

Subject: Workforce Report

Report to:	GLA Oversight Committee
Report of:	Chief Officer
Date:	16 June 2022
Public Access:	This report will be considered in public

1. Summary

- 1.1 This is the workforce report for the 12 months ending 31 March 2022, as set out at **Appendix 1**.

2. Recommendation

- 2.1 **That the Committee notes the workforce report.**

3. Background

- 3.1 This report covers the year ending 31 March 2022 and is compared to the year ending 31 March 2021.
- 3.2 Headcount and establishment numbers are reported in terms of full-time equivalent (FTE) and actual numbers. FTE numbers record the proportion of the standard full-time working week that a post is established for, or that the individual occupant works for. For example, a post required for only half of the standard working week would be 0.5 FTE.
- 3.3 Some of the metrics are benchmarked with data being drawn from the Office for National Statistics (ONS) Annual Population Survey 2021.
- 3.4 In accordance with the Head of Paid Service (HOPS) Protocol and Scheme of Delegations it is a requirement to report to the Committee details of all fixed-term posts created between 1 October 2021 and 31 March 2022. These posts are shown in **Appendix 2**. In addition, the Chief Officer has approved the regrading of 12 posts with the details set out in **Appendix 3**.

4. Headlines

4.1 The main data and accompanying analysis to this report are included in the slide deck at Appendix 3. Headlines for the Committee to note include the following:

- **Establishment (slide 5):** Post numbers for the GLA on 31 March 2022 were 1363 FTE. This represents an increase of 41 FTE when compared to March 2021.
- **Permanent v fixed-term posts (slide 7):** In recent years a number of fixed term posts have been converted to permanent posts all of which were subject of consultation with this Committee. At the same time last year fixed-term posts accounted for 14% of all posts. As of 31 March 2022, fixed term posts account for 13% of all posts so a 1 percentage point reduction.
- **GLA headcount (slide 10): GLA headcount (slide 10):** The GLA headcount on 31 March 2022 was 1211. The headcount FTE was 1172. Not all staff work full-time hence the lower headcount FTE figure. In March 2021 the headcount was 1143 and the headcount FTE was 1099. The headcount FTE has therefore increased by 73 FTE.
- At the end of March 2022 there were 87.6FTE agency workers in the GLA (slide 8). Of these, 72% were held against established posts. Those agency workers not held against established posts, were hired to deliver urgent/specialist work or to provide additional capacity where required.

Building a diverse and inclusive workforce

- **Ethnic diversity in the GLA:** the Black, Asian and minority ethnic (BAME) population in the GLA as of 31 March 2022 stands at 32% (slide 18) as a proportion of the total staffing population. This is slightly higher than the proportionality reported as of 31 March 2021 of 29%. The GLA's ambition by 2025 is to have a workforce representative of the London working age population. Our current Black, Asian and minority ethnic staff numbers are still lower than London's working age population of 39.8%. The rise to 32% represents a positive start to achieving the GLA's ambition for an ethnically representative workforce. Further actions in support of this arise from The Equal Group report which is being discussed by this Committee today.
- The organisation's mandatory Let's Talk About Race sessions continues to be rolled out across the GLA with the aim to have 100 per cent coverage by July 2022. The Let's Talk About Race facilitated discussions bring people together in order to have open and honest conversations about race.
- **Disability:** the number of disabled staff has risen since March 2021 from 68 to 88 in March 2022, with the overall proportion at 7% compared to London's working age population of 17% (slide 23). As a Disability Confident employer (working towards Level 2 accreditation) we are committed to supporting the talents of our disabled staff. The GLA's Disability Equality Action Plan sets out our ongoing commitments, including providing disability awareness training to improve understanding of the barriers faced by disabled people, the GLA's legal obligations and the support we can provide. Complementary to the disability equality e-learning offer, the GLA has now rolled out facilitated disability training for GLA managers.

- **Gender (slide 25):** the proportion of total staff identifying as female in the GLA as of 31 March 2022 remains as it was at the same time last year at 61% of the total population. The GLA current numbers continue to be higher than the data for the London working age population of 49.5%.
- **Sexual Orientation (slide 30):** as of 31 March 2022, 9% of staff have self-declared a sexual orientation that is gay/lesbian (6%) or bisexual (3%), with 12% preferring not to say or not providing a response. In the last published Stonewall Workplace Equality Index the GLA was ranked 30th in the top 100 employers and third place in the public sector.
- **Additional payments (slide 31):** In the period 1 April 2021 to 31 March 2022 there were 40 recognition payments made with 55% awarded to female staff (61% of the overall population) and 38% awarded to staff categorised as BAME (32% of the overall population).

Learning and organisational development

- Collectively, in the period from April 2021 to March 2022 the GLA provided for over 5,000 learning events, with 2,566 being facilitated events and the remainder (2,439) via e-learning. This a significant increase compared to the previous reporting period which provided 1,563 facilitated events and 2,069 e-learning events (total 3,632). (slide 50)
- Management development – 25 learners were enrolled on two new cohorts of the internal GLA management development programme – Into Management. This programme is aimed at new and aspiring managers. At the time of reporting seven learners had completed the programme and achieved an ILM Level 3 management qualification. A further 11 managers were enrolled on to the Into Middle Management programme which offers progression to an ILM Level 5 qualification.
- Apprenticeships – In September 2021 18 Business Administrator Apprentices joined the GLA There are further nine Higher Associate Project Management Apprentices (Level 4), one Higher Level Finance Apprentice (Level 4) and three further Advanced Level Finance Apprentices scheduled to commence their programmes of work and learning in June 2022.
- Kickstart Interns – As part of the recovery work following the pandemic the GLA has recruited five Kickstart Trainees to the GLA. These placements are to help young people into work and during their time with the GLA they are paid London’s Living Wage.

5. Legal implications

- 5.1 There are no legal implications as the Committee is only being asked to note this report.

6. Financial implications

- 6.1 There are no direct financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1 – Workforce Report

Appendix 2 – Fixed-term positions created in the period 1 October 2021 to 31 March 2022

Appendix 3 – Regrading of positions in the six months from 1 October 2021 to 31 March 2022

Local Government (Access to Information) Act 1985

None

Contact information

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GLA Workforce Report

Workforce data report for the year ending 31 March 2022



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Legend

Code	Directorate
AS	Assembly Secretariat
CO	Chief Officer
C&S	Communities and Skills
GG	Good Growth
H&L	Housing and Land
MO	Mayor's Office
Res	Resources
S&C	Strategy and Communications
C&I	Communities and Intelligence (pre-2020)
DEE	Development Environment and Enterprise (pre-2020)
Res & CMgt	Resources and Corporate Management Team (pre-2020)

Data sources

References to the working-age population of London (aged 16-64) are taken from: ONS Annual Population Survey 2021

Ethnic group	% of working-age population
White	60.2%
Black, Asian and minority ethnic	39.8%
Mixed/multiple ethnic groups	3.7%
Asian/Asian British	19.5%
Black/African/Caribbean/Black British	11.1%
Other ethnic group	5.5%

Gender	% of working-age population
Male	50.5%
Female	49.5%

Disability	% of working-age population
Disabled	17%

Senior Staff refers to staff earning £70,000 or over – grade 12 and above

GLA Establishment (posts) and headcount (employees)

Within the GLA we use the following definitions when reporting on and describing our workforce:

Establishment – refers to the funded posts against which we assign individual employees. Funding may be from core GLA sources, or from external bodies linked to specific programmes.

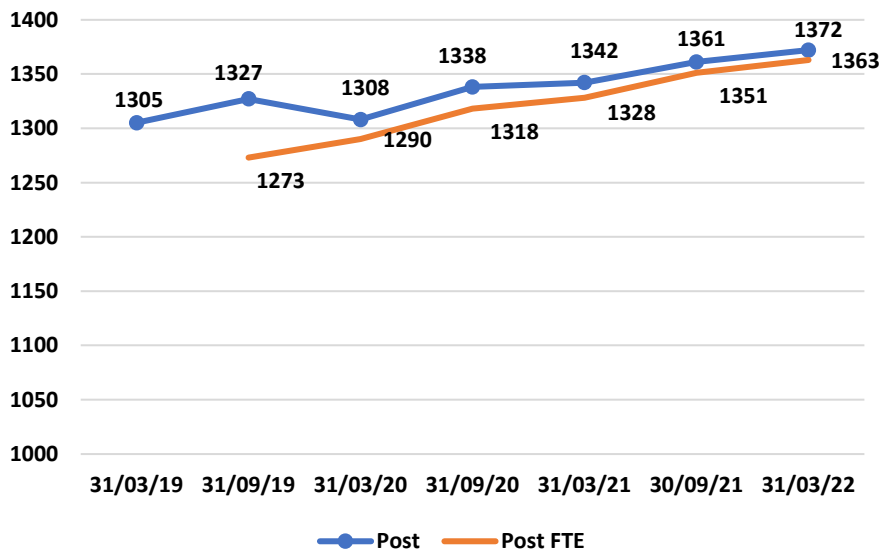
Posts – a post is a job or role that an individual is assigned to. Posts can be reported as actual numbers (a count of the total number of posts) or in full-time equivalent (FTE) terms. Posts may be fixed-term in nature (i.e. of limited duration) or permanent (i.e. they remain indefinitely on the establishment). They may also be occupied by an inward secondee from another organisation.

Headcount – headcount records the employees either as actual numbers (a count of the number of employees) or in FTE terms, reflecting the number of hours that they work. An employee might be fixed-term; i.e. with a defined end date of their contract, or permanent, with no defined end date.

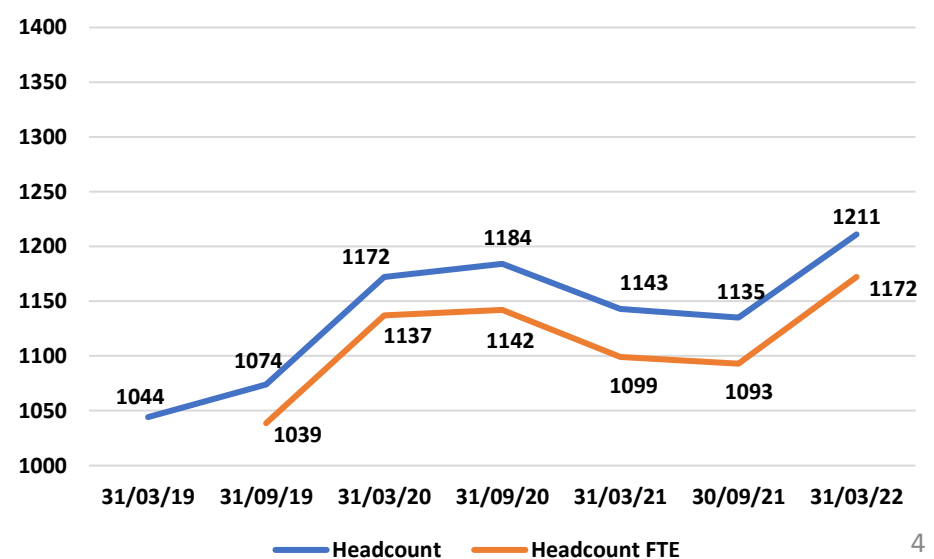
Full-time equivalent (FTE) – records the proportion of the standard full-time working week that a post is established for, or that the individual occupant works for. For example, a post required for only half of the standard working week would be 0.5 FTE.

As at March 2022 the GLA had an establishment of **1,363 FTE (comprising 1,372 individual posts)**. The GLA headcount as at 31 March 2022 was **1,172 FTE (with a staff population of 1,211)**.

Post and Post FTE 2019-2022



Headcount and Headcount FTE 2019-2022



Establishment

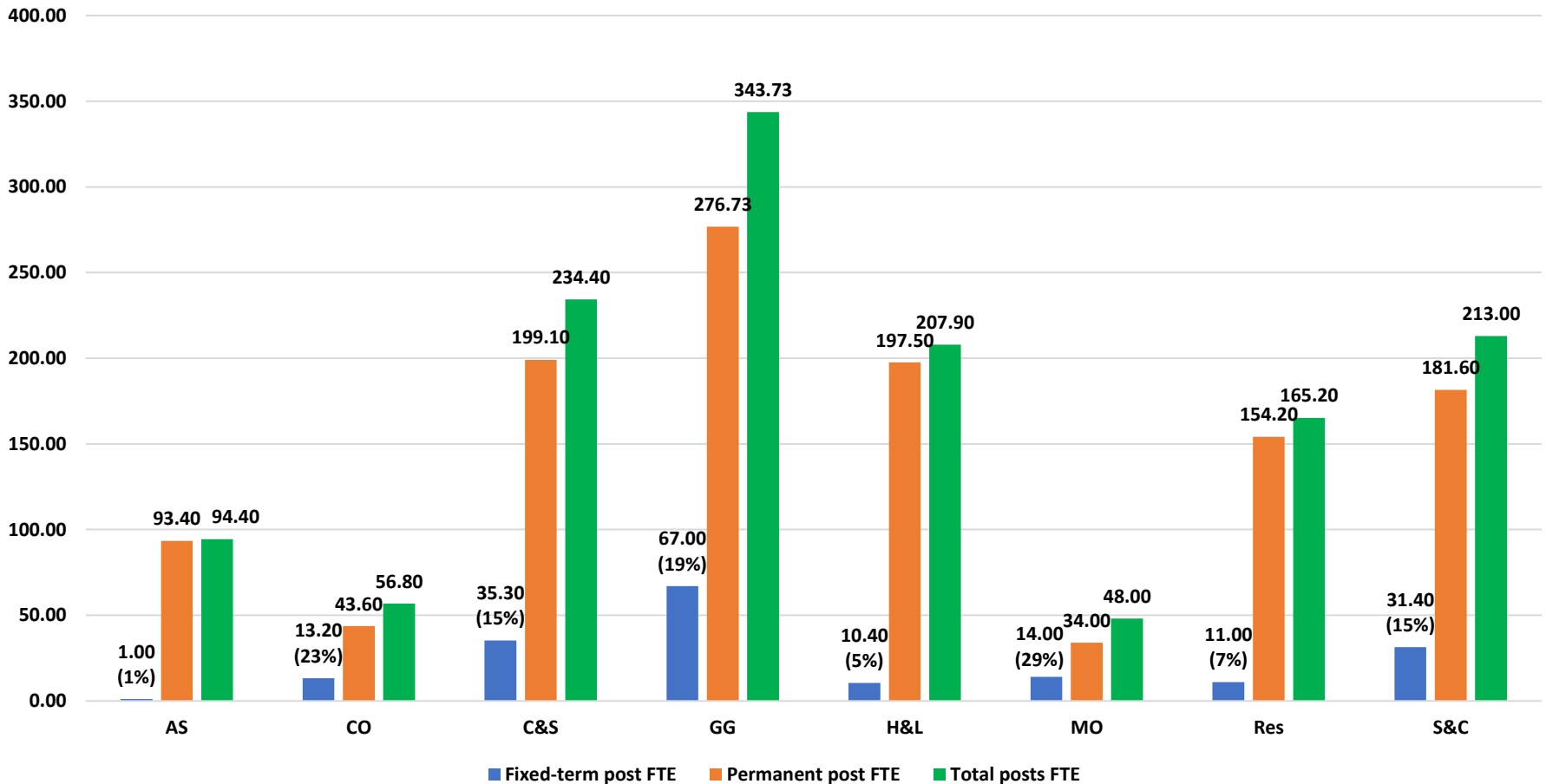
This section provides an overview of the GLA establishment for the period of this report; that is, the funded posts against which we assign GLA employees.

We show this information in two ways: the FTE (the number of equivalent full-time posts) and the total number of posts (a simple count of the posts).

GLA establishment – permanent and fixed-term posts FTE by directorate

As at 31 March 2022 the overall percentage of fixed-term posts within the GLA posts establishment was 13% (183.3 FTE fixed-term posts out of 1,363.43 FTE total posts). The chart below provides the breakdown of fixed-term and permanent posts (establishment) by directorate by **full-time equivalent (FTE)**. As at March 2021 the proportion of fixed-term posts on the GLA’s establishment was 14% (108 FTE fixed-term posts out of 1,321 FTE total posts).

Establishment: fixed-term and permanent posts by FTE



GLA establishment – agency workers as at 31 March 2022

There were 87.6 FTE agency workers in the GLA including those in the Assembly Secretariat on 31 March 2022. The actual headcount of agency workers on 31 March 2021 was 93, as shown in the table below.

Of these, 72% were covering established posts, i.e. providing cover directly for a post that is vacant and held on the establishment. 28% were not held against established posts, but have been brought in to deliver urgent and/or specialist work; we describe this group as 'off-establishment' in the table below. The numbers of agency workers in both the Mayor's Office and the Assembly Secretariat are now lower than when reported in September 2021 (25) with there being eight as at 31 March 2022. The higher numbers in the Mayor's Office and Assembly Secretariat in September 2021 reflected the impact of the structural changes being worked through following the election in May 2021.

Number of agency staff (headcount) held against established posts or off establishment as at 31 March 2022

Directorate	Funded via established post	Not funded via staff establishment	Total (Headcount)	Total (FTE)	% held against established posts	% off establishment
Assembly Secretariat	6	0	6	4.8	100%	0%
Chief Officer	6	3	9	9	67%	33%
Communities and Skills	9	9	18	14.6	50%	50%
Good Growth	20	6	26	25.4	77%	23%
Housing and Land	8	0	8	8	100%	0%
Mayor's Office	2	0	2	2	100%	0%
Resources	8	1	9	9	89%	11%
Strategy and Communications	8	7	15	14.8	53%	47%
Total	67	26	93	87.6	72%	28%

Headcount

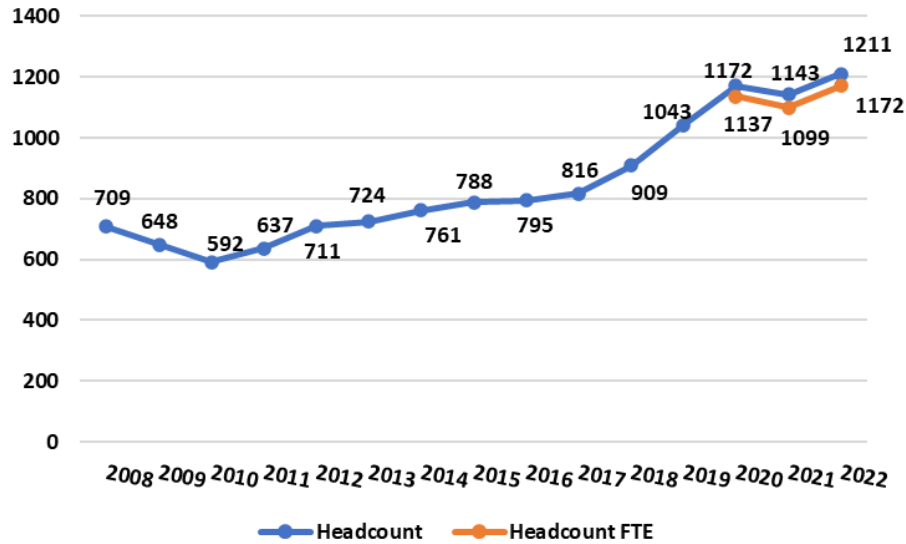
This section provides an overview of the GLA's headcount; i.e. our employees, who are occupying posts on our establishment.

This means that the information in this section is sometimes shown in terms of the count of our number of employees as well as, or instead of, by FTE.

Headcount

The chart below shows the headcount from March 2008 to March 2022. The total headcount (i.e. our number of employees) as at 31 March 2022 was **1,211**. As at March 2021 the headcount was 1,143, so an increase of 68 over the year. The figures exclude agency workers and inward secondees. Given the variability of working hours for staff i.e. not all staff work full-time, the headcount FTE for March 2022 was 1,172 FTE, up from 1,099 FTE in March 2021 (an increase of 73 FTE).

GLA staff 2008 to 2022



* This data shows permanent and fixed-term employees only; it does not include agency staff, consultants or inward secondees. Headcount FTE is available from March 2020.

Headcount – by directorate

The chart below shows the headcount by directorate from 2017 to 2022. This includes the directorates pre and post the GLA organisation restructure in January 2020. The greyed boxes relate to directorates not live in the those years.

Staffing profile by directorate 2017 to 2022

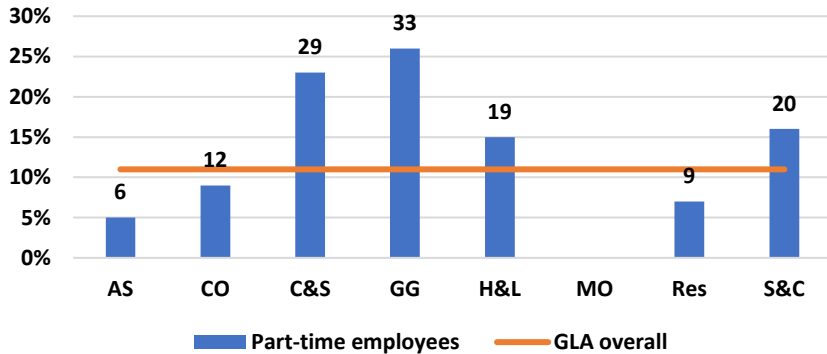
	Mar-17	Mar-18	Mar-19	Mar-20	Mar-21	Mar-22
AS	94	90	90	92	72	74
CO				160	43	56
C&S					192	214
C&I	208	235	265	319		
DEE	180	245	323	335		
GG					285	303
H&L	100	103	119	155	181	190
MO	50	59	72	69	55	44
Res & CMgt	184	177	174			
Res				42	144	143
S&C					171	187

All numbers are whole numbers (count of number of employees) and not FTE.

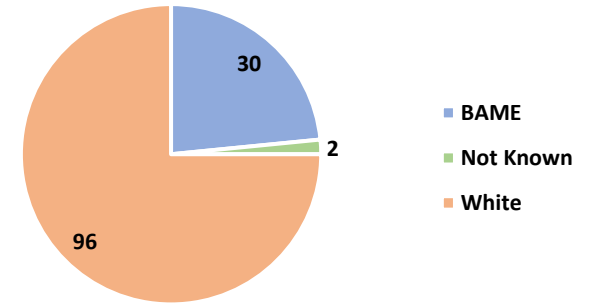
Part-time staff analysis

Part-time staff are defined as anyone contracted to work fewer than 37 hours per week. As an inclusive employer, the GLA is open to requests for part-time working and job-sharing. There are 92.77 FTE staff working part-time with the actual headcount being 128 (11%). On average, part-time staff work 24.13 hours per week. On this return the GLA is fulfilling the ambition of the Living Hours Campaign which asks organisations to guarantee minimum hours of 16 per week for those that want them. Of the 128 part-time staff, 111 are female (equivalent to 87% of part-time workers against a GLA population of 61% female). There are 30 Black, Asian and minority ethnic (BAME) part-time staff, representing 23% of the part-time population compared to the GLA overall profile of 32% BAME staff. Within the GLA, working part-time is not a barrier to being appointed to a senior role, with 21 part-time staff falling into the senior staff category, i.e. earning £70k FTE or more per year. This represents 10.4% of all staff (201) earning over £70k, in-line with the GLA average.

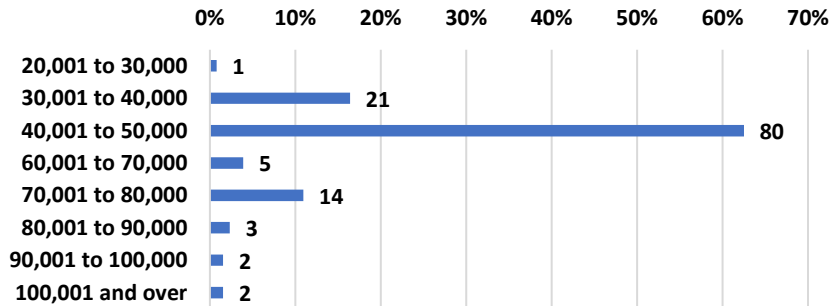
Part-time staff by directorate (by % and number)



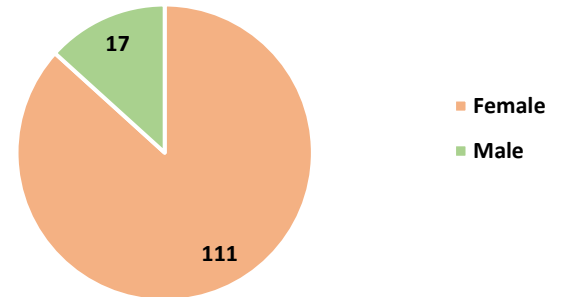
Part-time staff by ethnicity



Part-time staff by salary grouping using FTE salary (by % and number)



Part-time staff by gender



Turnover

Turnover can be defined as the overall change in the number of people employed during a particular period. It takes into account the number of exiting staff, joiners and leavers and the total number of workers at the end of a given period. The overall turnover figure for the GLA is currently 14% (168 leavers), compared to the public sector figure of 16%.

Turnover is based on an annual calculation over a 12-month rolling period. There were 168 individual leavers from the GLA during the 12 months to 31 March 2022. Good Growth (40), Strategy and Communications (36), Communities and Skills (27) and Assembly Secretariat (21) had the highest number of leavers, with Resources (9) having the lowest number. The turnover as a percentage of the directorate headcount was highest in the Assembly Secretariat at 28% with the lowest percentages in Housing and Land (7%) and Resources (6%).

Turnover benchmarking



Turnover by directorate

	Number of leavers	% turnover of total leavers	% turnover directorate headcount
AS	21	13%	28%
CO	11	7%	20%
C&S	27	16%	13%
GG	40	24%	13%
H&L	13	8%	7%
MO	11	7%	25%
Res	9	5%	6%
S&C	36	21%	19%

Reasons for leaving

	Reason	Number	%
Voluntary	Resignation	133	10.98%
	Voluntary redundancy	11	0.91%
Involuntary	End of fixed-term contract	15	1.24%
	Compulsory redundancy	5	0.41%
	Dismissal	1	0.08%
	Retirement	3	0.25%
Total		168	13.87%

Reasons for leaving

Reasons for leaving are split between voluntary reasons i.e. where the employee initiates the termination of their contract; or involuntary, meaning the GLA initiates the termination process. The overwhelming majority of the 168 leavers in the reporting period left for voluntary reasons (144 in total). The largest group within the involuntary reason for leaving were those who left as a result of their fixed-term contract coming to an end.

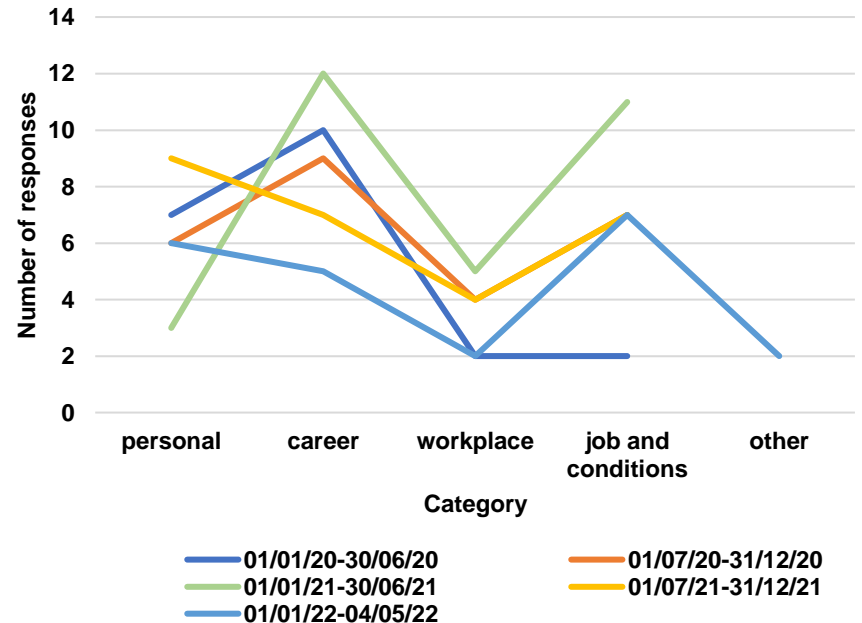
Exit Interviews

Staff leaving the GLA are asked to complete an online leavers' feedback form when they are leaving the GLA. The form asks staff to select the primary and secondary reasons they are leaving the organisation as well as why they joined the organisation; a series of questions about their time with us; and any further comments they wish to share. Staff are also given the opportunity to have a conversation with HR should they wish. Over 20 reasons are available for staff to select from (broken down as an appendix), which are grouped into four categories as shown below.

Primary reasons for leaving the GLA



Secondary reasons for leaving the GLA



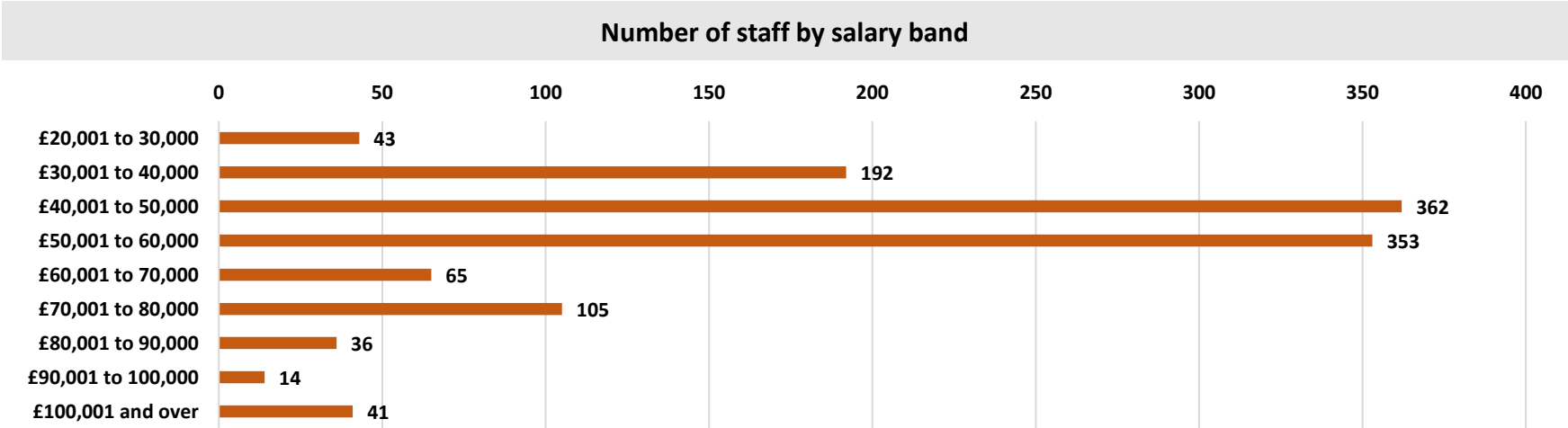
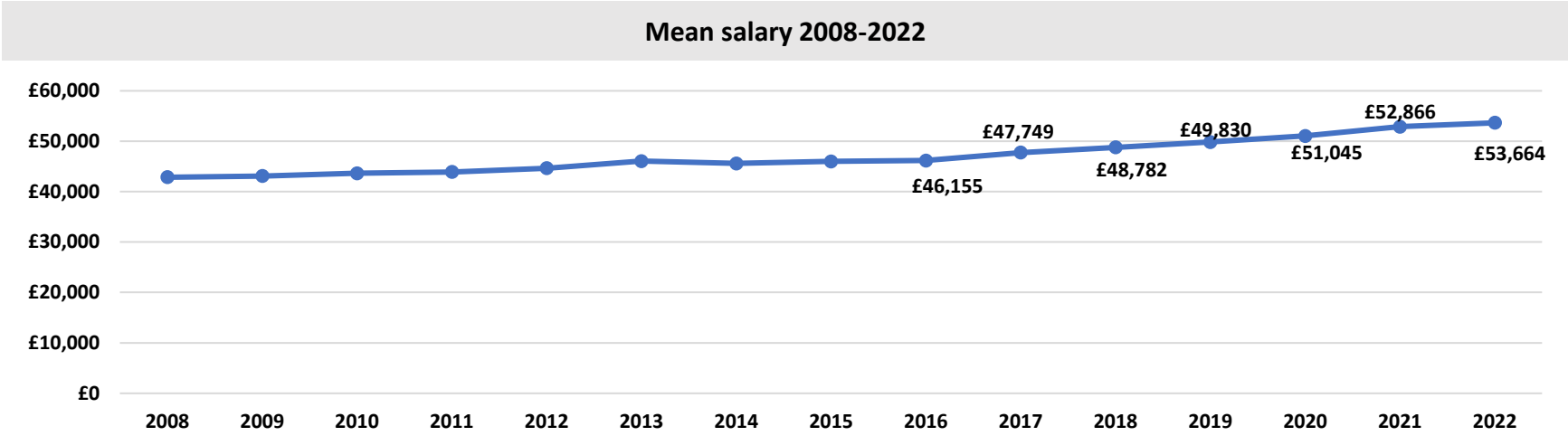
Thus far in 2022, the most common primary reason for leaving the GLA has been personal, with home relocation and need for change being frequently cited. In 2021 the most common primary reason given for leaving the GLA was career, such as lack of learning and development, lack of career development opportunities and promotion/higher-paid job. This was a change from 2020 where the most common primary reason was job and conditions, largely driven by the end of temporary contracts such as the Business Administration Apprentices.

Salary breakdown

This section provides an overview of the salaries paid to GLA employees.

Staffing profile: salary overview

As at March 2022 the mean salary in the GLA was £53,664 per annum. This is reported on the basis of FTE salaries, in order to align with requirements for pay gap reporting, which are similarly based on FTE salaries. The annual rise seen in the graph below is due to expected progression within grades.



Staffing profile: salary overview by directorate

As at March 2022 the mean salary in the GLA was £53,664 and the median salary was £50,396. 59% of the staffing population earn between £40k and £60k, while 75% of the total staffing population earn between £30k and £60k. Senior staff account, i.e. those earning over £70k, for 16%. The pay ratio between the highest paid (Chief Officer) and the lowest paid (Grade 1) is 7:1 (excluding apprentices).

The table below shows the proportion of staff within different salary bands in each directorate. Percentages are displayed, rather than the count of the number of employees, to minimise the risk of disclosure.

Salary breakdown by directorate (%)

	AS	CO	C&S	GG	H&L	MO	Res	S&C
£0 to £20,000								
£20,001 to £30,000		4%	5%	3%	2%	2%	8%	3%
£30,001 to £40,000	30%	14%	14%	10%	5%		40%	19%
£40,001 to £50,000	50%	34%	32%	32%	18%	14%	16%	40%
£50,001 to £60,000	14%	23%	32%	36%	43%	9%	20%	20%
£60,001 to £70,000	3%	5%	6%	7%	5%	9%	3%	6%
£70,001 to £80,000		13%	8%	7%	19%	18%	5%	4%
£80,001 to £90,000	1%			3%	4%	11%	3%	5%
£90,001 to £100,000	1%		1%	1%	1%		3%	
£100,001 and over	1%	7%	1%	1%	3%	36%	3%	2%

Demographic breakdown

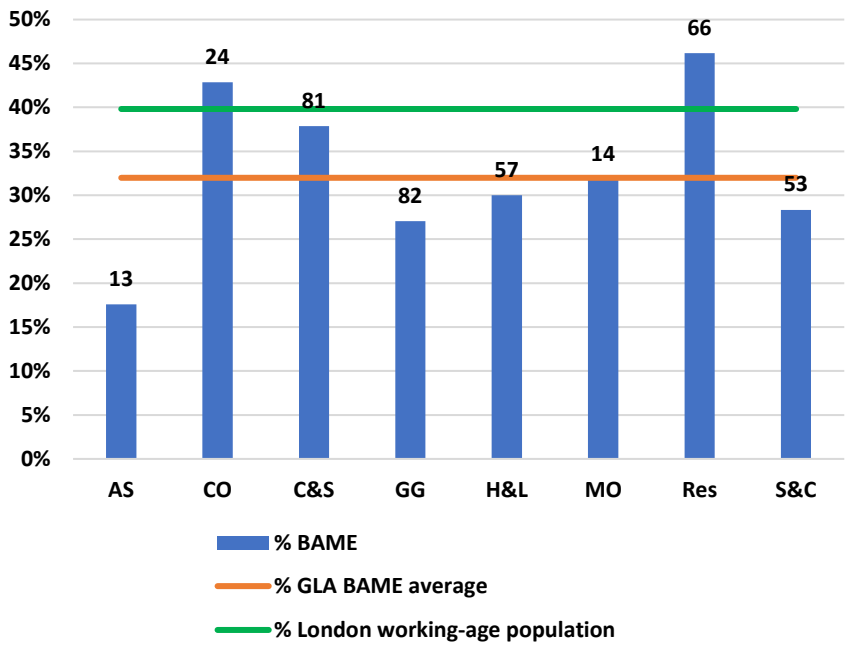
This section provides an overview of the demographic make-up of our workforce.

As this information relates to individuals, this means that the data is shown as a count of the total number of employees within each category, rather than by FTE.

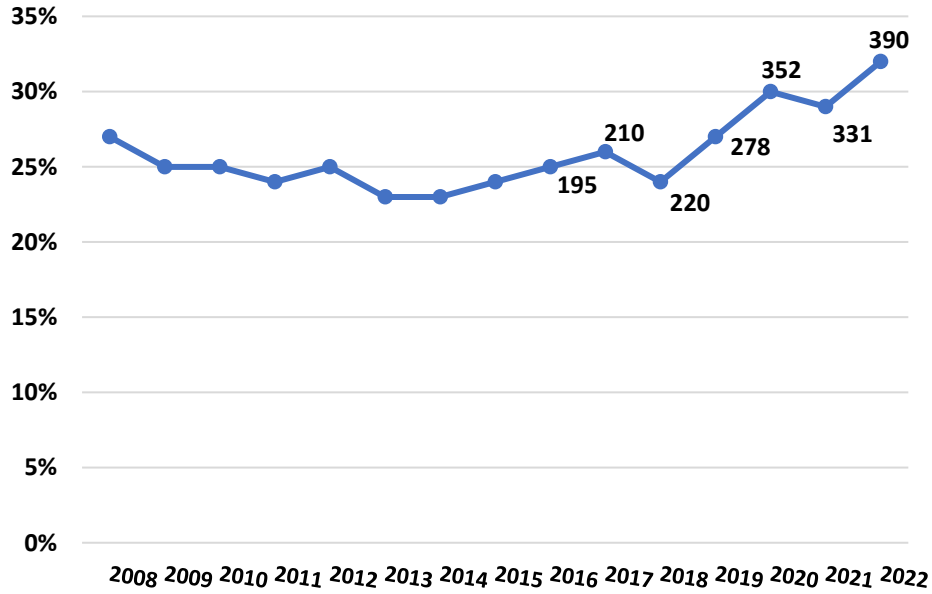
Ethnicity overview

From March 2021 to March 2022 the number of Black, Asian and minority ethnic (BAME) employees has increased from 331 to 390; this is shown in terms of the count of employees declaring their ethnicity as Black, Asian or minority ethnic. The current number of BAME staff represents 32% of the workforce (three percentage points higher than at the same point last year); however, this remains below London’s working-age population, which stands at 39.8%. We have a declared ethnicity for 95% of employees, with 5% choosing not to declare.

BAME staff by directorate (% and number)



BAME staff 2008 to 2022
(% plotted on graph and staff number shown for 2016-2022)

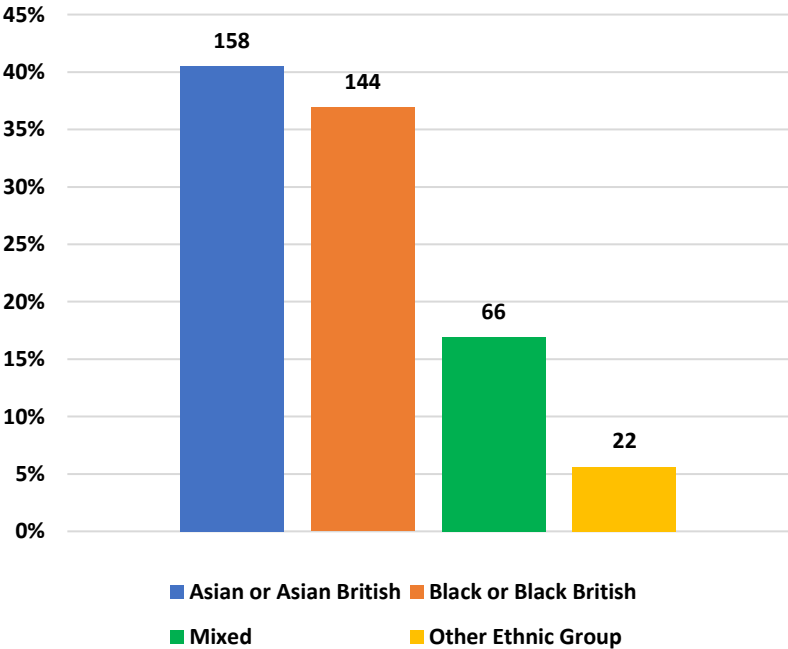


Black, Asian and minority ethnic (BAME) staff breakdown

The chart below gives an overview of the ethnicity breakdown of our workforce. Of the 390 BAME staff, 158 are Asian or Asian British and 144 are Black or Black British. These two ethnic groups account for 77% of the BAME staffing population.

The table below shows BAME staff by directorate. The directorates with the highest number of BAME staff are the Good Growth (82) and Communities and Skills directorates (81). The Assembly Secretariat has the lowest level of ethnic diversity across the organisation with 13 of its staff from BAME ethnicities.

BAME staff by ethnic origin



BAME staff by directorate and ethnic origin

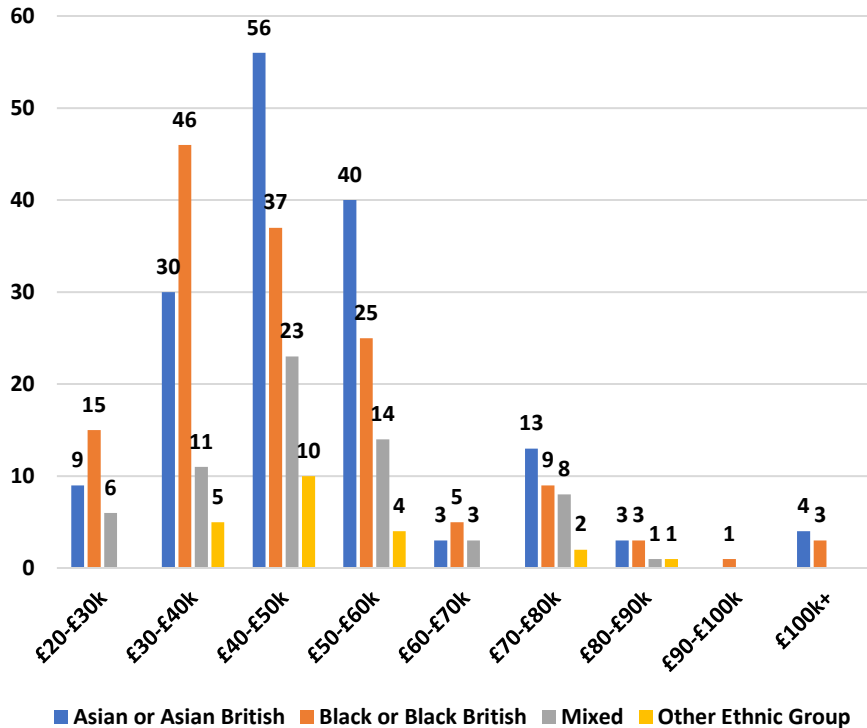
	Asian or Asian British	Black or Black British	Mixed	Other Ethnic Group	Total
AS	5	3	4	1	13
CO	6	16	2		24
C&S	29	24	24	4	81
GG	43	20	16	3	82
H&L	24	21	7	5	57
MO	5	7	1	1	14
Res	25	36	2	3	66
S&C	21	17	10	5	53
Total	158	144	66	22	390

Black, Asian and minority ethnic (BAME) salary breakdown

The chart below shows the proportion of staff by salary band for the separate ethnic minority groups at the GLA. Asian or Asian British staff over-represent in the £40-£50k, £50-£60k, £70-£80k and over £100k salary bands. However, Black or Black British staff over-represent other ethnic groups at the lower end of the salary spectrum at £20-£30k and £30-£40k.

The table below shows the proportion of staff by grade for the separate ethnic minority groups at the GLA. Asian and Asian British staff are over-represented in grades 7-10 inclusive, grade 12 and spot salaries. Black and Black British staff are over-represented at LLW, grades 1, 3, 5, 6, and grade 14.

Staff by salary band and ethnic origin



Staff by grade and ethnic origin

Grade	Asian or Asian British	Black or Black British	Mixed	Other Ethnic Group
London's Living Wage	6	8	4	0
Grade 1	2	6	2	0
Grade 2	1	0	0	0
Grade 3	3	14	1	2
Grade 4	1	1	1	0
Grade 5	8	13	2	2
Grade 6	18	19	7	1
Grade 7	14	8	5	4
Grade 8	33	22	10	4
Grade 9	27	18	9	4
Grade 10	19	12	12	2
Grade 11	5	7	4	0
Grade 12	14	9	8	2
Grade 13	2	2	1	0
Grade 14	1	2	0	1
Grade 15	1	1	0	0
Spot Salary	3	2	0	0

Black, Asian and minority ethnic (BAME) salary breakdown, by directorate

As at 31 March 2022 14% of GLA's Senior Leadership Team were from a BAME background. The Senior Leadership Team is made up of Executive Directors, Assistant Directors and Heads of Service who all earn circa £80k or more per annum (FTE salary).

32% of BAME staff overall are paid in the £40-50k salary bracket, in line with their proportion of the staff population as a whole.

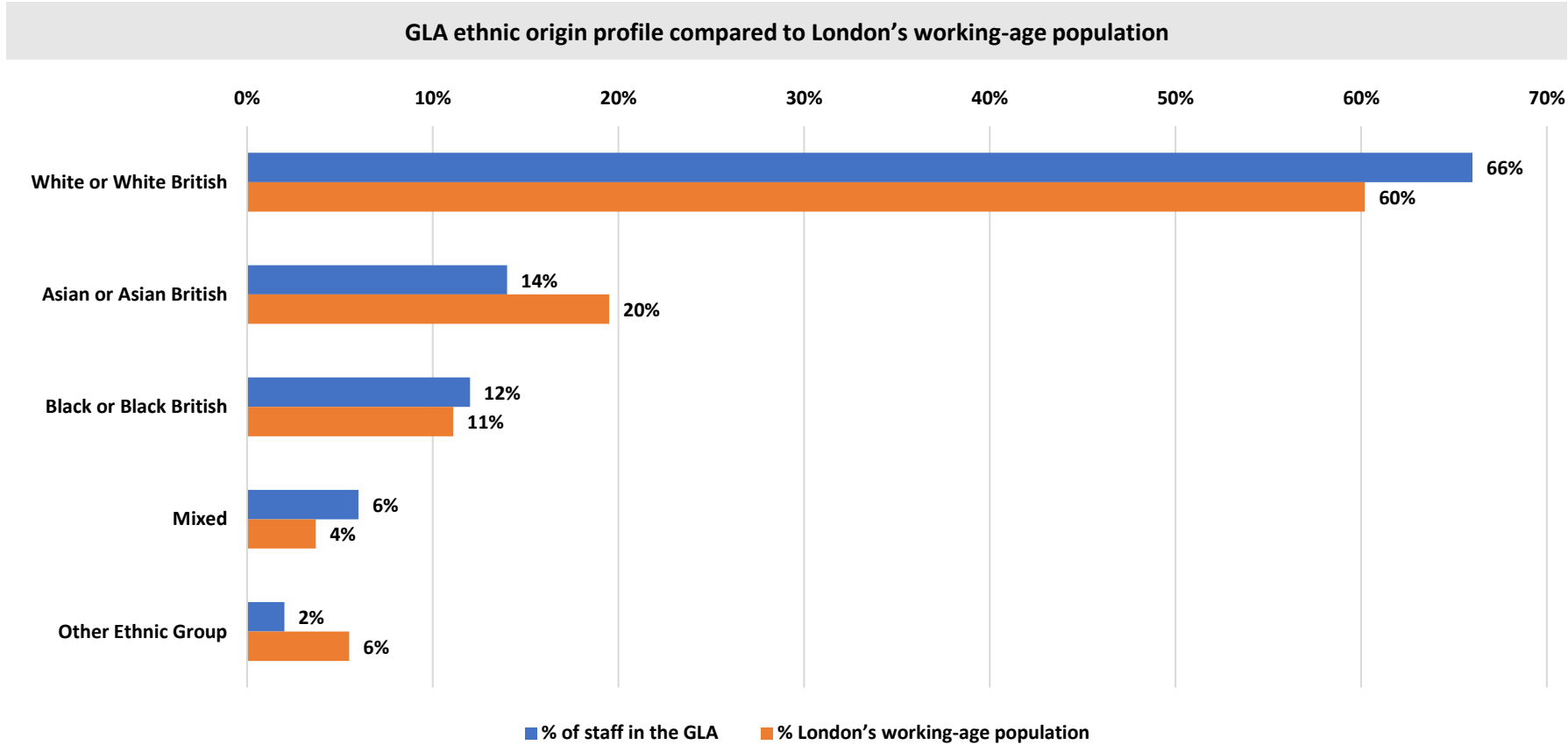
12% of BAME staff overall are paid £70k+ i.e. grade 12 and above, compared to 16% of White staff overall.

BAME staff by directorate and salary band

	AS	CO	C&S	GG	H&L	MO	Res	S&C
£20,001 to £30,000		4%	12%	7%	4%	7%	6%	11%
£30,001 to £40,000	54%	25%	19%	16%	11%		48%	25%
£40,001 to £50,000	31%	33%	31%	48%	28%	21%	15%	40%
£50,001 to £60,000	15%	13%	25%	22%	39%		18%	11%
£60,001 to £70,000		8%	2%	2%	0%	14%	2%	4%
£70,001 to £80,000		13%	9%	4%	16%	21%	8%	4%
£80,001 to £90,000				1%	2%	21%	2%	4%
£90,001 to £100,000					0%		2%	
£100,001 and over		4%	2%		2%	14%		2%

Ethnic origin compared to London’s working-age population

The GLA has published a comparison of the proportions of GLA staff in each ethnic group with the proportions in the working-age population in London, to greater understand representation of different ethnic groups within the GLA. When looking at Black staff in particular, the data shows the working-age population is 11% compared to the GLA population of 12%. The GLA profile for Asian or Asian British staff is 14% compared to the working-age population of 20%.



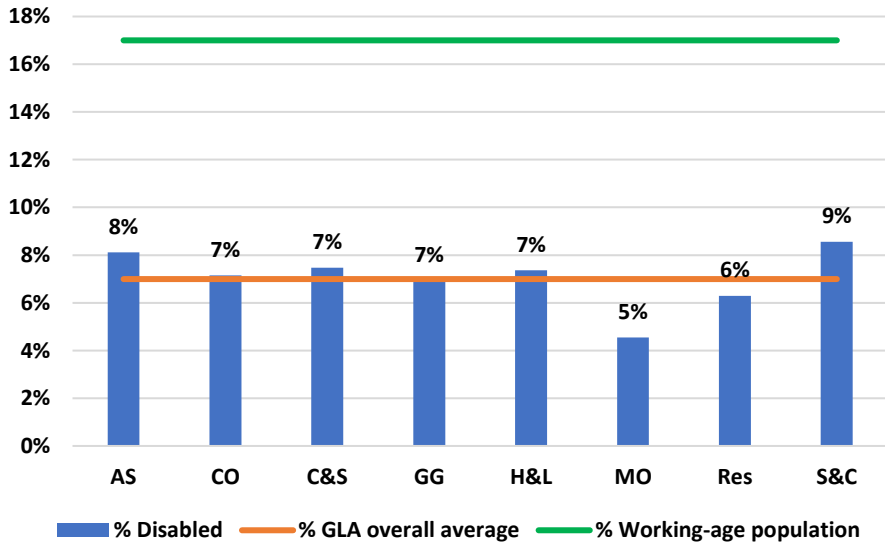
* GLA percentages are based on those staff who have declared an ethnicity.

Disabled staff overview

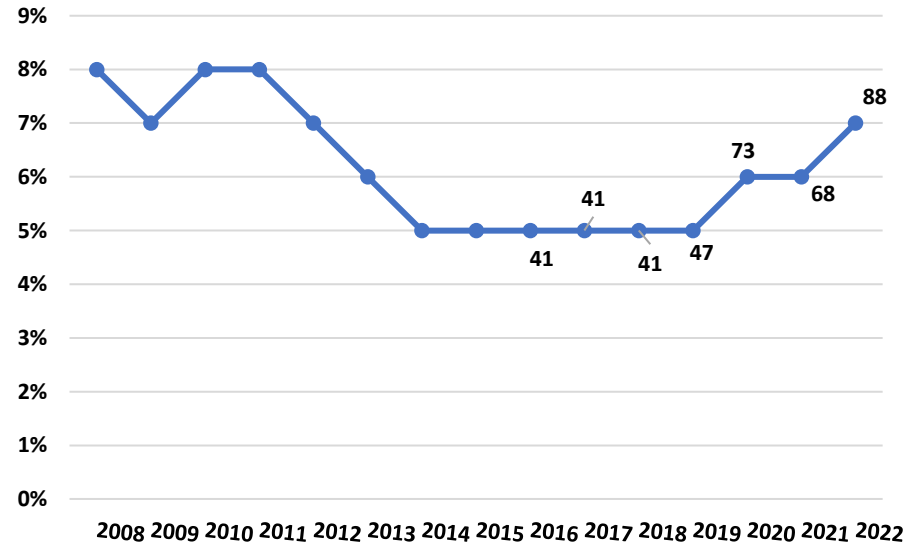
The number of disabled staff has increased from 68 in March 2021 to 88 in March 2022. This corresponds to 7% of staff declaring a disability in March 2022, an increase from 6% in March 2021. This is less than half of the proportion of disabled Londoners in London’s working-age population (17%). The working-age population is regarded as a more accurate benchmark as it covers those who may be excluded from gaining work. The median proportion of disabled staff in London boroughs is 5%, with 13.6% in the civil service and 3.5% in the NHS.

Strategy and Communications (9%) and the Assembly Secretariat (8%) have the highest proportion of disabled staff within their populations. The lowest proportionality is in the Mayor’s Office (5%) and the Resources directorate (6%) with both of these directorates having lower percentages of disabled staff than the GLA average of 7%. Other directorates all have a reported proportionality of 7%. The overall range the directorates is relatively even.

Disabled staff by directorate (% and number)



Disabled staff 2008 to 2022 (% plotted on graph and staff number shown for 2016-2022)



Disabled staff salary breakdown

As at 31 March 2022, 11% of GLA's Senior Leadership Team had declared a disability i.e. heads of service, assistant directors and above. This is better than that reported for Senior Civil Servants which records 5.6% as disabled.

19% of disabled staff earn £70k or more, that is equivalent to grade 12 and above, with 52% of disabled staff earning between £30k-£50k per annum.

With the GLA's mean salary currently £53,664 per annum, the data shows that 33% of disabled staff are earning above the GLA's mean salary.

The GLA has now published for the first time a [disability pay audit](#) as part of an integrated pay gap report and there is a corresponding [action plan](#) working towards addressing pay inequality within the GLA's disabled staffing population. There is more detail from slide 55 onwards.

Disabled staff by directorate and salary band

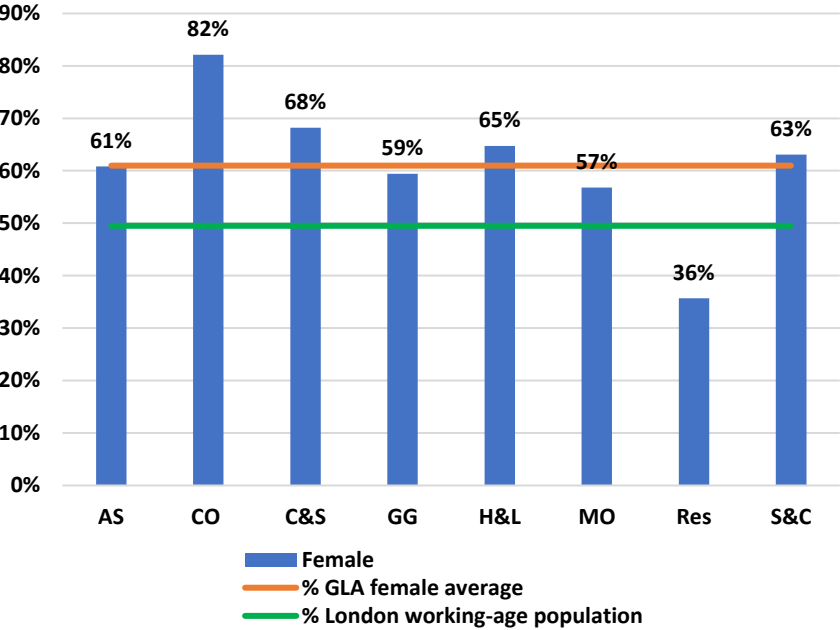
	AS	CO	C&S	GG	H&L	MO	Res	S&C
£20,001 to £30,000	0%	0%	19%	0%	0%	0%	11%	13%
£30,001 to £40,000	17%	0%	19%	24%	7%	0%	33%	44%
£40,001 to £50,000	67%	50%	31%	19%	29%	50%	22%	13%
£50,001 to £60,000	17%	0%	13%	33%	50%	0%	11%	13%
£60,001 to £70,000	0%	0%	0%	10%	0%	0%	0%	0%
£70,001 to £80,000	0%	50%	6%	0%	14%	0%	11%	0%
£80,001 to £90,000	0%	0%	0%	10%	0%	0%	0%	13%
£90,001 to £100,000	0%	0%	13%	5%	0%	0%	11%	0%
£100,001 and over	0%	0%	0%	0%	0%	50%	0%	6%

Gender overview

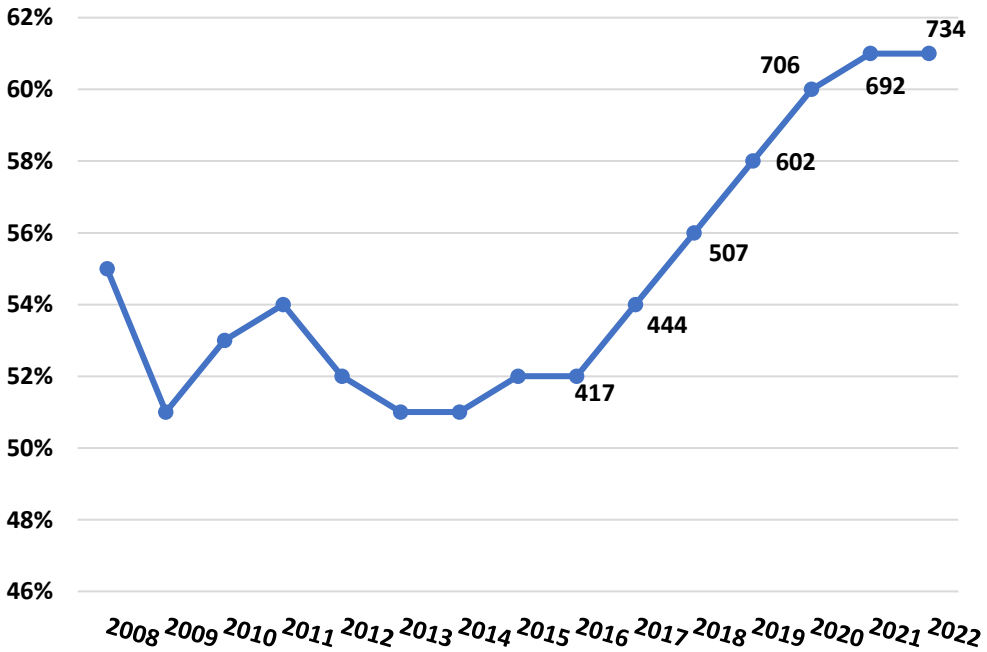
Out of 1,211 individual staff at the GLA, 734 (61%) are female, with the majority of our female staff working in Good Growth (180) representing 59% of its staffing population; and Communities and Skills (146) which equates to 68% of its population. In the Resources directorate 36% (51) of staff are female. Last year, in 2021, the GLA reported a female staff population of 692 (61%).

The GLA is over-represented with female staff when compared to the working-age population for London which stands at 50%.

Female staff by directorate (% and number)



Female staff 2008 to 2022 (% plotted on graph and staff number shown for 2016-2022)



Gender Identity: The GLA recognises that gender identity is not limited to the categories of male and female and that some colleagues may not identify within this gender binary. The GLA welcomes and values colleagues of all gender identities. The GLA has enabled monitoring of non-binary gender identity. The data we currently have is withheld from publication in this report for confidentiality reasons. The GLA recognises non-binary identities through the use of gender-neutral language throughout its HR policies and communications and by working closely with the LGBTQ+ Staff Network group.

Gender salary breakdown

55% of senior staff (i.e. those at grade 12 and above) are female compared to the GLA population of 61%. Staff in this group earn over £70k per year.

78% of all female staff earn between £30k-£60k, with the highest concentration being in the £40k-£50k and £50-£60k salary bands.

As at 31 March 2022, 51% of the Senior Leadership team were female.

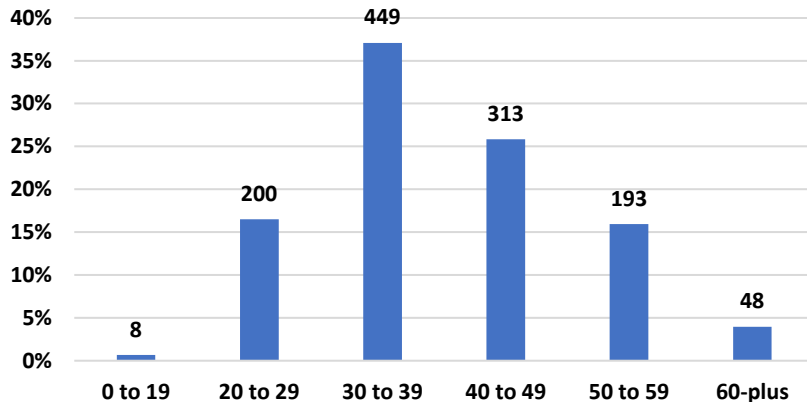
Female staff by directorate and salary band

	AS	CO	C&S	GG	H&L	MO	Res	S&C
£20,001 to £30,000		4%	3%	3%	2%		12%	4%
£30,001 to £40,000	31%	15%	16%	12%	7%		31%	21%
£40,001 to £50,000	42%	37%	33%	31%	20%	16%	18%	41%
£50,001 to £60,000	16%	22%	32%	39%	43%	12%	22%	20%
£60,001 to £70,000	4%	2%	5%	5%	6%	12%	4%	4%
£70,001 to £80,000		11%	9%	6%	15%	20%	8%	3%
£80,001 to £90,000	2%			2%	3%	4%	2%	4%
£90,001 to £100,000	2%		1%	1%	2%		2%	
£100,001 and over	2%	9%	1%	1%	2%	36%	2%	2%

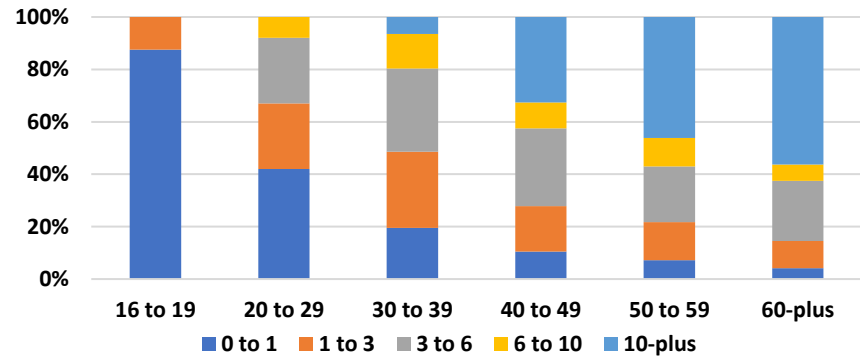
Age overview

The mean age of GLA employees as at 31 March 2022 was 40 (39.83 years). 37% of the staffing population fall in the 30-39 age group. The next biggest group is the 40-49 category, accounting for 26% of the total staffing population. Of those aged 50 and over, 37% have ten or more years of service.

Staff breakdown by age (% and number)



Staff length of service in years by age



Salary breakdown by age (% and number)

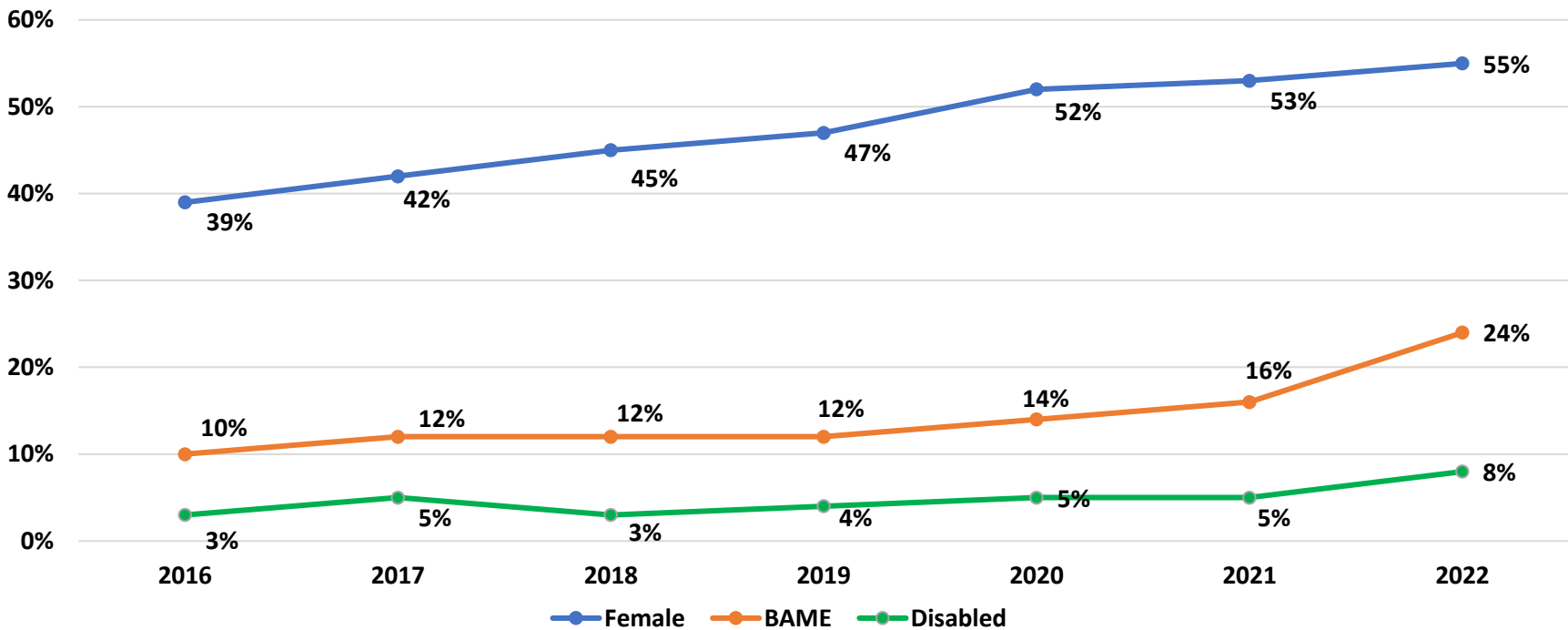
	£20,001 to £30,000	£30,001 to £40,000	£40,001 to £50,000	£50,001 to £60,000	£60,001 to £70,000	£70,001 to £80,000	£80,001 to £90,000	£90,001 to £100,000	£100,001 and over
16 to 19	88%	13%							
20 to 29	13%	27%	50%	10%		2%			
30 to 39	1%	10%	34%	37%	4%	9%	3%		1%
40 to 49	1%	14%	21%	34%	9%	10%	4%	2%	6%
50 to 59	1%	19%	20%	26%	8%	10%	4%	4%	7%
60-plus	2%	25%	13%	21%	6%	21%	6%	2%	4%

Senior staff (G12 and above) by gender, ethnicity and disability

There are 201 individual staff in this category (earning £70k or above), of which 55% declare as female, 24% as BAME, and 8% as disabled compared to the GLA populations of 61% female, 32% Black, Asian and minority ethnic, and 7% disabled. Only the disabled group shows a higher representation rate than the overall staff population at this level of the organisation; however, both the proportions of female senior staff and BAME senior staff have increased since March 2021.

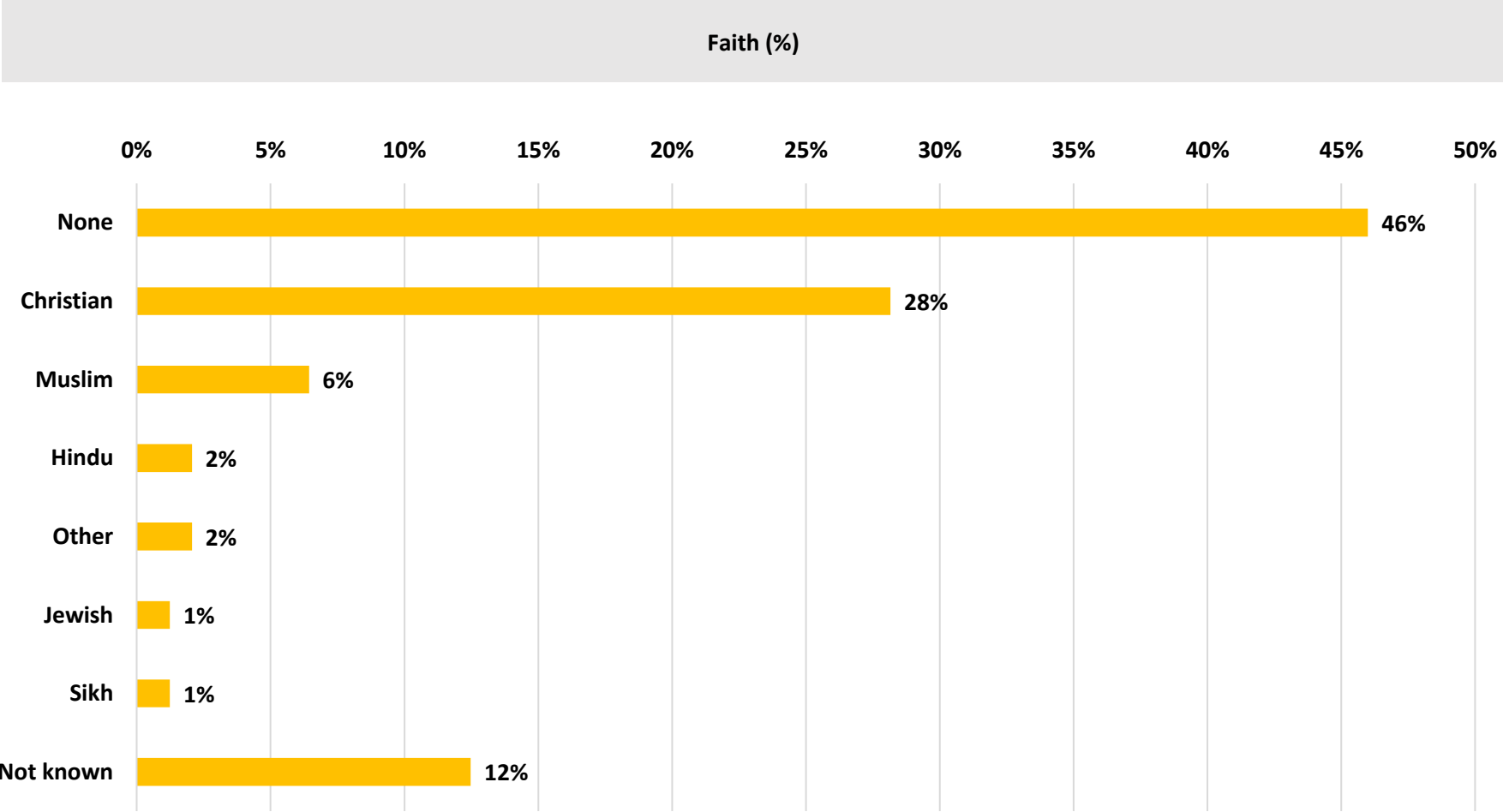
When looking at the trend for senior staff since 2016 there has been an increase in representation for female, disabled and BAME staff, which is demonstrating progress towards the GLA’s aim to improve representation at senior level.

Senior staff 2016 to 2022



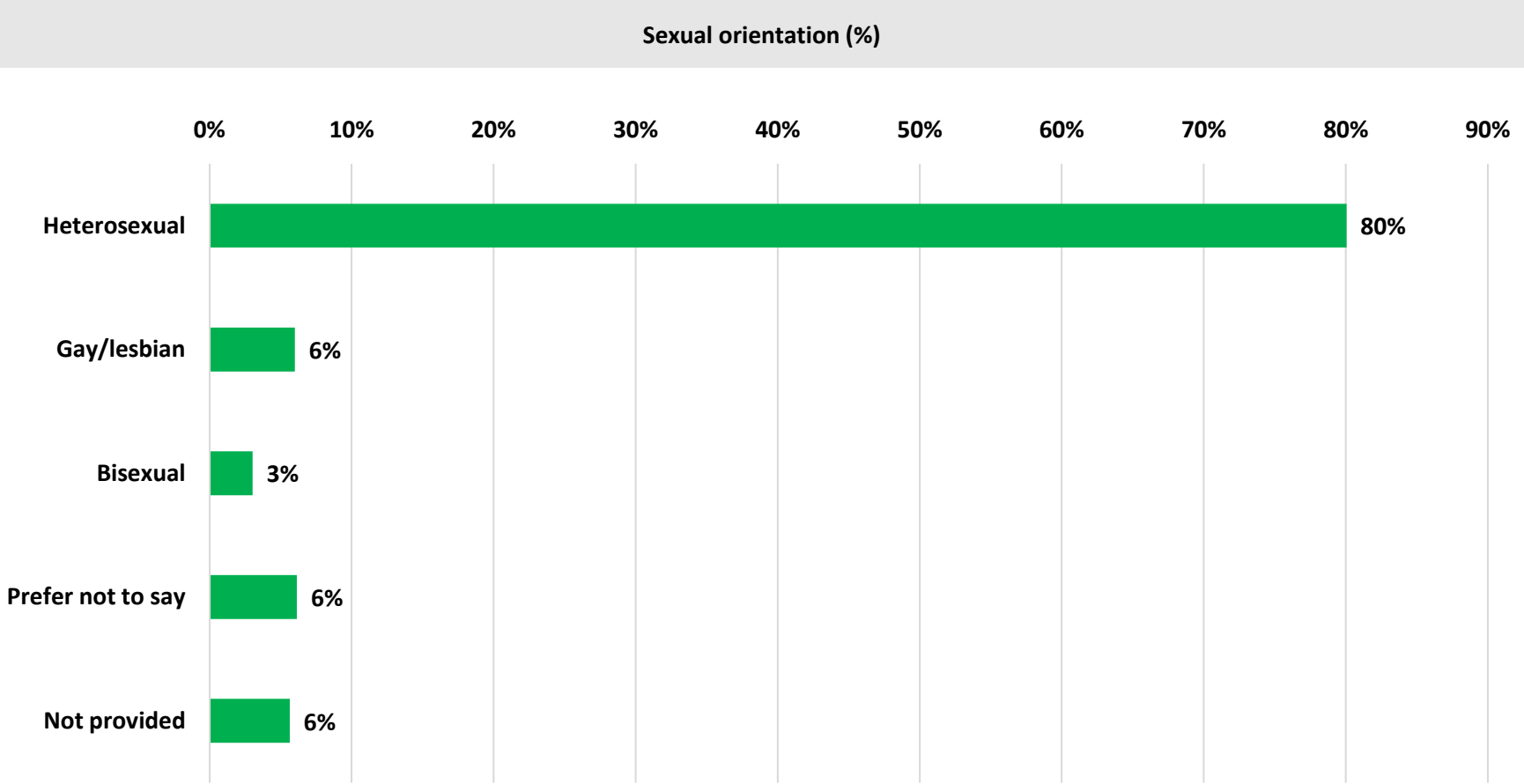
Faith

46% of staff have declared they have no faith, while 28% report as Christian and 12% either prefer not to say or do not specify a faith.



Sexual orientation

6% of staff have self-declared a sexual orientation of gay or lesbian, with 3% self-declaring as bisexual compared to 80% declaring they are heterosexual. 12% of staff either prefer not to declare their sexual orientation or have not provided a response.



Additional payments: acting up, honoraria and recognition payments by directorate

In total there were 148 additional payments in the period 1 April 2021 to 31 March 2022. The highest number of payments were in the acting allowance payment category (102). Overall the majority of payments across all categories were in Good Growth (50), Strategy and Communications (45) and Communities and Skills (26). The Strategy and Communications directorate had the largest number of recognition payments (17), Good Growth the highest number of acting allowances (39) and Communities and Skills recorded the largest proportion of honoraria payments (4).

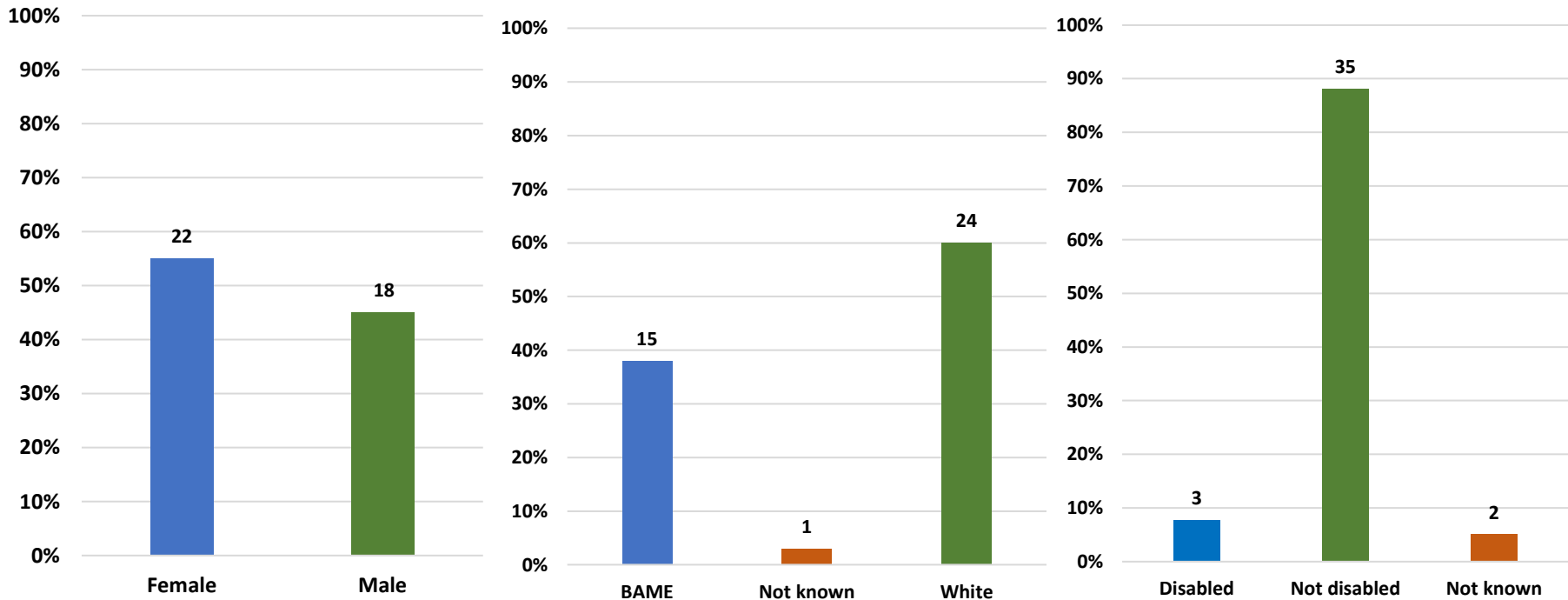
Additional payments: acting up, honoraria and recognition payments by directorate

Directorate	Acting allowance	Honoraria	Recognition	Total
AS	3			3
CO	3	1	1	5
C&S	18	1	7	26
GG	39		11	50
H&L	6		2	8
MO	7			7
Res	2		2	4
S&C	24	4	17	45
Total	102	6	40	148

Additional payments: recognition payments by gender, ethnicity and disability

Staff who produce exceptional work can be recognised for this by means of a one-off payment. For the year ending March 2022, 40 payments were made with a mean payment of £1,003.75. 55% of these were given to female staff, which is less than the proportion of female staff in the GLA overall (61%). There was higher than proportionate distribution of recognition payments to BAME staff who received 38% of payments, in contrast to the proportion of BAME staff in the GLA overall (32%). Disabled staff received 8% of payments in contrast to the overall proportion of disabled staff in the GLA of 7%. The mean payment for females was £974.73 and males £1,072.72. For BAME staff in receipt of a recognition payment the mean amount awarded was £1,060, and white staff £947.72.

Recognition payments by number of staff by gender, ethnicity and disability



Additional payments: ongoing payments by gender, ethnicity and disability

From time to time staff take on additional duties or are asked to act up into a higher-graded role.

Staff receive either an honorarium or acting-up allowance for taking on the additional duties, and the increase in salary is paid for the duration of the assignment. 108 of these payments were made in the year ending 31 March 2022.

Female staff were in receipt of 57% of additional payments which is less than the proportion of female staff in the GLA overall (61%). BAME staff were in receipt of 28% of additional payments, while White staff were in receipt of 69% of additional payments. At 31 March 2022 the proportion of BAME staff in the GLA was 32% and the proportion of White staff was 63%. The proportion of disabled staff in receipt of an additional payment was lower, at 5%, than the proportion of disabled staff at the GLA (7%).

Additional payments by ethnicity, gender and disability

	Ethnicity			Gender		Disability		
	BAME	White	Not known	Female	Male	Disabled	Not disabled	Not known
GLA profile at 31/03/22	32%	63%	5%	61%	39%	7%	84%	9%
Additional payments for year ending 31/03/22	28%	69%	4%	57%	43%	5%	89%	6%
Additional payments for year ending 31/03/21	23%	70%	7%	61%	39%	4%	82%	14%

Recruitment

This section provides an overview of the amount of activity undertaken, and number of appointments made by the recruitment team.

This means that this information is shown as a count of total numbers of appointments/campaigns, rather than by FTE.

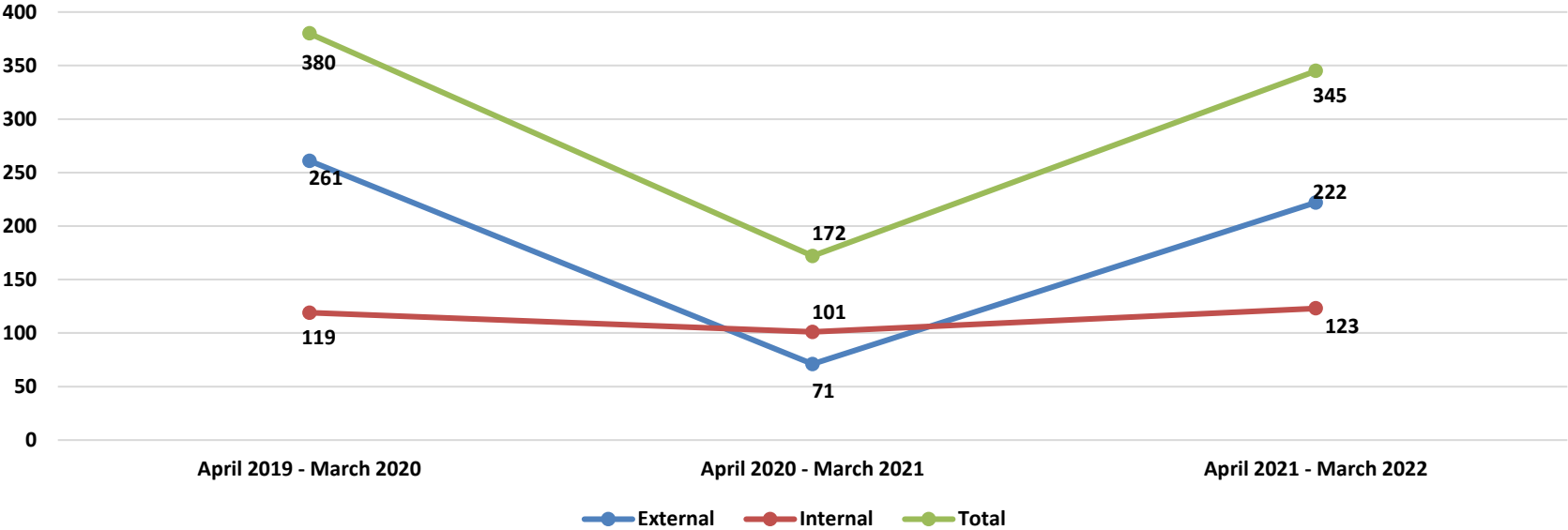
Recruitment

When reporting recruitment data all numbers are whole numbers representing individual applicants, shortlisted and appointed candidates. The data accounts for all staff appointments in the reporting period.

In the current reporting period (April 2021-March 2022) there were a total of 345 appointments. 123 appointments were made from the existing workforce, with 222 external appointments. When compared to the previous 12-month reporting period, this represents a 50% increase in the total number of appointments made. The increase in appointments is a result of the unpausing of recruitment (put in place in response to the pandemic) and increased levels of GLA recruitment commencing from early 2021.

The current reporting period shows a 68% increase in external appointments in comparison to the previous 12 months. Internal appointments increased by 18%. In August 2021, the GLA commenced an external partnership with Havas People (supplier of EngageATS, the GLA’s online recruitment portal) to manage the administrative and systems interface for most GLA external recruitment campaigns and to significantly reduce waiting times for advertising externally.

Recruitment – overall

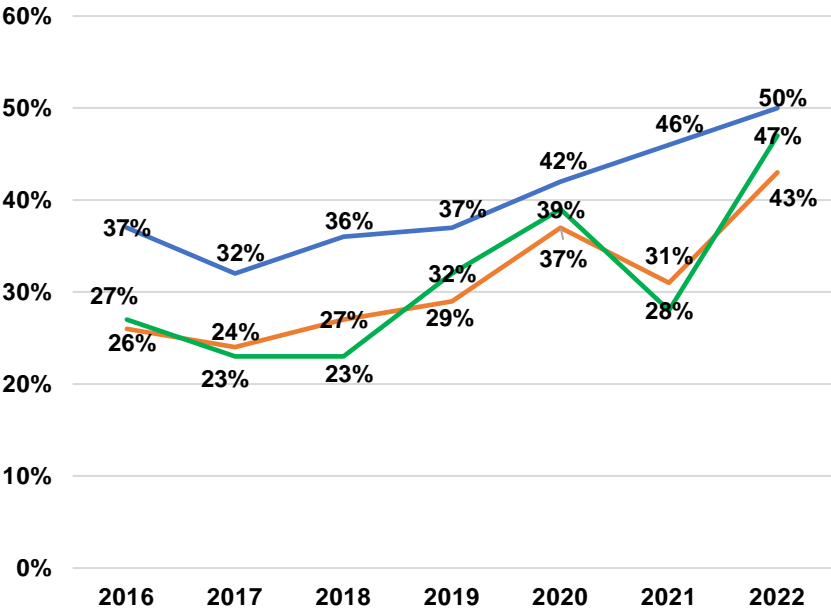


Recruitment: ethnicity

In this reporting period (01 April 2021 – 31 March 2022), the proportion of external BAME applicants increased from 46% to 50%, shortlisted applicants increased 31% to 43%, and the number of external appointments from BAME groups increased from 28% to 47%. There has been a significant improvement in the number of external applicants being shortlisted for interview and being appointed, compared to the previous reporting period. The external appointment figures are very positive and the highest recorded since 2016. The number of internal BAME applicants has increased to 44%; those shortlisted increased to 41% and the number of internal BAME appointments increased from 32% to 33%.

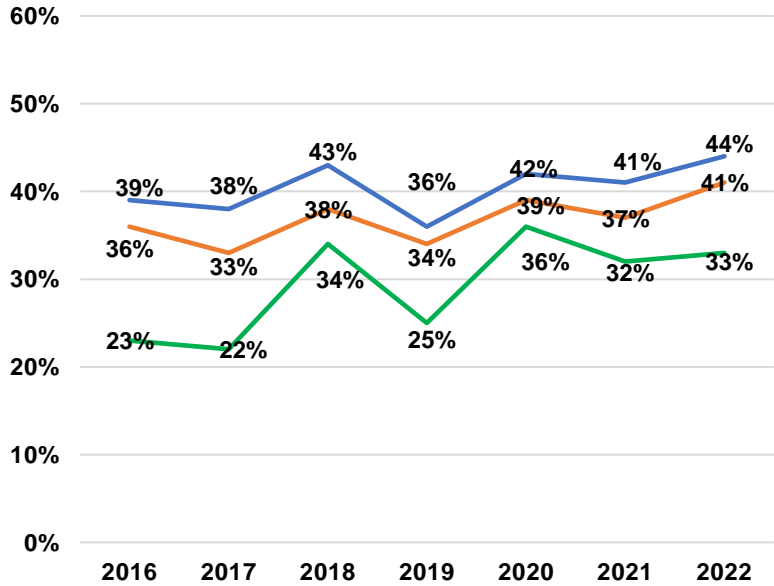
In the current reporting period, a total of 14 external appointments were made to Grade 12 or above (salary £70k or above). Of these appointments, 64% were from BAME groups. In this reporting period, four appointments were managed by specialist executive search agencies. Where appropriate the GLA will continue to work with specialist search agencies to continue to improve workforce representation.

External recruitment



Applied Shortlisted Appointed

Internal recruitment



Applied Shortlisted Appointed

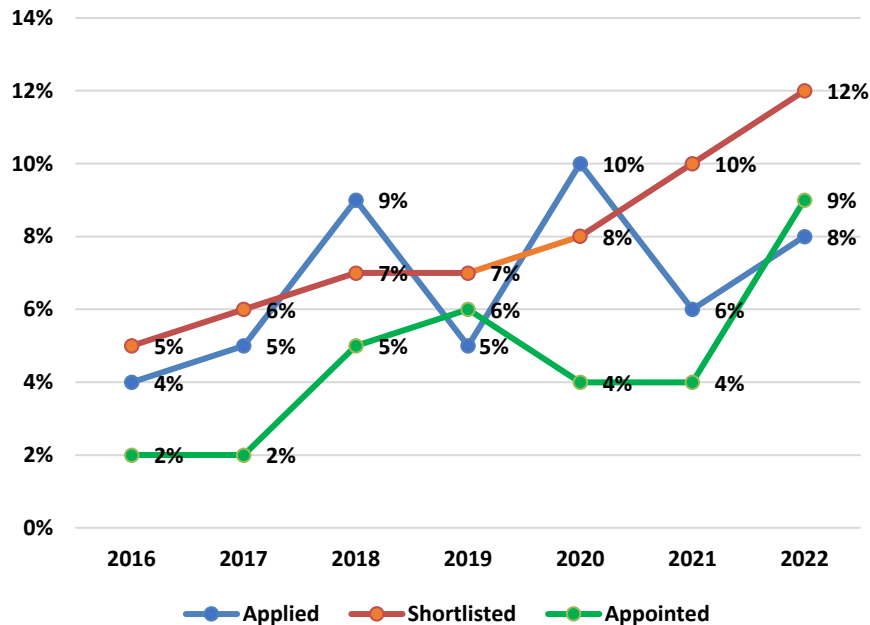
Recruitment: disability

In the period 1 April 2021 to 31 March 2022 disabled applicants made up 8% of the applicant pool for positions advertised externally. The percentage of applicants being shortlisted that were disabled has increased from 10% to 12% and number of external appointments has increased from 4% to 9%, the highest since reporting started. The GLA continues to advertise external adverts via Evenbreak, a specialist agency that targets candidates with a disability, and is currently working towards Disability Confident Status Level 2. Disability Confident is a government scheme designed to encourage employers to recruit and retain disabled people and those with health conditions. It has replaced the previous Two Ticks Positive About Disabled People scheme.

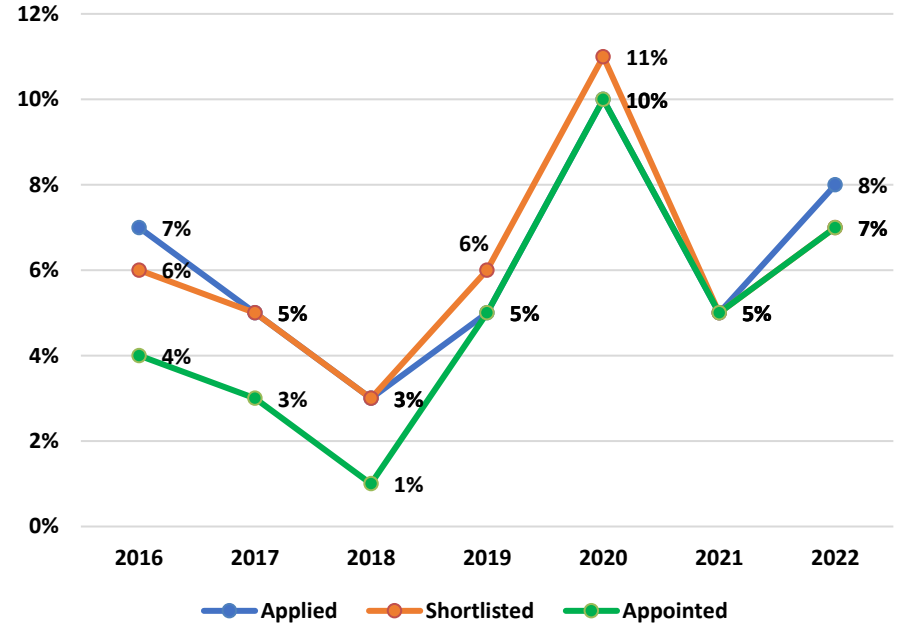
The numbers of internal disabled applicants has increased to 8%; the number of internal disabled applicants being interviewed has increased to 7%; and appointments increased to 7%.

We offer a guaranteed interview scheme to all disabled candidates who meet minimum shortlisting criteria. More work is needed to improve disabled candidate attraction. Work is also under way to improve the experience of disabled staff within the organisation. Alongside this workforce report, the GLA approved and implemented a workplace adjustments policy, which was developed with an extensive input from our Disabled Staff Network. We have also launched a new e-learning and facilitated disability awareness training for staff and managers.

External recruitment



Internal recruitment

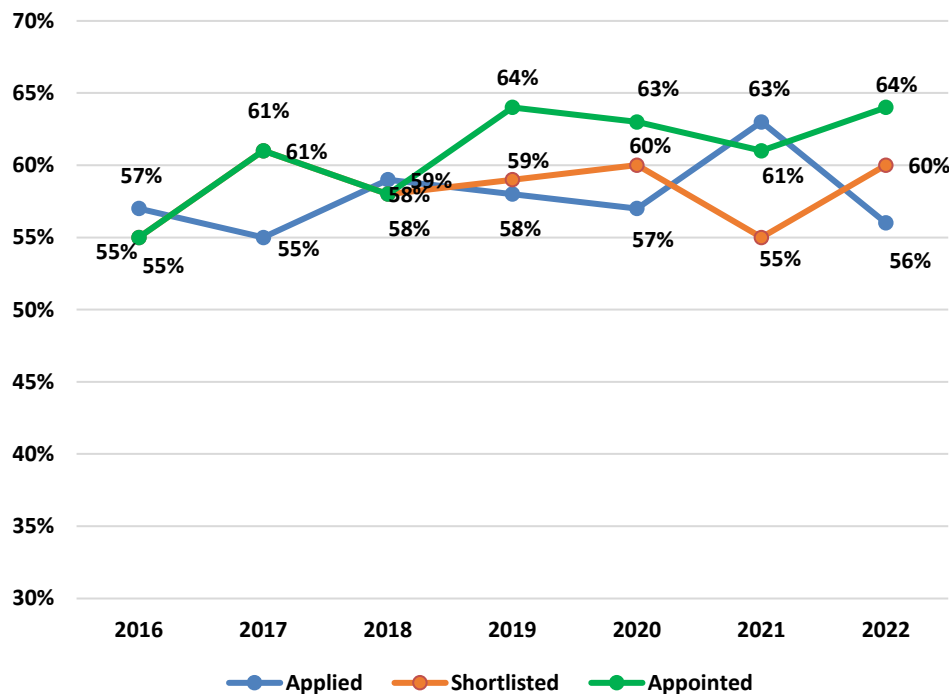


Recruitment: gender

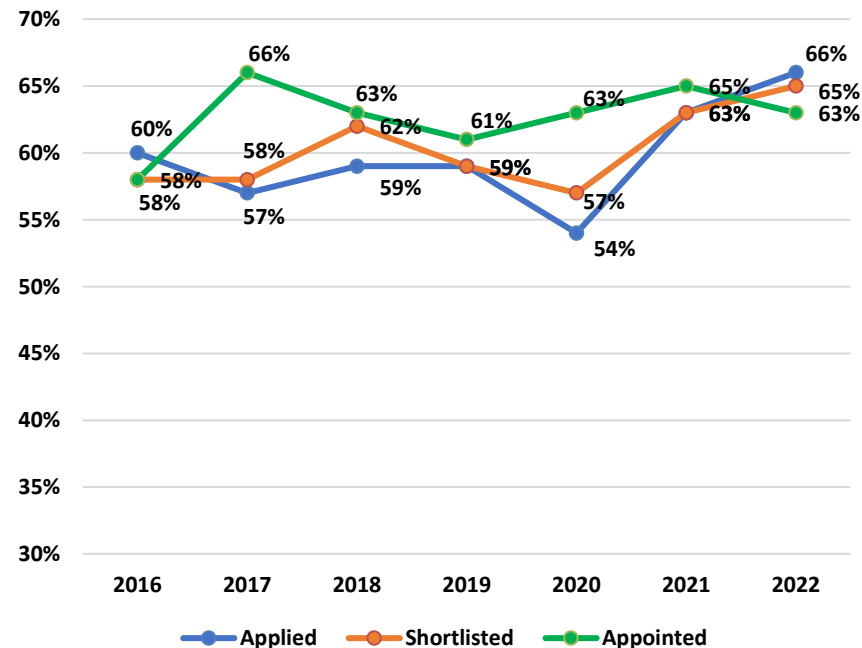
For this reporting period (April 2021 to March 2022) females made up 56% of the applicant pool for positions advertised externally; the number of female applicants shortlisted was 60% and appointments for the period was 64%. In the current reporting period, a total of 14 external appointments were made to Grade 12 or above (salary £70k or above). Of these appointments 79% were female

For this reporting period (April 2021 to March 2022) the number of internal female applicants was 66%; 65% shortlisted and the number of internal appointments was 63%.

External recruitment



Internal recruitment



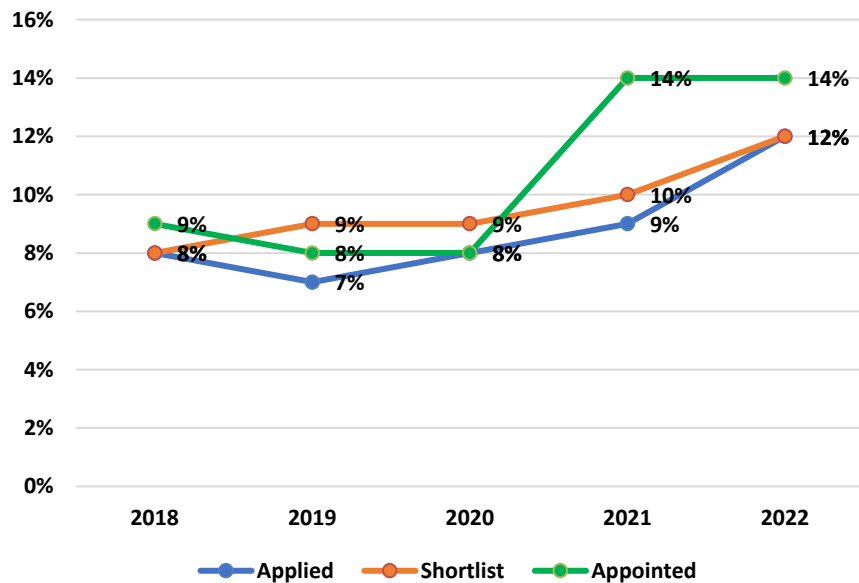
* The y axis for the above charts start at 30% rather than 0%

Recruitment: sexual orientation

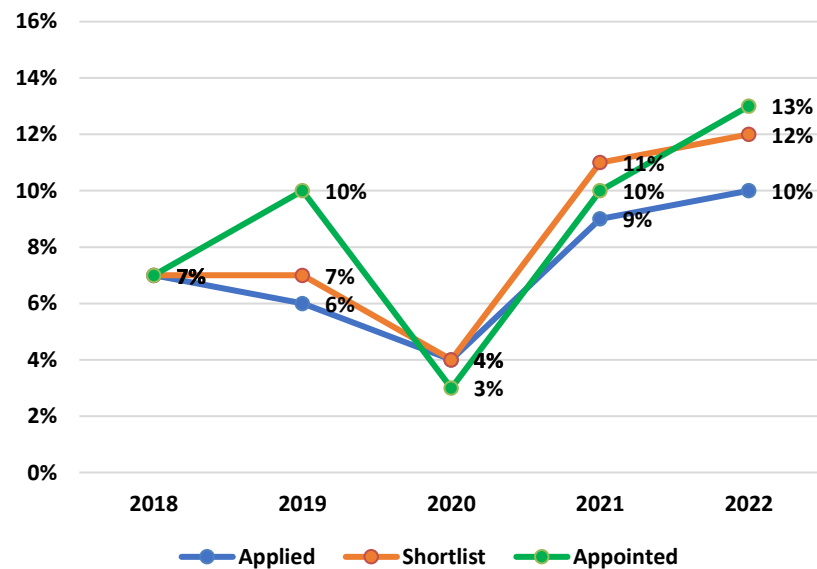
As of 31 March 2022, 9% of the current workforce declared their sexual orientation as lesbian, gay or bisexual (LGB). In the current reporting period, the number of applicants appointed who declared their sexual orientation as lesbian, gay or bisexual remained at 14% for external appointments.

From the year to March 2021 to the year to March 2022, internal LGB appointments increased from 10% to 13%, the highest recorded since reporting started.

External recruitment



Internal recruitment



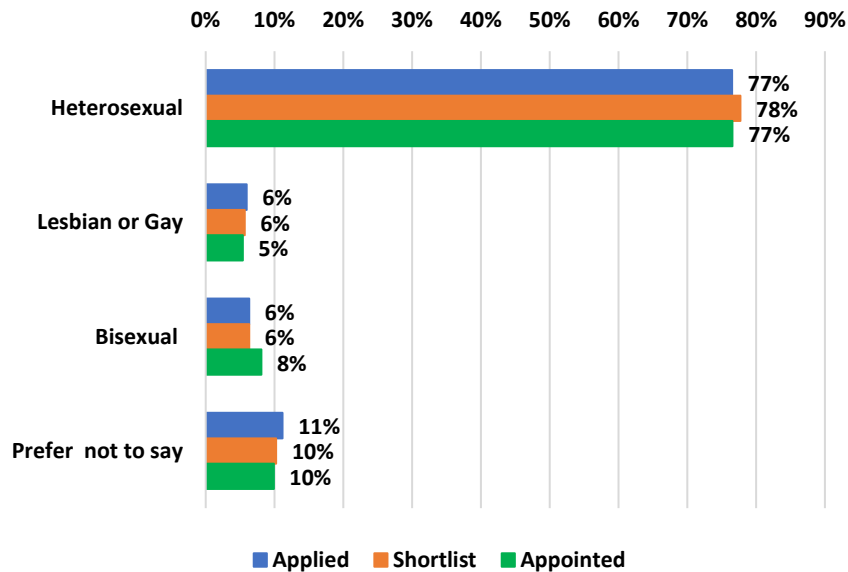
Recruitment: sexual orientation

The GLA is a Stonewall Champion member and advice is to report 'lesbian and gay' and 'bisexual' separately. This data is introduced for this reporting period (1 April 2021 to 31 March 2022). This year the GLA achieved 30th place in the Stonewall Workplace Index (2022).

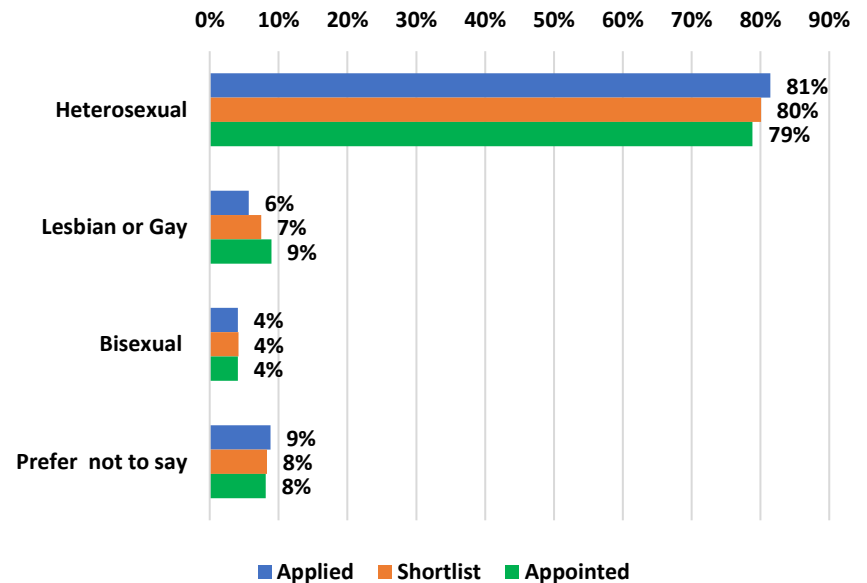
External appointment of lesbian or gay is 5% and bisexual is 8%. For the former, this is lower than the 6% of staff at the GLA who self-declared as gay or lesbian, while for the latter it is higher than the 3% of staff at the GLA who self-declared as bisexual.

Internal appointment of Lesbian or gay is 9% and bisexual is 4%. These proportions are both higher respectively than the 6% of staff who self-declared a sexual orientation of gay or lesbian, and 3% of staff who self-declared as bisexual.

External recruitment



Internal recruitment

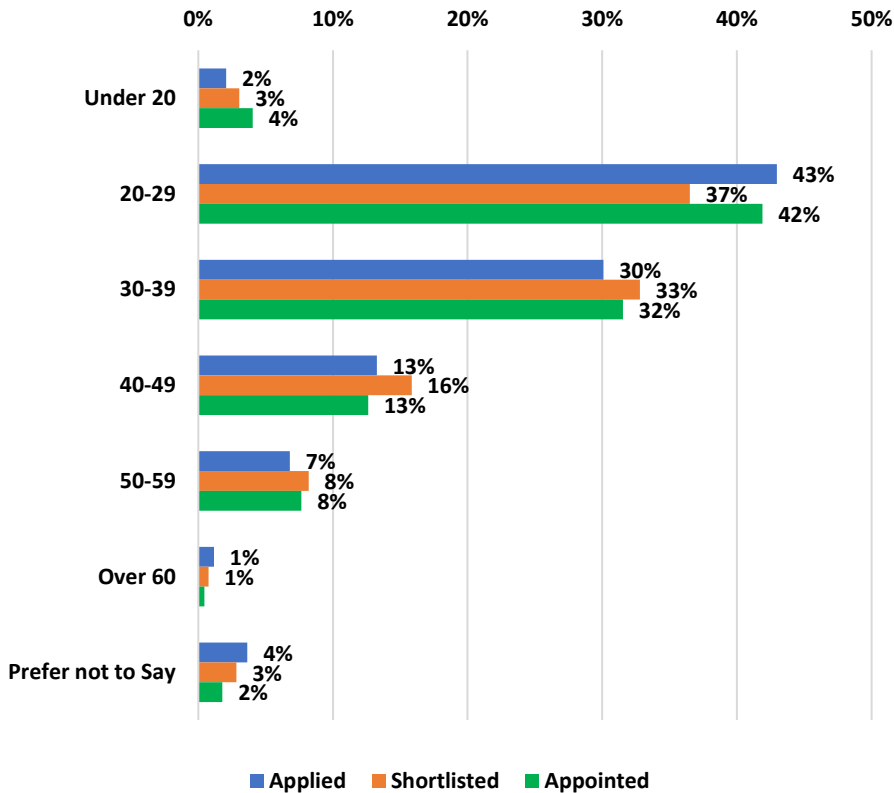


Recruitment: age

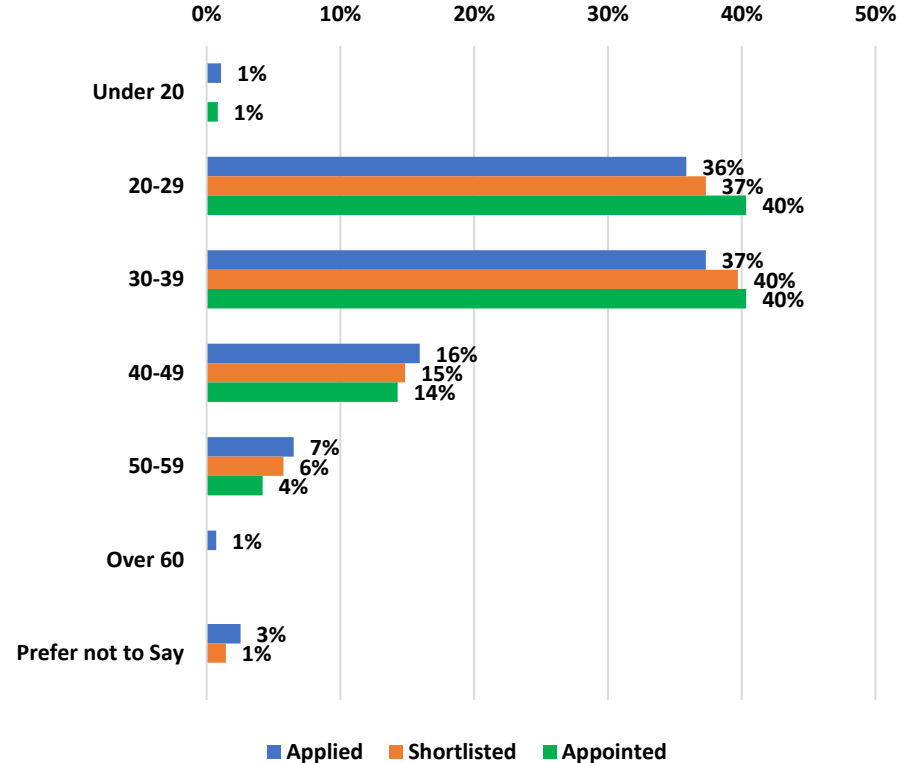
For this reporting period (April 2021 to March 2022), in relation to age range, 64% of external appointments fall into the age range of 20-39.

84% of appointments made from internal recruitment fell into the age range of 20-39.

External recruitment



Internal recruitment



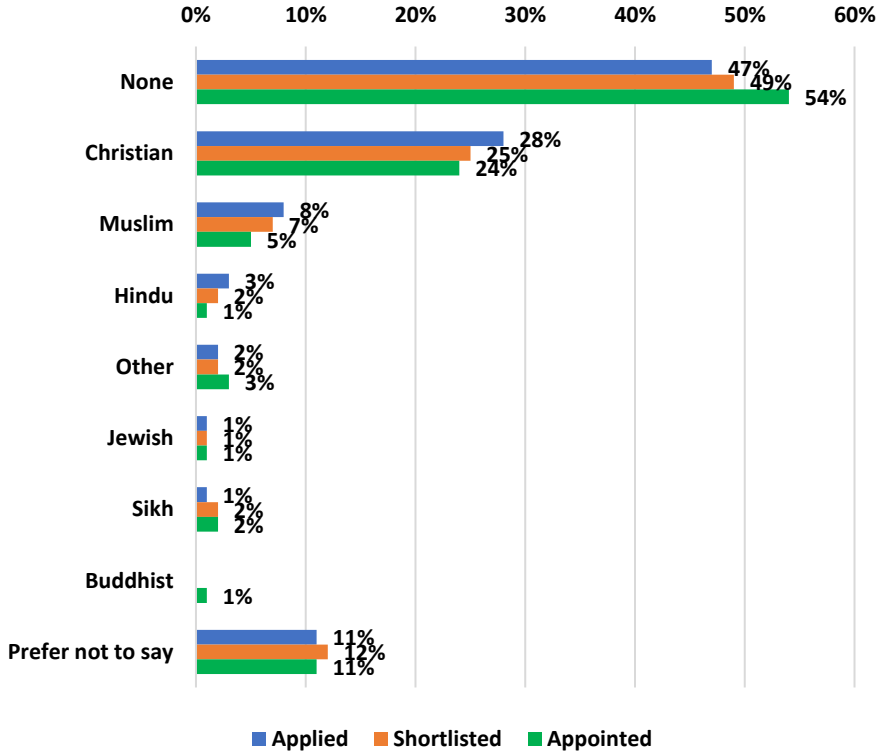
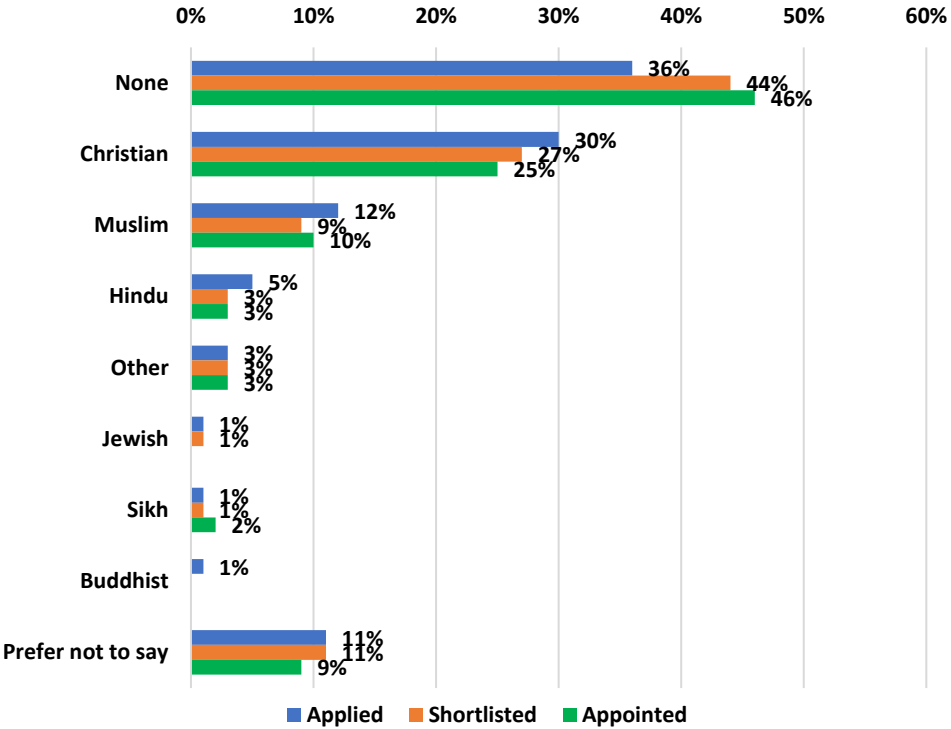
Recruitment: faith

In the period 1 April 2021 to 31 March 2022, in relation to faith, of external appointments the highest response was 'none' at 46% and 'Christian' at 25%.

Of appointments made from internal recruitment, 54% stated 'none' and 24% as 'Christian'. The most common faith of our workforce is Christian.

External recruitment

Internal recruitment



Recruitment: initiatives and improvements

Havas People contract and time to hire improvements

In August 2021, the GLA launched its first monthly cohort of external recruitment campaigns via an external contract for recruitment services with Havas People (supplier of EngageATS, the GLA's online recruitment portal). Havas People manages the administrative and systems interface from advert live to conditional offer stage for most GLA external recruitment campaigns. The partnership has been hugely successful with over 229 posts advertised internally and externally, from August 2021 to March 2022. This has helped significantly reduce waiting times to advertise, with 85% of posts advertised in 10 working days or less (January – March 2022), and allows better forward planning with recruitment dates set in advance, supporting the business in working to published timelines for efficient placing of recruitment advertisements.

Introduction of diverse panels

The GLA commissioned The Equal Group to conduct an independent review in 2021 to identify if there are structural barriers that prevent our Black, Asian and Ethnic Minority staff from progressing in their careers at the GLA. In line with the key recommendations, published in March 2022, the GLA has introduced a policy of interview panels needing be ethnically and gender diverse for all internal and external interview processes.

Internal advertising process

In response to Covid-19, the advertising periods for internal adverts increased from one to two weeks, and external adverts from two to three weeks. These interim measures were put in place to ensure fair opportunity for all to apply, and to avoid candidates being potentially disadvantaged as a result of Covid-19. The minimum advertising for external vacancies has been reduced to two weeks in line with existing recruitment policy; however, internal adverts remain at two weeks' minimum advertising.

Mayor of London – Media and Marketing Black, Asian and Minority Ethnic (BAME) Internship

The Media and Marketing BAME Internship campaign is a diversity initiative is targeted at undergraduates and recent graduates from BAME groups who are interested in pursuing a career in press, marketing, digital or media. This annual programme was launched in 2019 with six appointments made (two each year) who have been employed for a period of 11 months, including two appointments made in September 2022.

Recruitment: initiatives and improvements

Our Newham works and priority consideration for Newham Residents

As part of the planning consent for the move to City Hall, there are local labour provisions set out in the Section 106 Agreement. Paragraph 2.2 of Schedule 4 requires the following commitments by the GLA:

To use Reasonable Endeavours to:

(ii) achieve a target of 50% employment of Local Residents for End User Phase Jobs;

(iv) procure the advertisement of all new End User Phase Jobs, Apprenticeships and internships for the End User Phase that become available once the works comprising that phase have commenced via Workplace (now called ‘Our Newham Jobs’) at least 7 days and up to 14 days in advance of advertising externally; and

(v) in the enactment of the provisions of sub-paragraphs (iv) above, undertake recruitment for those jobs to be advertised with Our Newham Jobs as defined by sub-paragraph (iv) through the following processes:

Processes

(A) provide notice to Our Newham Jobs of the quantum and range of such jobs and any Apprenticeship Opportunities as soon as the information is available;

(B) work with Our Newham Jobs to agree which such jobs are labouring and which are specialist and recruited elsewhere and thereafter to place individuals accordingly;

(C) work with Our Newham Jobs to identify appropriate training to prepare Local Residents for such job opportunities which become available where such training can reasonably be carried out within the constraints of the Development programme; and

(E) support the principles outlined in the Community Wealth Building Pledge.

Recruitment: initiatives and improvements

Our Newham works and priority consideration for Newham Residents:

Monitoring of Employment

The GLA is to provide an annual monitoring report to Newham with details of Newham residents employed by the GLA.

The GLA is to provide a quarterly monitoring report to Newham with details of the numbers of Newham residents applying for roles at the GLA, those shortlisted and any appointments (through engagement with Newham they have agreed this reporting can be annual).

The GLA is to provide the monitoring information by protected characteristics in particular by ethnicity, gender, disability, and sexual orientation.

The GLA has put in place measures to provide priority consideration for Newham residents applying for roles at the GLA, whether that be through the Newham job shop known as Our Newham Work or applying directly.

Learning and development

This section provides an overview of the key L&D activity undertaken within the reporting period.

Learning and development: overview of activity

The GLA Learning and Organisational Development team encourages a structured approach to learning and offers a range of tools to help staff reflect on their development needs, seek feedback and plan their development. This is supported by a comprehensive learning programme including:

- induction and mandatory training
- professional development modules
- mentoring schemes
- accredited management development programmes
- qualification sponsorship
- career development support.



Learning delivery

There were 2,566 facilitated learning sessions completed in the period from 1 April 2021 to 31 March 2022 and an additional 2,439 e-learning events completed on our learning management system (LMS) platform for e-learning. This makes a total of 5,005 learning sessions. By comparison, there were 1,563 facilitated learning sessions completed in the period from 1 April 2020 to 31 March 2021 and 2,069 e-learning events, a total of 3,632 learning sessions. This shows an increased commitment to learning and development.

Mentoring

We have asked all Grade 10+ staff to make themselves available as mentors on the GLA corporate mentoring scheme. In the past year we have trained 28 new mentors and 28 new mentees, and delivered mentoring briefing sessions to over 100 staff. We will be launching a new impact mentoring scheme later this year which will match Black, Asian and Minority Ethnic staff and disabled staff with senior colleagues. This scheme will involve reciprocal learning and sharing of lived experience, with a focus on equality diversity and inclusion.

Management development

We continue to support the development of GLA people managers. We delivered two new cohorts of the internal GLA management development programme Into Management in the latter part of 2021-22 with 25 learners. This is a programme for new and aspiring first line managers. Seven learners have so far completed the programme and achieved the ILM Level 3 qualification. A number of learners are waiting for results. Eleven participants joined Into Middle Management, a programme for middle/team managers, which has the option to achieve ILM accreditation Level 5. Four learners have completed the programme so far. We are currently recruiting for the 2022 intake of ILM programmes.

Learning and development: overview of activity continued



Expanding our learning offer

We continue to grow our digital learning offer to make learning quick and easy to access on-demand. We also continue to expand and refresh our facilitated learning sessions. Most recently we have launched the following:

- iCareer Coach – a digital platform containing on demand career assessments, aptitude tests, a profile builder, videos, podcasts and an interview simulator, to manage and develop staff careers.
- Watch and Go – a range of short videos and podcasts covering four main themes: Personal Effectiveness, Communication and Teamwork, Managing Performance and Productivity and Culture & Wellbeing.
- Menopause e-learning – an e-learning module for all staff to raise awareness of the impact of the menopause. This was developed in partnership with other members of the GLA Group.
- Health and Safety at Work – a revised e-learning module which introduces Health Safety and wellbeing arrangements across our new offices and covers hybrid working.
- Project management – two e-learning modules accredited by the Association for Project Management (APM).
- Mental Health at Work and Managing Mental Health – a package of e-learning to support positive mental health and wellbeing, and manage the impact of poor mental health at work.
- Disability Equality – an e-learning module and facilitated session for managers based on the social model of disability.
- Inclusive Managers – a session focusing on expectations of managers to behave inclusively, and create more inclusive teams.

Overall learning delivery has increased this year and continues to exceed pre-pandemic levels. This is due in part to the corporate decision to mandate more learning activity and the shift to e-learning which provides more flexibility to fit learning around other work activities.



Learning and development: breakdown by event type

The table below shows the breakdown of facilitated learning events by course category. A large proportion of training delivered (40%) has been on diversity and inclusion topics. This is due in part to the mandatory Let's Talk About Race learning for all staff. Note: the full delivery of apprentice training and support is not recorded as part of this data.

Facilitated learning events

Course category	Number of staff completed	% of all facilitated learning completions
Diversity & Inclusion	1022	40%
Management Development	275	11%
Induction	256	10%
Performance Management	248	10%
Mentoring	143	6%
Wellbeing	133	5%
Recruitment and Selection	118	5%
Finance and Procurement	117	5%
Other	111	4%
Professional Development	109	4%
Apprentice Training	34	<1%
Total	2566	100%

The table below shows the breakdown of completed e-learning by course title. The majority of e-learning completed covered the following learning: Let's Talk about Race (24%), Corporate Governance (20%), Health and Safety at Work (11%), Cyber Security (10%) and Disability Equality (10%).

E-learning events

E-learning title	Number of staff completed	% of all e-learning completions
Let's Talk About Race in the Workplace	575	24%
Corporate Governance	484	20%
Health & Safety at Work	258	11%
Disability Equality	256	10%
Cyber Security	237	10%
Mind - Mental Health Awareness	197	8%
Unconscious Bias	167	7%
Smart Working Toolkit	138	6%
Responsible Procurement	121	5%
Project Management (PFQ and PMQ)	6	<1%
Total	2439	100%

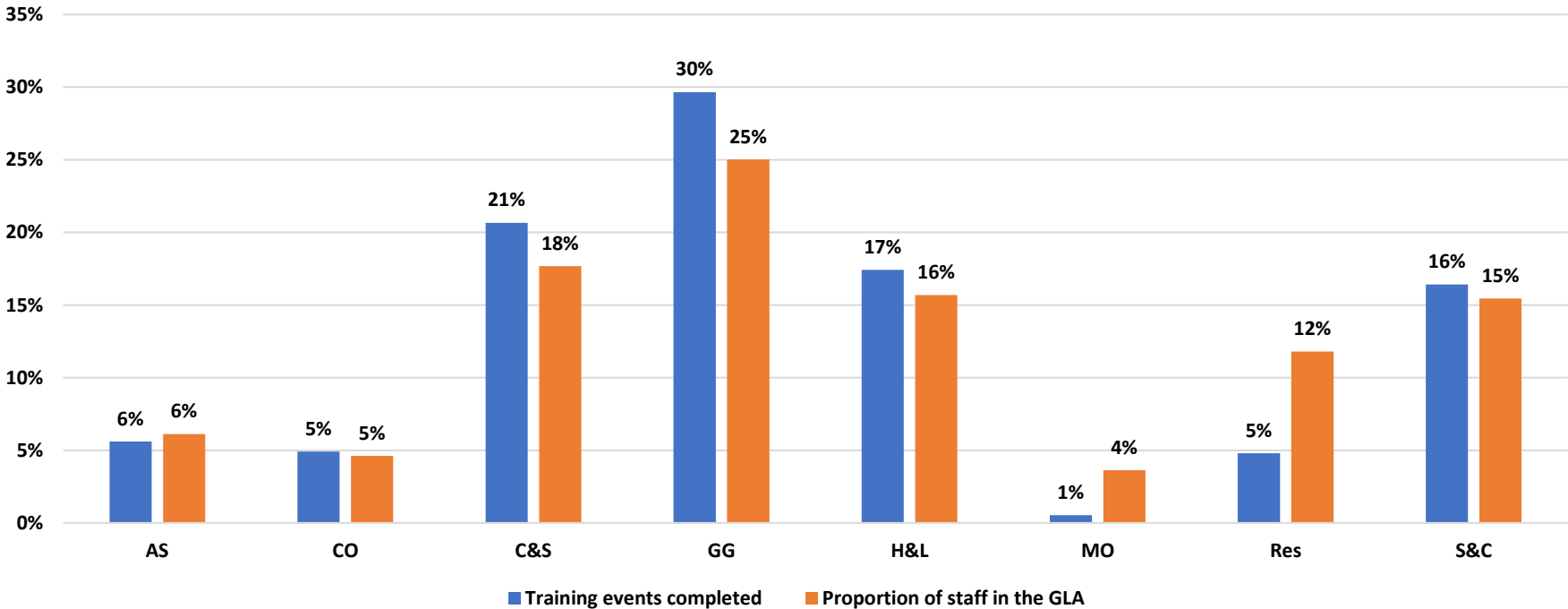
Learning and development: overview of take-up (facilitated events only)

The graph below shows directorate breakdown of 2,566 facilitated learning sessions completed for the full year 1 April 2021 to 31 March 2022.

Learning completion in individual directorates is broadly in proportion to their employee numbers. In both Good Growth (30% of learning, 25% of staff) and Community and Skills (21% of learning, 18% of staff), the share of learning exceeded their share of staff.

Both Resources and the Mayor's Office are under-represented in learning take-up, and the relevant directors will continue to ensure that there are no barriers to learning completion in these areas.

Training events completed April 2021 to March 2022



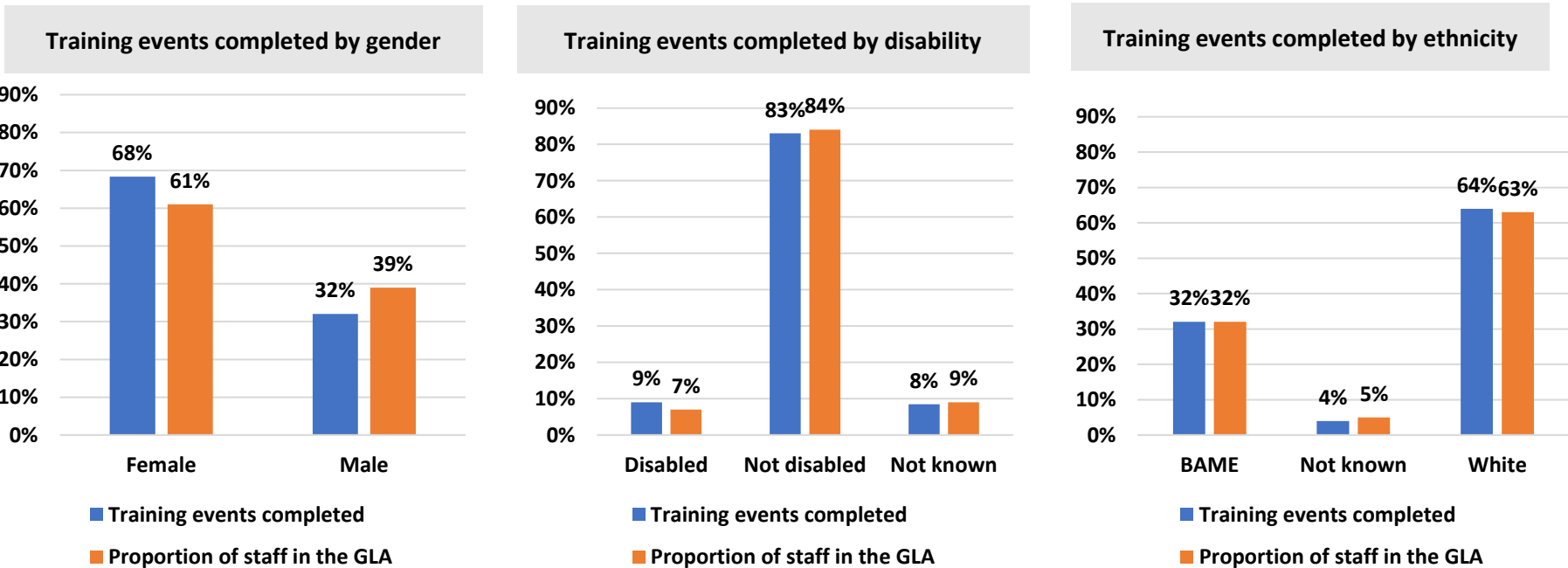
Learning & development: overview of take-up by demographic group (facilitated events)

As was the position in March 2021, women proportionately take up slightly more development opportunities than men. Female staff make up 61% of the organisation and account for 68% of learning completed.

The take-up of learning for BAME staff is proportionate with the organisation's workforce profile of 32%, accounting for 32% of learning completed: again, very similar to the situation in March 2021.

Staff who declare a disability (7% of the organisation) take up 9% of learning opportunities.

These continue to be positive indicators suggesting that there are currently no barriers for these staff groups in accessing development support at the GLA, which is important in helping support progression into senior roles in the GLA. Attention needs to be given to ensure men, who continue to be under-represented in training take-up and the organisation, also exercise their equal access to learning and development, and that the offer continues to meet their needs.



Learning and development: Apprenticeships and Kickstart

The GLA is committed to high quality apprenticeship programmes which support people into professional work.

We currently have 31 apprentices on the programme:

- Nine Higher Associate Project Management (PM) apprentices (Level 4).
- One Higher-Level (4) Finance Apprentice. We also have an Advanced level (3) Finance apprentice due to start in June 2022.
- 21 Business Administration (BA) apprentices, three of which are employed by MOPAC and the OPDC.

All higher apprentices have previously completed an advanced-level apprenticeship with the GLA. The higher apprenticeship provides a progression opportunity, and a way to further deepen their skills and work experience.



Business administration 2021 intake

Our BA apprentices started their contracts in September 2021. All were recruited virtually but have had regular and routine opportunities to work from the office. We are proud of the inclusive nature of our programme which attracts diverse candidates. To support inclusive recruitment and selection practices the panels are required to have attended the GLA recruitment and selection training (as per standard policy). Further training and a briefing session were provided to highlight how best to recruit for potential and minimise unconscious bias triggered by difference, for example, disability, neurodiversity. This cohort of GLA apprentices is our most diverse to date across all characteristics: 11% of GLA appointees have declared a disability, 11% lesbian, gay or bisexual, 83% from a Black, Asian Minority Ethnic background and 61% female.

We provide weekly Keep In Touch (KIT) sessions to provide pastoral and peer support for BA apprentices and monthly catch-up for managers. BA apprentices have all taken turns to facilitate their KIT sessions. This includes delivering regular “how-to sessions” on topics ranging from MS Outlook to Mindfulness. The BA group have also taken the lead in setting up an apprentice/early career group to provide a resource for all apprentices, trainees and interns in the GLA. We are currently planning to recruit the new cohort of business admin apprentices in early 2023 and a new cohort of PM apprentices in December 2022.

Kickstart

In support of the Mayor's commitment to help young people into employment following the pandemic, we have recruited five Kickstart Trainees to the GLA. They will be paid the London Living Wage and employed for six months (up to September 2022) to gain administrative work experience, and employability skills training and support to gain future employment. Kickstart is a government-funded scheme to help young people aged 16-24, who are at risk of long-term unemployment, into work.

Equality, diversity and inclusion

This section provides an overview of the key EDI activity undertaken within the reporting period.

Equality, diversity and inclusion

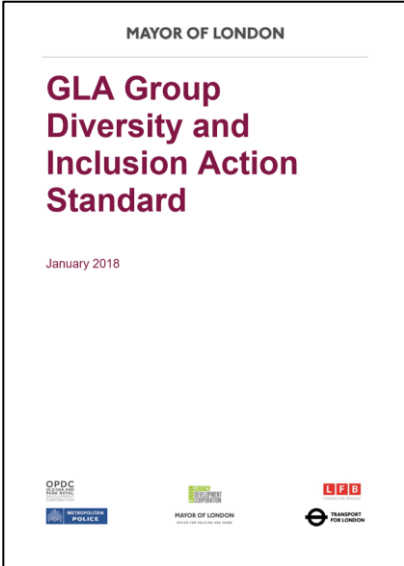
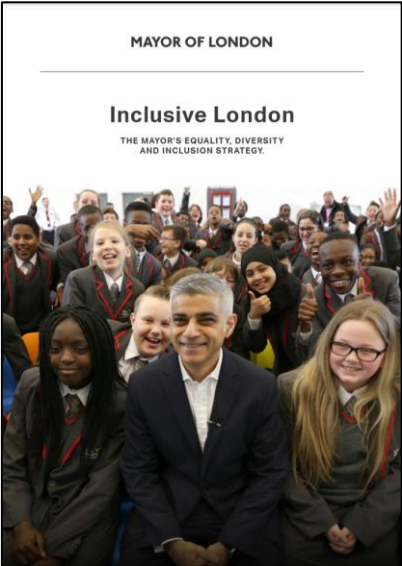
Improving the diversity of our workforce is a key priority for the GLA. Inclusive London, the Mayor’s Equality, Diversity and Inclusion Strategy, sets out the following strategic objectives on workforce diversity for all GLA Group organisations:

- to recruit and retain a workforce that better reflects London’s diversity, including at senior levels
- to reduce pay gaps between different groups so that they are not statistically significant
- to take the steps needed to ensure that the GLA has an open and inclusive culture and is a great place to work.

As part of a new programme of work to support Diversity and Inclusion the Chief Officer has developed a new Equality Diversity and Inclusion statement setting out the importance of this area to the organisation. Work is under way to develop a new internal GLA Equality Diversity and Inclusion Strategy to launch by Autumn 2022.

[GLA Group Diversity and Inclusion Action Standard](#)

[The Mayor’s strategy for equality, diversity and inclusion](#)



Equality, diversity and inclusion

Combined Pay Gap 2021

This is the first year we have developed a combined [Pay Gap Action Plan](#) in response to our [2021 Pay Gap Report](#). It will address the ethnicity, disability and gender pay gaps.

The plan also includes recommendations from our [Independent Review](#) commissioned to examine whether there are structural barriers in place that prevent Black, Asian, and Minority Ethnic staff progression at the GLA.

There are five cross-cutting priorities outlined in the plan:

- reaffirm the GLA's vision on equality, diversity and inclusion (EDI) and its values
- develop a corporate EDI strategy
- monitor performance against workforce diversity targets
- review the GLA's Recruitment Policy
- embed robust feedback processes for internal applicants.

The framework used for the plan is the [GLA Group Diversity and Inclusion Action Standard](#). This focuses on actions that organisations can take to achieve a truly diverse workforce, reflective of London; and to develop inclusive cultures in which all can flourish. The Standard has five sections: Diversity Foundations, Workforce Transparency, Recruitment, Career Development and Reward, and Inclusive Culture.

Our staff and Staff Networks are key to the progression of our diversity and inclusion work, and integral to the development of this action plan. We ran an online survey for all staff to share their ideas; and held engagement sessions with the staff networks, including the Race Equity Network, the Staff Network for Disability and the Women's Network. We also had input from Senior Leaders.

This action plan has been endorsed by the Chief Officer, and the GLA's Diversity and Inclusion Management Board, who work together to oversee all workforce diversity and inclusion activity at the GLA.

The following slides provide more detail on our pay gaps for ethnicity, disability and gender, and the identified priorities for these areas.

Equality, Diversity and Inclusion

Ethnicity Pay Gap

Our ethnicity pay gap remains the largest of all the pay gaps we examined.

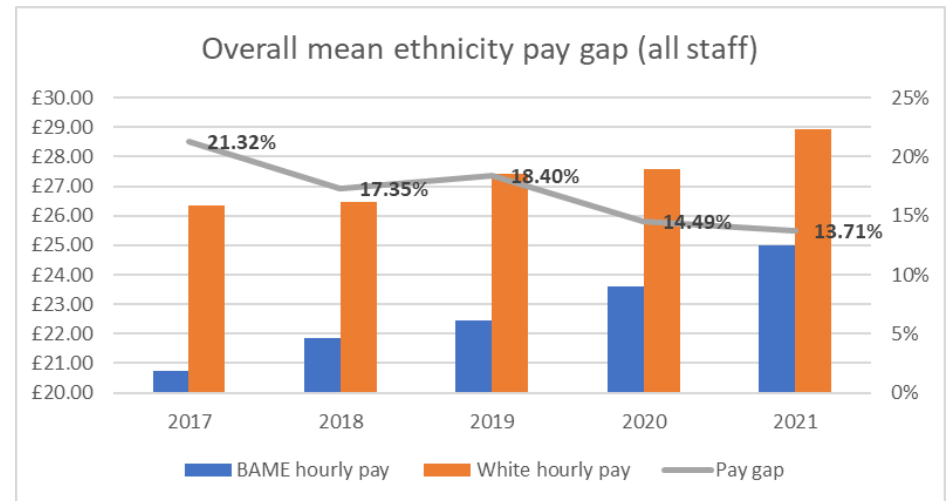
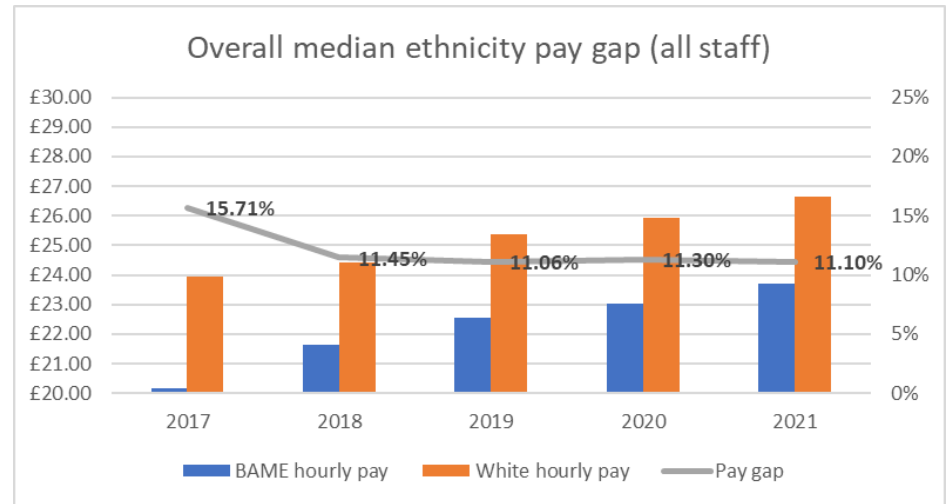
As at 31 March 2021, our overall median ethnicity pay gap was 11.1%, and our mean ethnicity pay gap 13.71%.

The highest mean and median ethnicity pay gaps are among Black or Black British staff. As with all other ethnic groups these gaps have lessened since 2017.

After conducting intersectional analysis, it is clear that BAME male staff have much larger mean and median pay gaps than overall.

Priority actions to tackle our ethnicity pay gap are to:

- focus on grade 10+ representation
- build a targeted talent development programme for Black, Asian and minority ethnic staff
- provide emotional support through staff networks, Black Thrive and our Employee Assistance Programme



Equality, Diversity and Inclusion

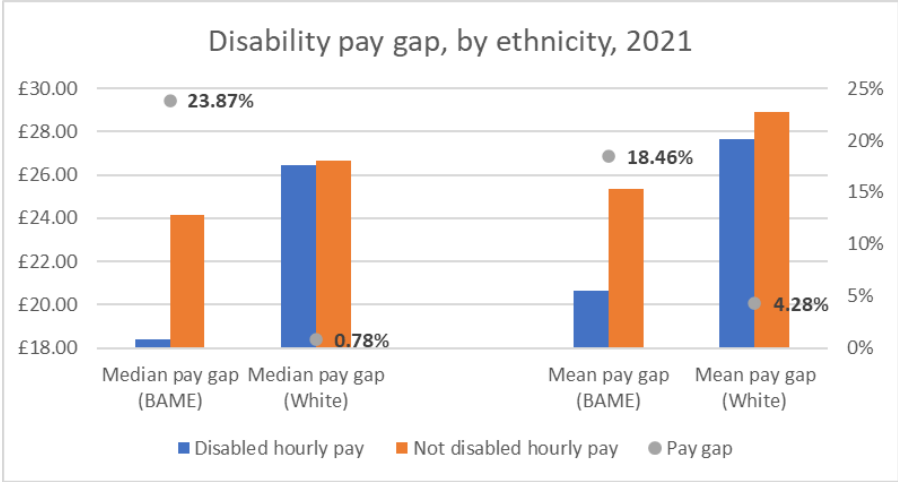
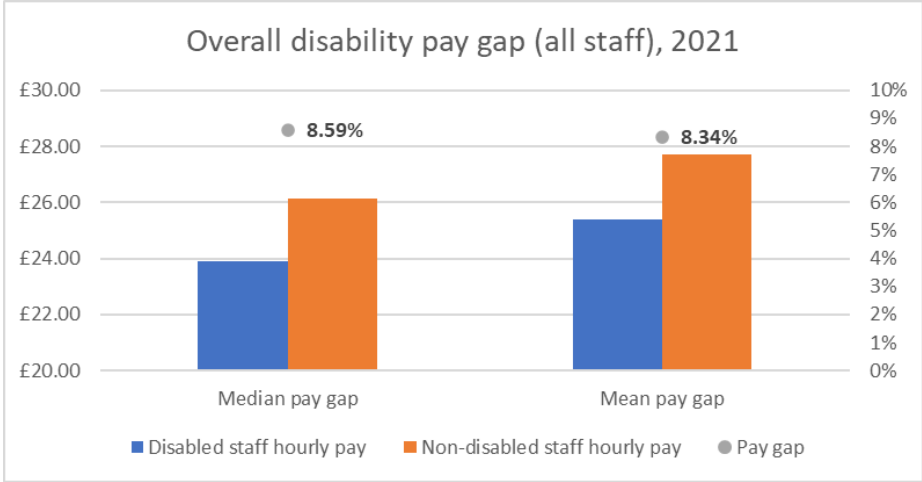
Disability Pay Gap

This is the first year we have reported our disability pay gap. As at 31 March 2021, we had a median disability pay gap of 8.59%; and a mean disability pay gap of 8.34%. These gaps are larger than our gender pay gaps, but not as large as our ethnicity pay gaps. However some clear patterns were evident; including that the mean and median disability pay gaps currently only exist among full-time staff and not part-time staff.

After conducting intersectional analysis, it's clear that disabled women and disabled Black, Asian and Minority Ethnic staff have larger pay gaps than disabled men.

Priority actions to tackle our disability pay gap are to:

- implement and monitor the Workplace Adjustment Policy
- review the GLA's Occupational Health provision
- provide disability training for managers
- run an internal communications campaign focused on disability awareness
- increase staff confidence in sharing disability information through our HR system.



Equality, Diversity and Inclusion

Gender Pay Gap

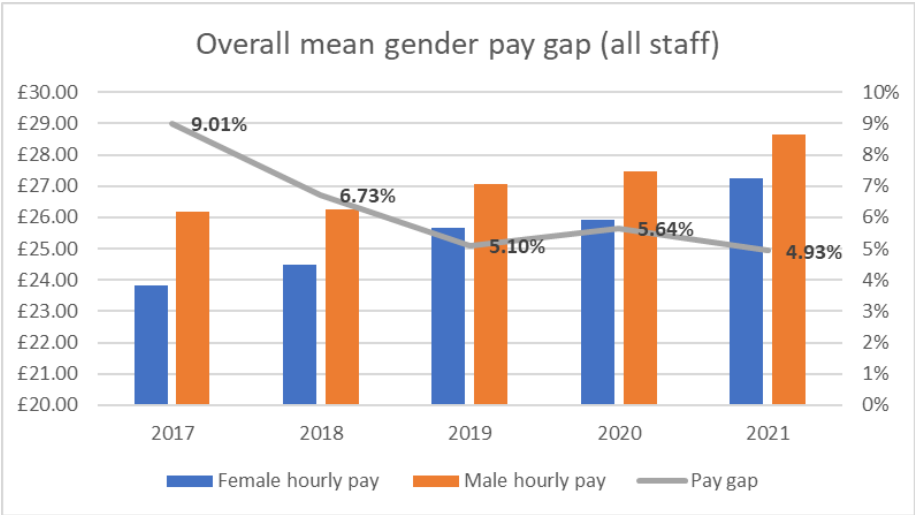
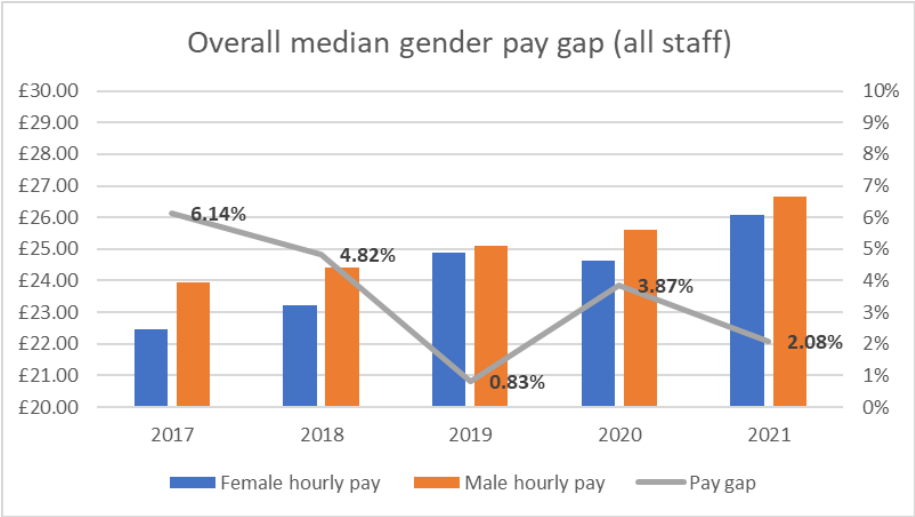
We still have small mean and median gender pay gaps at the GLA. As of 31 March 2021, we had a median gender pay gap of 2.08% and a mean gender pay gap of 4.93%.

The gaps have shrunk since 2017, as well as in the last year. However, for part-time staff, the mean and median gender pay gaps have both increased.

When conducting intersectional analysis, it is clear that disabled women are doubly affected. However, our largest pay gaps overall are among Black or Black British men (28.51% median; 25.24% mean) and men in the Other Ethnic Groups (41.67% median, 45.33% mean).

Priority actions to tackle our gender pay gap are to:

- implement the new Menopause Policy and e-learning offer
- achieve an 80% sharing rate for caring and parenting responsibility data
- review leave policies – including the approach to fertility treatment
- continue to prioritise engagement on workstreams related to violence against women
- agree Our Time (Cohort 3) timetable across GLA Group.



Equality, Diversity and Inclusion

Race Equity work

Race Equity Action Group – the Race Equity Action Group (REAG), initially established to monitor progress of the ‘4 Corporate Asks (*Let’s Talk About Race – pilot and roll out across the organisation; Reflect London’s Demography – at all levels of the staff profile; Ethnicity Pay Gap – actively work towards closing the pay gap; Investment in Black, Asian and minority ethnic staff – look at progression and retention across all grades together with pastoral care*)’, continued to support the work of the organisation around race equity.

Let’s Talk About Race – this initiative has been developed with Business in the Community for us and delivered by us. The intimate sessions provide a safe space where staff explore how to talk about race, as well as identifying actions that staff can take to make the organisation more inclusive and anti-racist. The organisational roll-out continues, and a second Cohort of Facilitators have been trained, adding to the diverse group of staff volunteers in Cohort one. Over 530 staff have taken part so far.

Investment in Black, Asian and Minority Ethnic Staff – Black Thrive continues to offer emotional support to Black and Black Mixed-Race staff. In addition to 1:1 therapy, the offer has also included a number of themed ‘Wellness Sessions’ e.g., ‘Stop and Search’ and ‘Reflect, Reason, Restore’. There has also been an additional two Emotional Emancipation Circles (EEC) with 16 participants across both sessions. One participant went on to complete EEC Facilitation training and co-ran the third EEC.

GLA Independent Review – The Equal Group was commissioned to conduct an independent review to establish whether there were structural barriers in place that prevented Black, Asian and Minority Ethnic, but particularly, Black staff progression. The review process included desk-based analysis of GLA workforce data at 31 March 2021, as well as key policies and processes related to recruitment and progression. Multiple interviews and focus groups were also conducted to attempt to understand the experiences and opinions of staff at the GLA. The Independent Review found there were structural barriers. The Equal Group presented 42 recommendations, categorised in nine themes, that could help the organisation improve the experiences of Black, Asian and Minority Ethnic staff. Further information about the action taken as a result is on slide 59.

Equality, Diversity and Inclusion

GLA Independent Review – Action taken to date

Mary Harpley, CMT and the SLT have agreed to implement all the recommendations and planned to start leading on the following pieces of work:

- **Inclusive recruitment** – ensuring that the good examples of best practice that exist in different parts of the GLA are built quickly into a consistent approach across the organisation.
- **Grade 10+ appointments** – we will be applying **appropriate positive action with clear guidance** as soon as possible.
- **Competency Framework Review** – ahead of longer-term work on our competency framework, some short-term changes will be made to help address the barriers to progression which the framework creates.
- **Development planning for colleagues at Grade 3 and just above** – focusing on identifying opportunities and development plans to aid progression.

In addition, the organisation has moved to **100% diverse interview panels**, to include gender and Black, Asian, Minority, Ethnic representation. This has been the expectation for some time, but as the report outlines, it has not been consistently adhered to. There also needs to be **100% attendance for Let's Talk About Race** sessions, which is mandatory – data was provided to directorates to review take-up, and EDI objectives for business areas were quickly reviewed.

SLT was tasked with the job of ensuring that the Independent Review recommendations of this report were discussed in team meetings, soliciting feedback from staff and within their business units as the recommendations were progressed.

A REAG away day was hosted in early March. The session explored progress against the original '4 Corporate Asks' together with the role REAG could play in the implementation of the Independent Review recommendations.

Equality, Diversity and Inclusion

Diversity and inclusion-related benchmarking

The GLA is an active participant in the following external diversity related benchmarks which set standards and measure organisations on their performance against those standards of inclusion:

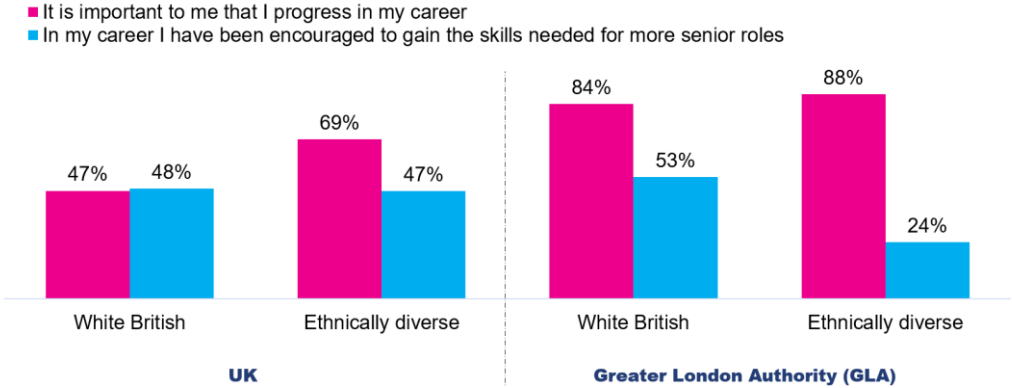
- BITC’s Race equality campaigns
- Disability Confident
- Stonewall Workplace Equality Index.

Some examples of our activity are set out below.

BITC Race at Work Survey 2021

The GLA took part in the BITC Race at Work survey earlier this year. The results of the survey were presented to REAG in February 2022. The sample size from the GLA was 280 staff. The results demonstrated that the GLA is being bold in trying to address issues around race. However, the story shared in the independent review around progression challenges for Black, Asian and Minority Ethnic staff was also borne out in the RAW survey findings. The implementation of the Independent Review recommendations will address this issue.

Ethnically diverse GLA staff are much less likely than White British staff to have been encouraged to gain skills for more senior roles in their career



Equality, Diversity and Inclusion

Disability Confident

The GLA is a Level 1 Disability Confident 'Committed' employer and we continue to aspire to achieve Level 2 of the benchmark in 2022. To continue progressing through the scheme, and make the GLA a more disability-inclusive place to work, we have undertaken the following actions:

- Following the launch of the **Workplace Adjustment Policy**, the Staff Network for Disability has been working closely with HR to share feedback and develop FAQs to help embed the policy.
- To build on the new Disability Equality e-learning offer for all staff, we have been developing facilitated disability training sessions for all GLA managers. The new **Disability equality and inclusive workplace training** will provide managers with the knowledge, skills and confidence they need to remove barriers for disabled staff, and more confidently have conversations about inclusive working. The sessions are being developed in partnership with Inclusion London, the only organisation run by and for Deaf and disabled people working across every borough in London, with engagement from the Staff Network for Disability and HR. The sessions are due to be piloted in May 2022.
- In December, the Staff Network for Disability hosted its first all-staff celebration event to mark the **International Day of Persons with Disabilities** and published a series of personal blogs during UK Disability History Month to raise awareness.

Stonewall Workplace Equality Index

The GLA continues to work with Stonewall to support LGBTQ+ staff and Londoners. As a member of Stonewall's Diversity Champions programme, the GLA uses Stonewall's Workplace Equality Index tool to benchmark our work against best practice and to continuously improve policies and processes. Since our last submission, the GLA has worked to create more trans and non-binary inclusive policies. The GLA's LGBTQ+ Network has led a programme of trans inclusion training for staff and is increasingly working across the GLA Group and GLA Networks to highlight the importance of intersectionality. In February 2022, it was announced that the GLA had ranked 30th in the Top 100 employers; it achieved 3rd place in the public sector and received a Gold award.



Wellbeing of Women: Workplace Pledge

Following the launch of the GLA's new Menopause Policy on International Women's Day, the GLA signed the Wellbeing of Women Workplace Pledge, committing to recognise that the menopause can be an issue in the workplace and that staff need support, talk openly, positively and respectfully about the menopause and actively support and inform staff affected by the menopause. We have also launched new menopause e-learning across the GLA Group to raise awareness and understanding.



Equality, Diversity and Inclusion

Supporting Staff Networks

Our Staff Network Groups are an important source of support to colleagues and help make our organisation a better place to work. The Networks play an important role in supporting staff, as well as supporting the GLA to become a more inclusive and anti-racist organisation.

- **All-In**, the GLA's allies initiative, supported the Networks to highlight key issues impacting staff including hosting talks on male violence and a Watch & Chat event on the TV drama 'Four Lives'.
- Our **Carers and Parents Network** hosted a series of events on child safety online, Parent/Carer Wellbeing and, in partnership with the Women's and LGBTQ+ Networks, Fertility in the Workplace.
- The **Christian Network** continued to support members through faith sharing and inspiring events for all staff.
- The **EU Network** continued to offer support and drop-ins for staff impacted by Brexit.
- Our **LGBTQ+ Network** continued to roll out an important programme of trans-awareness training and supported the organisation's successful Stonewall Workplace Equality Index Submission.
- The **Race Equity Network** delivered an outstanding programme of events for Black History Month and supported members following the publication of the Independent Review in March 2022.
- The **Staff Network for Disability** hosted a celebration event for International Day of Persons with Disabilities in December and have been working closely with HR to implement the new Workplace Adjustment Policy.
- The **Wellbeing Network** continued to host a range of lunchtime sessions and blogs signposting resources and techniques to promote positive wellbeing and good mental health.
- The **Women's Network** played an integral role in the development and roll-out of the GLA's Menopause Policy and e-learning for all staff.



All Networks are provided with funding and work regularly with both an Executive and Mayoral Sponsor. Mary Harpley remains the overall Diversity & Inclusion Champion in her role as Chief Officer.

A comprehensive review of the Staff Networks Guidance has been initiated and new guidance is due to be launched in Spring 2022.

Wellbeing

This section provides an overview of the work undertaken by the newly created Corporate Wellbeing Team.

Wellbeing

As noted in previous workforce reports, a dedicated Wellbeing Officer role was created in 2020, partly in response to the need to provide immediate, tactical support for the GLA’s workforce during the pandemic, but also in recognition of the fact that in order to have a strong position as an employer of choice, the GLA needs to consolidate and communicate its full wellbeing offer to both existing and potential staff. The Wellbeing Strategy, which was launched in Summer 2021, is currently undergoing a refresh, and will be relaunched ‘one year on’ in Summer 2022.

A formal sub-group of the Health, Safety and Wellbeing Committee has been established, with senior representatives from each directorate, along with Unison colleagues, and the Chairs of the Wellbeing Staff Network. This group plays a key role to ensure that our strategy and action plan are up to date and meaningful; they constructively challenge ideas and progress, as well as championing wellbeing initiatives within their directorate and/or to their membership.

The table below sets out the initiatives currently being prioritised by the group.

Themes	Feedback from Wellbeing Champions supports the following approaches:
Mental Health Advocacy	<ul style="list-style-type: none"> • Roll out further training for GLA colleagues to become Mental Health Advocates • Develop a peer support system for staff which would be welcomed: with appropriate support for Advocates to ensure they are not over-burdened • Consider further development of a ‘Let’s Talk About Mental Health’ training session building on the existing ‘Let’s Talk About Race’ model
Wellbeing Week	<ul style="list-style-type: none"> • Interactive events to reinforce the importance of health and wellbeing on a broad range of topics, and encourage a sense of community • Events will run on various days at different times, including both offices and MS Teams to include as many people as possible
Financial Wellbeing	<ul style="list-style-type: none"> • We acknowledge that financial wellbeing will become increasingly important over coming months • A bespoke financial wellbeing seminar is being designed (building on guidance and signposting already provided) to provide further support

Fixed term posts created, 1 October 2021 to 31 March 2022

Directorate	No. of fixed-term posts created	No. funded externally
Chief Officer	2	1
Communities and Skills	15	4
Good Growth	31	17
Housing and Land	5	4
Mayors Office	1	0
Resources	1	0
Strategy and Communications	8	4
Total	63	30

Directorate	Unit	Position	Date Agreed	End Date	Funding Source
Chief Officer	Human Resources and Organisational Development	Assistant Director Human Resources and Organisational Development	28/02/2022	31/05/2022	GLA
Chief Officer	Human Resources and Organisational Development	Business Administrator Trainee	25/02/2022	27/09/2022	External
Communities and Skills	Communities and Social Policy	Business Administrator Trainee	25/02/2022	27/09/2022	External
Communities and Skills	Communities and Social Policy	Communications Engagement Officer – Commission for Diversity in the Public Realm	28/12/2021	01/02/2024	GLA
Communities and Skills	Communities and Social Policy	Community Engagement Officer	01/08/2009	31/07/2022	GLA
Communities and Skills	Communities and Social Policy	Sen Policy and Project Off Financial Hardship	08/03/2022	16/02/2023	GLA
Communities and Skills	Communities and Social Policy	Sen Project Coordinator Insecure Status	01/02/2022	05/08/2022	GLA
Communities and Skills	Health Education and Youth	Business Administrator Trainee	25/02/2022	27/09/2022	External
Communities and Skills	Health Education and Youth	Head of New Deal for Young People Mission	23/12/2021	31/01/2024	GLA
Communities and Skills	Health Education and Youth	Policy Officer	13/12/2021	02/08/2022	GLA
Communities and Skills	Health Education and Youth	Public Health Project and Policy Officer	11/04/2022	31/08/2022	GLA
Communities and Skills	Health Education and Youth	Senior Manager	25/10/2021	31/10/2022	GLA
Communities and Skills	Health Education and Youth	Senior Manager	19/11/2021	21/11/2022	GLA
Communities and Skills	Skills and Employment	Board Secretary Skills and Employment	04/01/2022	16/12/2022	External
Communities and Skills	Skills and Employment	Business Administrator Trainee	25/02/2022	27/09/2022	External
Communities and Skills	Skills and Employment	Principal Policy Officer Strategy and Relationships	01/12/2021	30/04/2022	GLA

Communities and Skills		Executive Director Communities and Skills	09/12/2021	31/12/2021	GLA
Good Growth	Culture and Creative Industries	Business Support Officer	28/02/2022	31/03/2022	GLA
Good Growth	Culture and Creative Industries	Capital Development Manager	08/11/2021	31/03/2023	GLA
Good Growth	Culture and Creative Industries	Culture and Community Spaces at Risk Officer	08/11/2021	31/03/2023	GLA
Good Growth	Culture and Creative Industries	Culture and Community Spaces at Risk Officer	08/11/2021	31/03/2023	GLA
Good Growth	Culture and Creative Industries	Programme Manager World Cities Culture Forum	22/11/2021	31/12/2021	GLA
Good Growth	Culture and Creative Industries	Project Officer London Borough of Culture Round 2	01/10/2021	30/09/2022	GLA
Good Growth	Culture and Creative Industries	Stakeholder and Communications Officer	08/11/2021	31/03/2023	GLA
Good Growth	Environment	Business Administrator Trainee	25/02/2022	27/09/2022	External
Good Growth	Environment	Policy and Programme Manager Homes Retrofit	06/09/2021	30/06/2023	GLA
Good Growth	Environment	Principal Policy and Programme Officer	25/02/2022	30/04/2023	External
Good Growth	Environment	Principal Policy and Programme Officer Energy Collaboration	06/09/2021	30/06/2023	External
Good Growth	Environment	Principal Pol and Prog Off Energy Efficiency	06/09/2021	30/06/2023	External
Good Growth	Environment	Principal Pol and Prog Off LAD Delivery	06/09/2021	03/01/2023	External
Good Growth	Environment	Principal Pol and Prog Off LAD Delivery	06/09/2021	23/01/2023	External
Good Growth	Environment	Principal Pol and Prog Off LAD Delivery	06/09/2021	06/02/2023	External
Good Growth	Environment	Project Support Officer	25/02/2022	30/04/2023	External

Good Growth	Environment	Senior Data Analyst	25/02/2022	30/04/2023	External
Good Growth	Environment	Senior Policy and Programmes Officer (Waste)	29/11/2021	06/12/2021	GLA
Good Growth	Environment	Sustainable Warmth Programme Manager	25/02/2022	30/04/2023	External
Good Growth	European Programme Management	Programme Manager	16/09/2021	30/09/2023	External
Good Growth	European Programme Management	Programme Officer	04/10/2021	01/08/2022	External
Good Growth	European Programme Management	Programme Officer	01/11/2021	30/06/2022	External
Good Growth	Planning	Business Administrator Trainee	25/02/2022	27/09/2022	External
Good Growth	Regeneration and Economic Development	Business Administrator Trainee	25/02/2022	27/09/2022	External
Good Growth	Regeneration and Economic Development	Principal Project Officer Economic Fairness	06/12/2021	12/12/2021	GLA
Good Growth	Regeneration and Economic Development	Programme Director Economic Fairness	13/12/2021	21/11/2022	GLA
Good Growth	Regeneration and Economic Development	Programme Officer	08/03/2022	01/05/2022	External
Good Growth	Regeneration and Economic Development	Senior Policy Officer Knowledge and Innovation	19/01/2022	17/03/2023	GLA
Good Growth	Transport Infrastructure and Connectivity	London Underground Asset Register Project Manager	04/10/2021	01/07/2022	External
Good Growth	Transport Infrastructure and Connectivity	Principal Policy Officer	17/01/2022	31/05/2024	GLA
Good Growth	Transport Infrastructure and Connectivity	Principal Policy Officer	11/02/2022	11/02/2023	GLA
Housing and Land	Delivery and Transactions	Business Administrator Trainee	25/02/2022	27/09/2022	External

Housing and Land	Delivery and Transactions	Housing Investment Reporting Manager	03/02/2022	01/07/2022	External
Housing and Land	Investment Operations and Policy	Senior Area Manager - North West	14/02/2022	30/04/2022	GLA
Housing and Land	Strategic Projects and Property	Community Relations Manager	03/02/2022	30/11/2022	External
Housing and Land	Strategic Projects and Property	Senior Development Manager	01/02/2022	31/01/2023	External
Mayor's Office	Policy and Delivery	Senior Advisor to the Deputy Mayor for Culture and Creative Industries	01/10/2021	31/01/2022	GLA
Resources	Financial Services	Finance Apprentice	28/12/2021	31/12/2024	GLA
Strategy and Communications	City Operations	Communications and Engagement Manager	25/02/2022	31/03/2023	External
Strategy and Communications	City Operations	Senior Major Ceremonials Officer	25/02/2022	31/03/2023	External
Strategy and Communications	Digital Transformation	Business Administrator Trainee	25/02/2022	27/09/2022	External
Strategy and Communications	International Relations	Principal International Relations Officer	05/11/2021	07/11/2022	GLA
Strategy and Communications	City Intelligence	Census Trainer	01/06/2021	30/09/2023	External
Strategy and Communications	City Intelligence	Economist Evaluation	18/10/2021	29/04/2022	GLA
Strategy and Communications	City Intelligence	London Datastore Product Manager	01/03/2022	30/09/2022	GLA
Strategy and Communications	City Intelligence	Project Manager	07/02/2022	09/02/2023	GLA

Posts re-graded between 1 October 2022 and 31 March 2022

Directorate	Unit	Position Title	Original Grade	Revised Grade
Good Growth	Planning (Development)	Head of Change and Delivery, Planning (Planning Change Manager)	10	12
Housing and Land	Housing	Programme Manager- Domestic abuse	9	11
Strategy & Comms	City Intelligence	Visualisation and Information Design Lead (former title Data Visualisation Developer)	9	9
Strategy & Comms	City Intelligence	Data Scientist (LODA) (former title Data Scientist)	8	9
Strategy & Comms	External Relations (PLU)	Internal Communications and Employee Engagement Manager	9	10
Strategy & Comms	External Relations (PLU)	Senior Public Liaison Team Manager (Response Team)	7	10
Strategy & Comms	External Relations (PLU)	Public Liaison Unit Manager (Response)	5	8
Strategy & Comms	External Relations (Major Sports Events)	Senior Manager, Women's Euro	11	10
Strategy & Comms	External Relations (Events)	Fan Zone Officer	9	6
Strategy & Comms	Demography and Policy Analysis	Census Data Service Manager	7	10
Strategy & Comms	External Relations (PLU)	Internal Communications and Employee Engagement Manager	9	11
Strategy & Comms	City Intelligence	Senior Research and Statistical Analyst	7	10