

MAYOR OF LONDON

**Greater London
Authority (GLA)
Ethnicity Pay Gap
Action Plan**

January 2019

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The GLA context

The GLA published its first ethnicity pay gap analysis (data as at the end of March 2017) in March 2018. The updated data (as at end of March 2018) indicates that the median pay gap decreased from 16% to 11.45% with the mean pay gap decreasing from 21% to 17.36%. The reason for the pay gap is not that BAME people are paid less to do the same job – it is because of an under-representation of BAME employees in senior roles. Across the GLA overall BAME employees are also under-represented, making up 25% of the workforce, which is below London's economically active population (36%).¹

The analysis of workforce, pay and promotions data, including detailed recruitment data is important in understanding any BAME representation and pay issues. Every six months the GLA presents workforce reports to the London's Assembly's Oversight Committee which are scrutinised and then published on the London.gov.uk. organisation.

Why we have an Action Plan

Just as we have done on gender, we want to take steps to address the ethnicity pay gap hence developing an action plan. The [Diversity and Inclusion Action Standard](#) - a performance framework on workforce diversity developed by the GLA Group organisations and used to drive and measure their progress in this area - makes clear the importance of a clear action plan to eliminate pay gaps between different groups.

The plan has been developed in collaboration with the BAME staff network, Unison, GLA staff and other stakeholders and has been endorsed by the Diversity and Inclusion Management Board led by the Chief Officer and which oversees all internal workforce diversity activity and agreed by the Mayor's Office.

¹ Source: GLA Workforce Report (September 2018).

The GLA Action Plan

Since the publication of our first ethnicity pay gap we have delivered a number of initiatives to help reduce the gap. These include:

- The establishment of a BAME staff network - they are represented on the GLA Diversity and Inclusion Management Board which is responsible for the oversight of all workforce diversity and inclusion activity and are co-creators and co-owners of this action plan. The Network has senior champions at Executive Director and Mayor's Office levels
- Signing up to Business in the Community's (BITC) [Race at Work](#) Charter. By signing up, we have committed to five calls to action to improve race equality at the GLA.
- Unconscious bias training has been conducted for all senior staff at the GLA, including the Mayor, his team, the corporate and senior management teams
- Anonymised recruitment for all campaigns managed by the GLA in house recruitment team – most recently removing names from applications in addition to other personal details which have long since been removed including gender and ethnicity
- The introduction of directorate level D&I action plans - Executive Directors and Assistant Directors are responsible for the delivery of these plans to improve representation and promote an inclusive GLA culture
- All members of the Senior Management Team have a new diversity and inclusion performance objective in addition to those they already have. The objective is exactly the same for every one of the 40 senior leaders in the Senior Management Team
- Work underway to widen the use of specialist recruitment search firms and to develop our Employer Value Proposition which we hope to complete by March 2019.

It is clear that we need to focus on improving our BAME representation both at senior levels and across the GLA overall and that we need a new set of interventions to bring about real change. We want the interventions outlined in this action plan to make a tangible difference particularly in BAME representation at the most senior levels in the GLA.

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1. Draft Action Plan

	D&I Action Standard	Action	Owner	Timeframe
1	Diversity Foundations	Chief Officer acts as Diversity Sponsor with organisational accountability for diversity and performance against any workforce aspirational objectives. All Corporate Management Team (CMT) members to sponsor a different area of equality and diversity both internally and externally.	Chief Officer, CMT	Throughout the life of this plan
2		All SMT members to have an annual appraisal objective on diversity, specific to their role, for which they are accountable. Progress to be reported to the Diversity and Inclusion Management Board.	HR&OD and CMT	From November 2018
3	Workforce Transparency	Introduce workforce aspirational objectives for under representation of BAME staff at organisational, Grade 10 and above and Senior Management Team levels.	HR&OD	By April 2019
4	Recruitment	Develop a pool of GLA BAME staff trained specifically to participate in interviews at any level. Work with the GLA Group to maximise the pool of BAME interviewers.	HR&OD	By April 2019
5		All interview panels to be gender and ethnically diverse, trained in best practice in recruitment, including countering discrimination and unconscious bias.	HR&OD	By April 2019

	D&I Action Standard	Action	Owner	Timeframe
6		All senior recruitment campaigns to aim for balanced shortlists.	HR&OD	In place - ongoing and monitoring
7		Review the GLA's competency-based recruitment framework – and strengthen skills-based and contextual elements to the recruitment process.	HR&OD	By September 2019
8		Widen the use of specialist BAME recruitment search firms to roles at Grade 10 and above.	HR&OD	In place - ongoing and monitoring
9	Career Development and Reward	Work with the BAME network and external specialists to understand the latest research and evidence in relation to positive action programmes for BAME staff in relation to sponsorship programmes.	HR&OD	April 2019
		Use this evidence-based approach to design and launch a scheme open to GLA staff and potentially the GLA Group.	HR&OD	By December 2019
10		Review and strengthen succession planning and talent management processes which together will lead to an effective career development process for senior roles.”	HR&OD	September 2019
11		Analyse acting up and honorarium-payments by ethnicity, review the associated processes and provide greater transparency in the application of policy and processes.	SMT Task and Finish Group Assistant Directors/Directors	By April 2019

	D&I Action Standard	Action	Owner	Timeframe
12		<p>Ensure all unsuccessful internal candidates at interview receive:</p> <ul style="list-style-type: none"> • Feedback (written where requested) agreed by the recruitment panel and provided by the recruiting manager. Resourcing manager to have KPI to ensure that feedback is provided when requested to all internal candidates. • Line managers if appropriate to assist with addressing any key issues through the performance and career development process • Unsuccessful candidates will be encouraged to access a coach and/or mentor who is familiar with the GLA's recruitment/ competency-based framework system 	<p>HR&OD</p> <p>SMT Task and Finish Group</p>	Ongoing and monitoring
13		Continue providing leadership and management development programmes to establish a talent pipeline for leaders and managers of the future. Monitor resulting promotions and other impact on career development.	HR&OD	In place - ongoing and monitoring
14		Work with SMT to profile staff career journeys, with a focus on GLA staff from the BAME community to support career development and attraction.	HR&OD	By June 2019
15	Inclusive Culture: GLA BAME Network	Work collaboratively with the GLA BAME Network and support its development and work with the wider GLA Group to promote the network.	HR&OD/BAME Network	Ongoing
16		Work with the BAME Network to understand BAME staff experiences and perceptions of progression, and to inform work on talent development.	HR&OD/BAME Network	In place and ongoing

	D&I Action Standard	Action	Owner	Timeframe
17		Work with the BAME Network to build confidence in and promote the staff survey.	HR&OD/BAME Network	In place and ongoing