staff have bigger mean and median pay gaps than overall, although the median pay gap has narrowed in the past year.

Disability

On 31 March 2023 we had a median disability pay gap of -2% and a mean disability pay gap of -0.61%. This is the first time since recording of the disability pay gap began in 2021 that the figure is negative. This indicates that the average hourly rate of pay for disabled staff is higher than that for non-disabled staff.

This has been driven by an increase in the proportion of disabled staff employed at Grades 10 and above. In 2023, 38% of disabled staff worked in these higher grades up from 27% in 2022. This has reduced the pay gaps. Contributing to the negative pay gap, disabled staff are also over-represented at Grades 12 and above (20%) compared to non-disabled staff (16%). This gap has widened since 2022.

Gender

We have a small mean and median gender pay gap at the GLA (3.3% and 4.21% respectively). There has been an increase in the median pay gap compared to 2022 (up from 1.95%). Both pay gaps have shrunk since 2017.

The median pay gap has increased in the last year due to a shift in the proportion of male and female staff working at Grades 8 to 10. These grades account for over half of GLA staff. There has been growth in the numbers of female staff at Grade 8, whilst the number of male staff has remained static. This has increased the proportion of women at Grade 8. At the same time, the increase in the number of men employed at Grade 10 has outstripped the increase in the number of women at Grade 10. Changes to the proportions of staff amongst these grades has led to the slight increase in the GLA median pay gap.

There has been a large decrease in the mean and median pay gaps amongst those working part-time. This is due to an increase in the proportion of men in lower grades working part-time amongst the part-time male staff.

7 Greater London Authority (GLA) 2023-24 Pay Gap Reporting Action Plan

Eliminating our pay gaps is a key objective of our corporate equality, diversity and inclusion (EDI) strategy, We Belong Here. Our corporate EDI Action Plan, which underpins delivery of this strategy, is reviewed every year in light of our pay gap data. We will continue to build on the work that is making a difference to our pay gaps – specifically ensuring that: our recruitment is inclusive, our new starter cohorts at all levels reflect London’s population and this becomes increasingly the case of our whole staff population; our Black, Asian and Ethnic Minority and disabled staff are encouraged and supported to seek and secure progression internally; and the culture of the GLA is one that values diversity, and does not tolerate discrimination of any kind. In light of the data in our 2023-24 pay gap report, we have reviewed our EDI Action Plan and added four new actions to it. These are in orange below. We will action these in the immediate term and will then build them into our EDI Action Plan as we refresh it for the third year of implementation. We also include in green below the actions already in place in our corporate EDI Action Plan which remain relevant to the 2023-24 pay gap findings.

Area of Pay Gap Finding/s	New EDI Action	Planned Delivery Time
Diversity - Disclosure Rates	<p>Focused engagement discussion/exercise at induction</p> <p>Hold a focused conversation in the redesigned induction process on why disclosure is so important, how we use this information, and dispelling myths; include protected time in the process for new starters to log in and update their diversity data on MyHR there and then.</p>	Induction redesign will go live in May 2024
Diversity - Disclosure Rates	<p>Create a conversation tool kit for roll out across the GLA Directorates to target existing staff to complete disclosures.</p> <p>Facilitate open discussions on understanding the reasons why staff are not disclosing, dispelling myths, and highlighting the implications of a lack of disclosure in terms of us focussing resources on the right issues.</p>	Tool kit design sign off and roll out from June 2024
Ethnicity Disability	Create a Recruitment Diversity Dashboard that allows us to look at quarterly recruitment numbers	Discussion on development of recruitment diversity dashboard to

	by directorate, with a specific focus on disability and BAME men, to support more proactive discussions on which directorates need to be doing more.	start in March 2024 when new data resources are in place.
Overall Diversity – Bonus Payments	Re-instate quarterly monitoring of Recognition and Reward (R&R) payments to address the Bonus Pay Gap.	June 2024
Area of Pay Gap Finding/s	Current EDI Action	Progress Update / Delivery Time
Ethnicity	Continue to monitor workforce diversity targets measured against working-age population of London	In place and ongoing: reviewed as part of Quarterly Reporting
Ethnicity Disability	i) Communicate our role as a Disability Confident Employer (Level 2), the actions required, and our ambitions to reach Level 3 by 2025. ii) Take part in BITC’s Race at Work Charter Survey, Stonewall’s Workplace Equality and Centre for Ageing Better’s Age-Friendly Employer Pledge	On track: GLA now at Level 2 for Disability Confident GLA made submission for BITC Race at Work Charter Age Friendly Employer Pledge signed to mark International Day of Older Persons
Ethnicity Disability	Ensure Senior Leaders know both their Black, Asian, and Minority Ethnic staff and disabled staff, and understand their career history together with their ambitions for progression.	In place and ongoing: reviewed through Chief Officer’s challenge sessions
Ethnicity Disability	Introduce new oversight of appointments at Grades 10+ to prevent recruitment progressing if shortlists are not sufficiently diverse.	Now business-as-usual: compliance reviewed at challenge sessions
Ethnicity Disability	Launch an accelerated development scheme for all staff with ringfenced places for ethnic minority and disabled staff.	On track: First cadre of G10 2-year Aspiring High programme started in Jan 2024
Ethnicity	Develop a story-telling campaign to raise awareness of progression routes in the organisation and	In progress: Various communications actions taking place over 23/24

Disability	encourage learning from colleagues, with a focus on disabled, neurodiverse and Black, Asian and Minority Ethnic staff	
Ethnicity Disability	Roll-out a co-sponsorship programme modelled on the Good Growth programme across all directorates	In progress: Good Growth, Strategy & Communications, and Housing & Land have launched their scheme. Other directorates are planning theirs.
Disability	Achieve and maintain a 90% completion rate of the Disability Equality Training for Managers course	In place and ongoing: Available to book on Learning and Development intranet page. Data collection in the process of being formalised with data team.
Disability	Ensure our physical working environments are inclusive and accessible, responding to the City Hall and Union Street accessibility audits and provide a clear route for feedback on accessibility	In progress: Accessibility review undertaken and changes made as a result (Improved signage, Audio Induction Loops, BSL interpreter arrangements on request).
Disability	Ensure accessibility is a key consideration and success measure of the move to new platforms and IT services.	In progress: Measures include: continuing with Surface Pro devices for GLA staff, matching the current build of the Windows desktop, early testing, identifying and incorporating workplace adjustments, providing terminals for power users.
Gender	Undertake a review of leave policies to include an approach to fertility treatment to support working families	In progress: Work-life balance and family related policies due to be reviewed in 2024 as part of the policy refresh schedule.
Intersectionality	Develop an understanding of intersectionality within the GLA through a deeper analysis of workforce data; build on our intersectional analysis to better understand patterns of inequality and use this to drive an intersectional approach to all our EDI work.	In progress: Further analysis of staff survey data through lens of diversity and socio-economic background completed; further analysis of Inclusion-focused Pulse Survey included intersectional analysis.
Intersectionality	Deepen our understanding of the socio-economic background of our staff, drawing on current data; Introduce socio-economic background questions to our applicant tracking system.	Now business-as-usual: we now monitor the socio-economic background of all job applicants.

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