

2018 Ethnicity pay gap reporting

Background

Developing a workforce which reflects the city it serves is a key priority for the Greater London Authority. In March 2018 the GLA was one of the first organisations to publish their ethnicity pay gap. The GLA is fully determined to tackle inequality in any form and publishing the ethnicity pay gap supports that aim.

The Mayor has led by example in publishing this data and is committed, not only to recognise pay inequality and seek to address it at the GLA and its functional bodies, but to encourage businesses in the capital to follow this lead. Since the publication of the report the GLA has called on Government to make ethnicity pay gap reporting mandatory, in the way that it is for gender. The Government has now launched a public consultation on this very issue.

In this time the GLA has also developed its first ethnicity pay gap action plan, which sets out a programme of activity aimed at closing the ethnicity pay gap in the GLA. The plan should be read alongside the findings of this report.

Methodology

The Equality and Human Rights Commission express the ethnicity pay gap as follows: *“the pay gap is defined as the difference between the average hourly pay of ethnic minorities and White British people. When ethnic minorities are paid less, overall, than White British people they experience a pay gap. When they are paid more they experience a pay advantage. The pay gap is often expressed as a percentage difference between the pay of people from ethnic minorities and the pay of White British people, with the latter representing 100%.”* The GLA has followed the same formula it used for its gender pay gap reporting, which is as follows:

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

where A is the mean/median hourly rate of pay for relevant White staff; and,
where B is the mean/median hourly rate of pay for relevant BAME staff.

The GLA is publishing their overall mean and median ethnicity pay gaps and used the snapshot date of 31 March 2018. The previous report, published in March 2018, used a snapshot date of 31 March 2017.

As at 31 March 2018 there were 909 employees in the GLA of which 895 are counted for ethnicity pay gap reporting purposes. Of the 895 staff, 24% are BAME, 72% White and 5% have not declared their ethnicity. The GLA is a single status organisation and does not have different staff groups i.e. all staff are officers, and so office holders like the Assembly Members and the Mayor are excluded from this report.

Unlike gender pay gap reporting which currently is binary i.e. compares men and women, ethnicity pay gap reporting is more complex. For the purposes of this report the GLA is showing the ethnicity pay gaps for BAME as a whole and then for the separate minority groups i.e. Asian or Asian British, Black or Black British, Dual Heritage (mixed race), and Other Ethnic Group. The White group includes White British, White Irish and White Other.

It is worth noting when reviewing the findings that 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 gender or any other personal characteristics of existing or potential job holders.

As GLA is one of the first organisations to publish their ethnicity pay gap reports, there is limited external benchmarking data to draw comparisons from. Comparisons have been made with the March 2017 data throughout this report to demonstrate how GLA is progressing against its ambition to close its ethnicity pay gap.

Overall Ethnicity Pay Gap Summary

The tables below show that there is an overall mean ethnicity pay gap of **17.36%** and an overall median ethnicity pay gap of **11.45%**. This is an improvement on the findings from March 2017 where there was a 21% mean and 16% median ethnicity pay gap.

The data below also shows that the lowest ethnicity pay gap is among Dual Heritage staff (8.56% mean, 0% median). The highest median is among Black or Black British staff (24.62%) and the highest mean is among staff belonging to another ethnic group (24.36%). Further analysis of these groups can be found later in the report.

Table 1: Overall ethnicity pay gap all staff, March 2018

Headline Ethnicity Pay Gap - White/BAME					
Ethnicity	No of staff	Mean	Median	Mean Pay Gap	Median Pay Gap
BAME (Black, Asian, Dual, Other)	214	£21.87	£21.62	17.35%	11.45%
Asian or Asian British	85	£22.60	£22.10	14.38%	9.23%
Black or Black British	83	£20.43	£18.40	22.77%	24.62%
Dual Heritage	33	£24.19	£24.41	8.56%	0.00%
Other Ethnic Group	13	£20.01	£20.07	24.36%	17.77%
White	641	£26.45	£24.41		
Not Known/Provided	40	£24.95	£22.67	5.71%	7.14%

Table 2: Overall ethnicity pay gap all staff, March 2017

Headline Ethnicity Pay Gap - White/BAME					
Ethnicity	No of staff.	Mean	Median	Mean Pay Gap	Median Pay Gap
BAME (Black, Asian, Dual, Other)	199	£ 20.74	£ 20.17	21%	16%
Asian or Asian British	71	£ 22.10	£ 21.68	16%	9%
Black or Black British	86	£ 19.55	£ 17.82	26%	26%
Dual Heritage	28	£ 21.18	£ 23.26	20%	3%
Other Ethnic Group	14	£ 20.28	£ 21.46	23%	10%
White	563	£ 26.36	£ 23.93		
Not Known/Provided	35	-	-	-	-

Quartile Summary

The next section looks at the ethnicity pay gap by quartile. This quartile data has been calculated by *dividing the workforce into four equal sized groups and separating them according to the hourly pay rate, starting from lowest paid to the highest paid*. This mirrors the approach taken for gender pay gap reporting.

The analysis by quartile shows that there is an ethnicity pay gap in the lower quartile although this gap has reduced since last year. In the upper quartile, the mean pay gap has reduced (now 6.62%) and there is no median pay gap.

Table 3: Quartile Mean Hourly Pay, March 2018

Mean Hourly Pay				
	White	BAME	Pay Gap	% BAME
	Hourly rate	Hourly rate		
lower quartile	£ 15.48	£ 15.38	0.65%	43%
lower middle quartile	£ 21.64	£ 21.63	0.05%	19%
upper middle quartile	£ 25.93	£ 25.78	0.58%	24%
upper quartile	£ 38.67	£ 36.11	6.62%	14%

Table 4: Quartile Mean Hourly Pay, March 2017

Mean Hourly Pay				
	White	BAME	Pay Gap	% BAME
	Hourly rate	Hourly rate		
lower quartile	£ 15.31	£ 14.86	2.94%	47
lower middle quartile	£ 21.18	£ 21.34	-0.76%	24
upper middle quartile	£ 25.24	£ 24.98	1.03%	23
upper quartile	£ 38.41	£ 35.64	7.21%	11

Table 5: Quartile Median Hourly Pay, March 2018

Median Hourly Pay				
	White	BAME	Pay Gap	% BAME
	Hourly rate	Hourly rate		
lower quartile	£ 16.67	£ 15.71	5.76%	43
lower middle quartile	£ 22.11	£ 22.11	0.00%	19
upper middle quartile	£ 25.61	£ 25.42	0.74%	24
upper quartile	£ 34.99	£ 34.99	0.00%	14

Table 6: Quartile Median Hourly Pay, March 2017

Median Hourly Pay				
	White	BAME	Pay Gap	% BAME
	Hourly rate	Hourly rate		
lower quartile	£ 15.99	£ 15.20	4.94%	47
lower middle quartile	£ 21.68	£ 21.68	0.00%	24
upper middle quartile	£ 24.91	£ 24.84	0.28%	23
upper quartile	£ 34.65	£ 35.34	- 1.99%	11

Grade Summary

As with gender pay reporting, the GLA has chosen to analyse ethnicity pay in relation to its grading structure to take a more in-depth look at the distribution of pay across the organisation.

The data shows that there has been a reduction in both the mean and median pay gap at the most senior level. It also shows a pay gap at grade 1 level, where there had been a negative pay gap (-24%) the year before.

Some caution must however be taken when analysing pay gaps at grade level alone. All employees sit within the Authority's incremental pay structure and salaries are based on the job and not the post holder. It is GLA policy for employees to start at the bottom of their pay scale on appointment and, except for spot salaries and London's living Wage which are fixed rates not linked to defined spinal column points, employees will progress through the five incremental pay points within each grade on an annual basis until they reach the top of the pay scale.

It is however important to look at representation of BAME colleagues throughout the grades and the impact this has on the overall pay gap. This data is provided in the following tables.

Table 7: Mean Hourly Pay by Grade, March 2018

These tables show the White/BAME pay gap at grade level and the representation of staff by ethnicity at each grade.

Mean Pay Gap White/BAME				% of Staff	
Mean Pay	White	BAME	Pay Gap	by Job Level	% BAME
London's Living Wage	£10.20	£10.20	0.00%	London's Living Wage	15
Grade 1	£11.50	£11.31	1.65%	Grade 1	57
Grade 2	£13.38	£13.44	-0.45%	Grade 2	53
Grade 3					
Grade 4	£15.19	£15.11	0.53%	Grade 4	37
Grade 5	£16.49	£16.43	0.36%	Grade 5	41
Grade 6	£18.00	£17.87	0.72%	Grade 6	42
Grade 7	£20.91	£20.99	-0.38%	Grade 7	17
Grade 8	£23.20	£23.06	0.60%	Grade 8	22
Grade 9	£25.52	£25.65	-0.51%	Grade 9	27
Grade 10	£28.37	£27.94	1.52%	Grade 10	16
Grade 11	£30.60	£30.27	1.08%	Grade 11	15
Grade 12	£36.43	£36.43	0.00%	Grade 12	26

Grade 13	£41.40	£43.11	-4.13%	Grade 13	4
Grade 14					
Grade 15	£58.16	£55.99	3.73%	Grade 15	7
Spot	£70.27	£66.09	5.95%	Spot	15

Table 8: Mean Hourly Pay by Grade, March 2017

Mean Pay Gap White/BAME				% of Staff	
Mean Pay	White	BAME	Pay Gap	By Job Level	% BAME
London's Living Wage	£ 9.75	£ 9.75	0%	London's Living Wage	67
Grade 1	£ 10.98	£ 13.66	-24%	Grade 1	25
Grade 2	£ 12.95	£ 13.20	-2%	Grade 2	55
Grade 3					
Grade 4	£ 14.74	£ 14.36	3%	Grade 4	50
Grade 5	£ 15.62	£ 15.52	1%	Grade 5	52
Grade 6	£ 17.43	£ 17.43	0%	Grade 6	40
Grade 7	£ 20.96	£ 20.80	1%	Grade 7	18
Grade 8	£ 22.92	£ 23.24	-1%	Grade 8	24
Grade 9	£ 25.25	£ 24.86	2%	Grade 9	28
Grade 10	£ 27.93	£ 27.47	2%	Grade 10	7
Grade 11	£ 30.95	£ 30.62	1%	Grade 11	12

Grade 12	£ 36.24	£ 36.33	0%	Grade 12	27
Grade 13	£ 41.45	£ 42.68	-3%	Grade 13	6
Grade 14					
Grade 15					
Spot	£ 69.74	£ 65.44	6%	Spot	9

Table 9: Median Hourly Pay by Grade, 2018

Median Pay Gap White/BAME				% of Staff	
Median Pay	White	BAME	Pay Gap	by Job Level	% BAME
London's Living Wage	£10.20	£10.20	0.00%	London's Living Wage	15
Grade 1	£11.31	£11.31	0.00%	Grade 1	57
Grade 2	£13.66	£13.66	0.00%	Grade 2	53
Grade 3					
Grade 4	£15.33	£15.33	0.00%	Grade 4	37
Grade 5	£16.67	£16.67	0.00%	Grade 5	41
Grade 6	£18.40	£18.40	0.00%	Grade 6	42
Grade 7	£20.57	£20.84	-1.31%	Grade 7	17
Grade 8	£23.23	£22.67	2.41%	Grade 8	22

Grade 9	£25.26	£25.42	-0.63%	Grade 9	27
Grade 10	£27.90	£27.35	1.97%	Grade 10	16
Grade 11	£30.99	£30.09	2.90%	Grade 11	15
Grade 12	£35.69	£35.69	0.00%	Grade 12	26
Grade 13	£40.78	£43.11	-5.71%	Grade 13	4
Grade 14					
Grade 15	£57.39	£55.99	2.44%	Grade 15	7
Spot	£66.09	£66.09	0.00%	Spot	15

Table 10: Median Hourly Pay by Grade, 2017

Mean Pay Gap White/BAME				% of Staff	
Mean Pay	White	BAME	Pay Gap	By Job Level	% BAME
London's Living Wage	£9.75	£9.75	0%	London's Living Wage	67
Grade 1	£10.98	£13.66	-24%	Grade 1	25
Grade 2	£13.27	£13.27	0%	Grade 2	55
Grade 3					
Grade 4	£15.20	£14.12	7%	Grade 4	50
Grade 5	£15.25	£15.25	0%	Grade 5	52
Grade 6	£17.60	£17.17	2%	Grade 6	40
Grade 7	£20.68	£20.68	0%	Grade 7	18
Grade 8	£22.78	£23.35	-3%	Grade 8	24
Grade 9	£25.11	£24.97	1%	Grade 9	28
Grade 10	£27.69	£27.35	1%	Grade 10	7
Grade 11	£30.69	£30.12	2%	Grade 11	12

Grade 12	£35.92	£35.92	0%	Grade 12	27
Grade 13	£41.88	£42.68	-2%	Grade 13	6
Grade 14					
Grade 15					
Spot	£66.86	£65.44	2%	Spot	9

Analysis by separate minority groups

The following section looks at the ethnicity pay gaps for the separate minority groups i.e. Asian or Asian British, Black or Black British, Dual Heritage (mixed race), and Other Ethnic Group.

There is a small negative pay gap for both Black and Asian colleagues at a number of the grade levels, suggesting that staff at these grades sit higher in their pay band than their white colleagues. That said, low representation at the most senior levels contributes to there being an overall pay gap for these groups (22.77% mean and 24.62% median and 14.38% mean and 9.23% median, respectively). Whilst representation for Asian colleagues at the most senior levels has improved slightly, there remains no black colleagues at grades 13 and above. Similarly there are no colleagues who have declared themselves as belong to Any Other Ethnic Group represented at grade 11 and above. Whilst the overall ethnicity pay gap for those of dual heritage is lower than for other minority groups, the data shows that an ethnicity pay gap can be seen for these staff in a number of the grade levels.

The tables below provide further analysis of the GLA ethnicity pay gap at grade level. Some care should be taken in drawing comparisons in the data given the small population sizes:

- Table 11: Black compared with White staff
- Table 12: Asian compared with White staff
- Table 13: Dual Heritage compared with White staff and
- Table 14: Any Other Ethnic Group compared with White staff.

Table 11: Black compared with White staff, March 2018

by Job Level	White mean hourly rate for grade	Black Mean hourly rate for grade	Mean Pay Gap White/Black	White median hourly rate for grade	Black Median hourly rate for grade	Median Pay Gap White/Black
London's Living Wage	£ 10.20	£ 10.20	0.00%	£ 10.20	£ 10.20	0.00%
Grade 1						
Grade 2	£ 13.38	£ 13.49	-0.82%	£ 13.66	£ 13.66	0.00%
Grade 3						
Grade 4	£ 15.19	£ 15.19	0.00%	£ 15.33	£ 15.33	0.00%
Grade 5	£ 16.49	£ 16.38	0.67%	£ 16.67	£ 16.67	0.00%
Grade 6	£ 18.00	£ 18.20	-1.11%	£ 18.40	£ 18.40	0.00%
Grade 7	£ 20.91	£ 21.11	-0.96%	£ 20.57	£ 21.11	-2.63%
Grade 8	£ 23.20	£ 22.72	2.07%	£ 23.23	£ 22.11	4.82%
Grade 9	£ 25.52	£ 25.70	-0.71%	£ 25.26	£ 25.52	-1.03%
Grade 10	£ 28.37	£ 28.48	-0.39%	£ 27.90	£ 28.48	-2.08%
Grade 11	£ 30.60	£ 31.37	-2.52%	£ 30.99	£ 31.37	-1.23%
Grade 12	£ 36.43	£ 37.44	-2.77%	£ 35.69	£ 37.88	-6.14%
Grade 13						
Grade 14						
Grade 15						
Spot						

Table 12: Asian compared with White staff, March 2018

by Job Level	White mean hourly rate for grade	Asian Mean hourly rate for grade	Mean Pay Gap White/Asian	White median hourly rate for grade	Asian Median hourly rate for grade	Median Pay Gap White/Asian
London's Living Wage	£ 10.20	£ 10.20	0.00%	£ 10.20	£ 10.20	0.00%
Grade 1	£ 11.50	£ 11.31	1.65%	£ 11.31	£ 11.31	0.00%
Grade 2	£ 13.38	£ 13.44	-0.45%	£ 13.66	£ 13.66	0.00%
Grade 3						
Grade 4	£ 15.19	£ 15.03	1.05%	£ 15.33	£ 14.90	2.80%
Grade 5	£ 16.49	£ 16.49	0.00%	£ 16.67	£ 16.67	0.00%
Grade 6	£ 18.00	£ 17.67	1.83%	£ 18.40	£ 17.52	4.78%
Grade 7	£ 20.91	£ 21.10	-0.91%	£ 20.57	£ 21.62	-5.10%
Grade 8	£ 23.20	£ 23.40	-0.86%	£ 23.23	£ 23.24	-0.04%
Grade 9	£ 25.52	£ 25.75	-0.90%	£ 25.26	£ 26.12	-3.40%
Grade 10	£ 28.37	£ 27.85	1.83%	£ 27.90	£ 27.35	1.97%
Grade 11	£ 30.60	£ 30.70	-0.33%	£ 30.99	£ 30.70	0.94%
Grade 12	£ 36.43	£ 35.89	1.48%	£ 35.69	£ 35.34	0.98%
Grade 13	£ 41.40	£ 43.11	-4.13%	£ 40.78	£ 43.11	-5.71%
Grade 14						
Grade 15	£ 58.16	£ 55.99	3.73%	£ 57.39	£ 55.99	2.44%
Spot	£ 70.27	£ 66.09	5.95%	£ 66.09	£ 66.09	0.00%

Table 13: Dual Heritage compared with White staff, March 2018

by Job Level	White mean hourly rate for grade	Dual Heritage Mean hourly rate for grade	Mean Pay Gap White/Dual Heritage	White median hourly rate for grade	Dual Heritage Median hourly rate for grade	Median Pay Gap White/Dual Heritage
London's Living Wage	£ 10.20	£ 10.20	0.00%	£ 10.20	£ 10.20	0.00%
Grade 1						
Grade 2	£ 13.38	£ 13.66	-2.09%	£ 13.66	£ 13.66	0.00%
Grade 3						
Grade 4	£ 15.19	£ 15.04	0.99%	£ 15.33	£ 15.33	0.00%
Grade 5	£ 16.49	£ 16.59	-0.61%	£ 16.67	£ 16.59	0.48%
Grade 6	£ 18.00	£ 17.09	5.06%	£ 18.40	£ 17.09	7.12%
Grade 7	£ 20.91	£ 20.07	4.02%	£ 20.57	£ 20.07	2.43%
Grade 8	£ 23.20	£ 23.14	0.26%	£ 23.23	£ 22.67	2.41%
Grade 9	£ 25.52	£ 25.55	-0.12%	£ 25.26	£ 25.42	-0.63%
Grade 10	£ 28.37	£ 27.76	2.15%	£ 27.90	£ 27.62	1.00%
Grade 11	£ 30.60	£ 29.20	4.58%	£ 30.99	£ 29.20	5.78%
Grade 12	£ 36.43	£ 34.99	3.95%	£ 35.69	£ 34.99	1.96%
Grade 13						
Grade 14						
Grade 15						
Spot	£ 70.27	£ 66.09	5.95%	£ 66.09	£ 66.09	0.00%

Table 14: Other Ethnic Group compared with White staff, March 2018

by Job Level	White mean hourly rate for grade	Other Ethnic Group Mean hourly rate for grade	Mean Pay Gap White/Other Ethnic Group	White median hourly rate for grade	Other Ethnic Group Median hourly rate for grade	Median Pay Gap White/Other Ethnic Group
London's Living Wage						
Grade 1	£ 11.50	£ 11.31	1.65%	£ 11.31	£ 11.31	0.00%
Grade 2	£ 13.38	£ 13.02	2.69%	£ 13.66	£ 13.02	4.69%
Grade 3						
Grade 4	£ 15.19	£ 15.33	-0.92%	£ 15.33	£ 15.33	0.00%
Grade 5						
Grade 6	£ 18.00	£ 17.09	5.06%	£ 18.40	£ 17.09	7.12%
Grade 7	£ 20.91	£ 21.46	-2.63%	£ 20.57	£ 22.16	-7.73%
Grade 8						
Grade 9	£ 25.52	£ 25.02	1.96%	£ 25.26	£ 25.02	0.95%
Grade 10	£ 28.37	£ 28.45	-0.28%	£ 27.90	£ 28.45	-1.97%
Grade 11						
Grade 12						
Grade 13						
Grade 14						
Grade 15						

£10,000 Salary bands Summary Distribution by ethnicity in £10k increments

Below is the distribution of salaries across White and BAME staff in £10k increments up to £100k with those earning more than £100k in one group.

Table 14: 10,000 Salary bands Summary Distribution, March 2018

Ethnicity	<= £20,000	£20,001 to £30,000	£30,001 to £40,000	£40,001 to £50,000	£50,001 to £60,000	£60,001 to £70,000	£70,001 to £80,000	£80,001 to £90,000	£90,001 to £100,000	>£100,000
	%	%	%	%	%	%	%	%	%	%
BAME	37%	44%	32%	21%	19%	18%	14%	5%	0%	10%
Asian or Asian British	26%	11%	11%	9%	10%	8%	3%	5%	0%	7%
Black or Black British	5%	20%	16%	8%	3%	6%	11%	0%	0%	0%
Dual-heritage	5%	7%	3%	4%	4%	4%	0%	0%	0%	3%
Other ethnic group	0%	6%	1%	1%	1%	0%	0%	0%	0%	0%
White	63%	45%	64%	74%	78%	80%	78%	95%	100%	83%
Not stated/provided	0%	11%	4%	4%	4%	2%	8%	0%	0%	7%

Table 15: 10,000 Salary bands Summary Distribution, March 2017

Ethnicity	<= £20,000	£20,001 to £30,000	£30,001 to £40,000	£40,001 to £50,000	£50,001 to £60,000	£60,001 to £70,000	£70,001 to £80,000	£80,001 to £90,000	£90,001 to £100,000	>£100,000
	%	%	%	%	%	%	%	%	%	%
BAME	62%	43%	32%	25%	12%	16%	17%	3%	n/a	7%
Asian or Asian British	23%	12%	11%	9%	6%	9%	3%	3%	0%	4%
Black or Black British	8%	27%	16%	8%	3%	7%	10%	0%	0%	0%
Dual-heritage	23%	2%	4%	5%	2%	0%	3%	0%	0%	4%
Other ethnic group	8%	2%	2%	2%	1%	0%	0%	0%	0%	0%
White	31%	47%	63%	72%	88%	79%	77%	97%	0%	82%
Not stated/provided	8%	10%	5%	3%	0%	5%	7%	0%	0%	11%

The table below shows the data broken down into equally sized salary groupings, rounded to the nearest whole number. The groupings are not related to the GLA's pay and grading structure. It provides an illustration of the ethnicity distribution of the staffing population across the salary groupings.

Table 16: Salary distribution by ethnicity, March 2018

	Group 1	Group 2	Group 3	Group 4
	£19,679 - £58,194	£58,194 - £96,709	£96,709 - £135,224	£135,224 - £173,739
White	69%	84%	85%	75%
BAME	26%	13%	12%	0%
Unknown	5%	3%	4%	25%

Table 17: Salary distribution by ethnicity, March 2017

	Group 1	Group 2	Group 3	Group 4
	£18,811 - £56,687.5	£56,687.5 - £94,563.50	£94,563.50 - £132,439.75	£132,439.75 - £170,316
White	68%	83%	86%	75%
BAME	28%	14%	4%	0%
Unknown	4%	3%	11%	11%

Bonus payments

Of the 87 bonus payments made in total, 16% were made to BAME colleagues and 78% to white colleagues. These calculations include one-off recognition payments only.

Table 23: Mean Bonus gap, March 2018

Mean Hourly Pay					
	White		BAME		Pay Gap
	Annual payment	No	Annual payment	No	
Bonus payments	£1,450.60	68	£924.65	14	36.26%

Table 24: Median Bonus pay gap, March 2018

Median Hourly Pay					
	White		BAME		Pay Gap
	Annual payment	No	Annual payment	No	
Bonus payments	£500.00	68	£440.02	14	12.00%

Action Planning

The Diversity and Inclusion Action Plan sets out the ambition to work towards eliminating pay gaps between different groups. The GLA's ethnicity pay gap and related action plan supports delivery against this commitment. The following activities are already underway and incorporate into the action plan;

- Anonymous recruitment
- Diverse recruitment panels
- Work with staff to establish a BAME Network
- Unconscious bias learning
- New governance body led by the Chief Officer
- BITC membership and BITC Race at Work Charter

The GLA will continue to monitor its progress against the action plan. To find out more about the GLA workforce composition please see the information on the [GLA workforce profile](#).

The GLA's ethnicity pay gap action plan, which sets out a programme of activity aimed at closing the ethnicity pay gap in the GLA, can be found [here](#).