

GLA Group Diversity and Inclusion Action Standard

January 2018

Introduction

Aim: To support the Mayor in delivering his vision of '*a fair and equal city*'.

Context: The standard focuses on the GLA Group as employers. It focuses on action that the organisations can take in order to:

- achieve a truly diverse workforce reflective of London; and
- develop inclusive cultures in which all groups can flourish.

It purposely does not cover other important areas for the delivery of the Mayor's vision for a diverse and inclusive city such as procurement, service delivery partnership working or community engagement.

Purpose:

- To provide a benchmark of best practice in diversity and inclusion across the Group;
- To provide a development tool; and
- To enable the sharing of progress across the Group.

Definitions:

Diversity is about recognising, respecting and valuing a wide set of differences and understanding that the opportunities we get are impacted by characteristics beyond those protected by legislation

Inclusion means removing barriers and taking steps to create equality, harness diversity and produce safe, welcoming communities, workplaces and cultures that encourage innovative and fresh ways of thinking and allow people to speak up, especially to suggest where things could be done better

Equality is about recognising and respecting differences, including different needs, to ensure that everyone: can live their lives free from discrimination, knows their rights will be protected, and has what they need to succeed in life. It is about ensuring equality of opportunity by tackling the barriers that some groups face, and making London fairer by narrowing the social and economic divides that separate people. The characteristics protected by equality legislation are age, disability, gender, gender reassignment, ethnicity, pregnancy and maternity, religion and/or belief and sexual orientation.

Structure: The standard is structured into five chapters:

- Chapter 1 Diversity and Inclusion foundations**
The building blocks
- Chapter 2 Workforce representation**
Ensuring that the workforce represents the London labour market
- Chapter 3 Recruitment**
Making sure that there is equality of opportunity for applicants and that pay is equitable
- Chapter 4 Career Development and Reward**
Making career progression explicit and taking positive action, if necessary, to create a level playing field. Ensuring that pay and other awards are fair and free of bias.
- Chapter 5 Inclusive culture**
Creating the right environment so that each member of staff can reach their potential

Each chapter sets out an overall goal. If every aspect of the standard is implemented well, then the goal gives the ultimate result you are aiming for. Meeting the goal is not part of the assessment process.

How to use the Diversity and Inclusion Action Standard

To begin with, use it to check you have everything in place and to pinpoint where you need to take action. You may need to define some of the terms used in the standard to fit the context of your organisation.

Go back to it at least once a year and check your progress against it. Peer review from other organisations in the GLA Group will give you an objective assessment of your progress as well as new thinking on what you can do to improve outcomes for everyone.

Supporting the Diversity and Inclusion Action Standard

The Diversity and Inclusion Action Standard should be used to drive diversity and inclusion forward. GLA HR&OD can point you to resources to help your organisation's development.

Chapter One

Diversity Foundations

This chapter is about the Senior Leadership's commitment to diversity and inclusion. It is vital that the Senior Leadership are committed to making progress, can articulate the benefits of Diversity and Inclusion (D&I) and are accountable for progress.

Overall Goal: D&I is integral to the development and implementation of the business.

Base level

1.11	The Senior Leadership have agreed and published to staff a statement on the importance of D&I.
1.12	The Senior Leadership can articulate and demonstrate the business and moral case for D&I in their organisation.
1.13	There is a formal record of the Senior Leadership's overall responsibility for D&I.
1.14	D&I is built into the performance reviews of the Senior Leadership.
1.15	The Senior Leadership have a plan for reviewing progress against the standard.
1.16	The Senior Leadership has sponsored a D&I plan which sets out objectives and actions the organisation will take to achieve those objectives.
1.17	The D&I plan is regularly monitored and updated.

Accomplished level

1.21	The Senior Leadership actively champion diversity and inclusion in the organisation using all internal communication channels.
1.22	D&I is regularly discussed and driven forward at a senior level.
1.23	The organisation's D&I strategy is signed off by the Board.
1.24	Progress on D&I is clearly explained in the Annual Report.

Exemplary level

1.31	D&I is integral to the design and development of the business strategy.
1.32	The Senior Leadership provides leadership to other organisations on best practice.
1.33	External recognition of the organisation's strength.

Chapter Two

Workforce Transparency

This chapter is about ensuring that all plans are based on data. In order to track progress, the organisation needs to collect monitoring information at key stages of the employment lifecycle. It should use the information to inform action that promotes diversity.

Overall goal: Candidates and staff have shared their diversity data with the organisation at a rate of above 90%. The organisation has a range of measures to monitor D&I which can include satisfaction ratings, promotion rates, performance ratings. Its workforce is diverse and engagement continually improves.

Base level

2.11	The organisation collects and publishes workforce diversity data using the categories set out by ONS (Office for National Statistics) for race and by the Equality and Human Rights Commission for all protected characteristics.
2.12	The organisation conducts equality monitoring at all stages of the recruitment process and takes action if the results show discrepancies between groups.
2.13	HR conducts equality monitoring on its employees and can report overall representation of the different groups.
2.14	HR conducts equality monitoring on disciplinary action, grievances and complaints and where appropriate, performance ratings. It takes action if there are discrepancies between groups.
2.15	HR analyses the organisation's workforce diversity data and publicly reports on the outcomes at least once a year.
2.16	Staff and job candidates understand why the organisation is collecting this data.
2.17	The organisation measures staff satisfaction with diversity and inclusion.

Accomplished level

2.21	Managers/HR can report progression year on year of the representation of different groups at different levels of the organisation.
2.22	Equality monitoring includes caring responsibilities.
2.23	HR can report progression on promotion rates of different groups and takes action if there are discrepancies between groups.
2.24	The organisation regularly communicates to staff the importance of sharing data and this results in increasingly higher disclosure rates.
2.25	Managers and senior leaders develop organisational and, if appropriate, team level plans to address any issues raised on diversity and inclusion resulting from

data e.g. staff survey, pulse surveys, workforce monitoring, and can demonstrate understanding of the reasons behind issues.

Exemplary level

- 2.31** Senior leaders provide leadership to other organisations in equality monitoring.
- 2.32** Equality monitoring includes socio economic background, and where possible takes account of multiple barriers people face.
- 2.33** Senior leaders use a variety of methods for understanding and measuring inclusion such as focus groups, statistical evidence, benchmarking against other organisations.
- 2.34** Senior leaders continually analyse the success or failure of the organisation's diversity initiatives and develop further plans based on evidence.

Chapter Three

Recruitment

The organisation ensures that there is no bias in its recruitment processes and that everyone has an equal opportunity to gain employment.

Overall goal: New entrants to the organisation reflect the London economically active population, at all levels. Any discrepancies identified in the recruitment equality monitoring data are addressed.

Base level

3.11	The recruitment lead makes clear on all recruitment advertising that it is an equal opportunities employer and welcomes applications from under represented groups.
3.12	HR ensures that managers are trained in best practice in recruitment, including countering discrimination.
3.13	Managers are trained in addressing unconscious bias in recruitment.
3.14	The organisation promotes its offer on flexible working, caring and family friendly policies as part of its recruitment package.

Accomplished level

3.21	Recruiting managers never ask for qualifications and experience which are irrelevant to the job.
3.22	Recruiting managers working with HR take action on the outcomes of the organisation's recruitment equality monitoring such as placing advertisements for jobs in different places, ensuring that the advertisements appeal to different parts of the community.
3.23	Managers ensure that internal and external recruitment panels are diverse, e.g. have a gender balance and wherever possible, have BAME representation.
3.24	The organisation is Disability Confident (level 2) and offers a guaranteed interview to disabled applicants who meet the minimum criteria.
3.25	The organisation conducts no name recruitment to help prevent unconscious bias.
3.26	The organisation ensures that informal and formal work experience, internships and apprenticeships are promoted widely with some opportunities targeted to people from a disadvantaged background.

Exemplary level

3.31	Reasonable adjustments are made to the selection process for disabled candidates where required.
3.32	The organisation has developed initiatives in order to encourage more successful and diverse applications.
3.33	Senior leaders working with HR can clearly articulate the reasons for patterns in representation and job function and is taking positive action to address these patterns, where they exist, including in the wider industry or sector. (planning example)
3.34	Senior leaders are continually analysing the success or failure of diversity and inclusion recruitment initiatives and develop further plans based on evidence.
3.35	The organisation leads other organisations in attracting and retaining a diverse workforce.
3.36	Managers ensure that internal and external recruitment panels have BAME representation.

Chapter Four

Career Development and Reward

This is about making clear the different career paths in the organisation and supporting staff in achieving their ambitions. Organisations may need to take positive action in order to improve the career development of under-represented groups.

The organisation's reward system is fair and it is working towards eliminating pay gaps between different groups and widening representation at senior level.

Overall Goal: the demographics of the organisation reflect the London working age population at all levels. Boards and senior leadership teams are diverse. Any pay gaps between different groups are not statistically significant.

Base level

4.11	Managers working with HR make explicit the requirements of different roles and levels.
4.12	Managers ensure that staff are provided with learning opportunities, coaching and mentoring to support their career progression.
4.13	HR manages a job evaluation process that ensures there is no bias in assessing value of different roles
4.14	All staff have a development plan to support their career goals.
4.15	There is a performance management system in place.
4.16	Managers discuss career paths with staff as part of performance management.
4.17	The organisation, where possible, offers apprenticeships as a route to employment.
4.18	Managers receive induction and training in people management processes and practice

Accomplished level

4.21	The organisation, where possible, provides routes for interns and apprentices to progress through the organisation.
4.22	Managers are encouraged to create new apprenticeships and paid internships.
4.23	The career structure is explicit.
4.24	Acting up and secondment opportunities are offered in a clear, fair and transparent way.
4.25	Managers and HR implement and monitor development programmes for under-represented groups, where appropriate.
4.26	HR, working with senior leaders, has developed a strategy and plan over the longer term to reduce any pay gaps between different groups.

Exemplary level

4.31	Senior leaders provide leadership to other organisations on the organisation's approach to developing apprentices.
4.32	HR reports and publishes which different groups are placed in acting up positions.
4.33	All acting up opportunities longer than 3 months are advertised to staff.
4.34	HR, working with senior managers and staff, understands how opportunities are accessed and can analyse the take up of career development opportunities by different groups and, if possible, different teams. The opportunities may be secondments, acting up, courses and training run internally as well as externally funded programmes. The analysis is used to promote equity across the organisation between groups and teams.
4.35	Senior leaders provide leadership to other organisations on how to support the career progression of under-represented groups.
4.36	HR monitors the allocation of all forms of reward and recognition and the organisation takes action if there are discrepancies between groups.

Chapter Five

Inclusive Culture

This chapter is about ensuring that the organisational culture is inclusive. The organisation works with its staff to create the conditions for every member of staff to succeed. The organisation's values and behaviours reflect the importance of diversity and inclusion. It actively addresses all forms of discrimination.

To create this culture, it is essential that diversity and inclusion are a key part of leadership and management development. Thought also needs to be given to accessibility in its widest sense - e.g. physical, flexible and agile working, clear policies on proactively seeking to make workplace adjustments for disabled staff and carers. The existence of bullying and harassment is openly acknowledged as well as the steps taken to address it.

Overall Goal: An engaged workforce in which everyone has an equal opportunity to succeed. Employees feel confident to report cases of discrimination which is actively addressed and episodes of it decrease. Staff surveys and qualitative feedback show that the organisation is an 'inclusive, diverse and great place to work'.

Base level

5.11	HR ensures that the organisation has up-to-date D&I policies in place that cover: recruitment, selection, training, promotion, discipline and dismissal, discrimination, bullying and harassment and victimisation, respect and dignity at work.
5.12	Managers promote the organisation's flexible working policy.
5.13	Consultation between managers and staff representatives includes diversity and inclusion.
5.14	Managers regularly carry out one to ones and provide regular, evidence based, constructive feedback.
5.15	Where possible, workspaces are accessible, in line with the requirements of the Equality Act.
5.16	All internal and external communications are accessible. This includes being acronym and jargon free, alternative formats offered where appropriate and videos are subtitled.
5.17	HR ensures that there is a good process for making workplace adjustments and this is well publicised.
5.18	Management training ensures that managers understand their responsibilities under the Equality Act 2010, including the Public Sector Equality Duty.
5.19	Teams regularly take time, at away days and team meetings, to consider what it means to be have an inclusive culture

Accomplished level

5.21	Senior leaders promote work-life balance policies and practices that take account of individual circumstances.
5.22	Managers are trained in how to implement diversity policies.
5.23	Managers are trained in how to recognise and deal with unconscious bias.
5.24	Everyone is encouraged to politely, professionally and actively challenge discrimination of all kinds.
5.25	The performance management process includes D&I objectives for managers. If the process includes a relative performance system, there is a moderation process in place that includes a remit to challenge bias. All decisions are clear and transparent.
5.26	Staff representatives have clear responsibility for constructively challenging the organisation on D&I.
5.27	D&I forms a key feature of internal communications.

Exemplary level

5.31	The organisation has an overall Diversity & Inclusion Champion (the Chief Officer). The Champion role is clearly defined. If applicable, members of the Executive Team lead on different strands.
5.32	Staff are encouraged to join networks (this could be within the organisation or more broadly within the sector, or with related organisations) and the organisation provides some defined support for staff who take on leadership responsibilities in the network e.g. a role on the governing committee. Any networks staff join should have defined Terms of Reference.
5.33	The organisation offers a range of options on flexible working e.g. compressed hours, career breaks, job shares, homeworking and offers practical support to make it happen. It actively promotes the offer. Senior staff role model how to make it work.
5.34	The performance management system actively addresses potential bias in both the allocation of work and responsibility and in the assessment process.
5.35	Senior leaders champion social mobility and sponsor initiatives that are designed to enable candidates from disadvantaged backgrounds to enter and succeed in the workplace (e.g. mentoring through the Social Mobility Foundation, sponsoring Speakers into Schools etc.).
5.36	Senior leaders actively encourage dialogue and discussion on a range of inclusion topics such as cultural awareness, inclusive language training, diversity and inclusion workshops, and seminars.
5.37	Senior leaders inspire other organisations on how to develop inclusive cultures.

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The GLA Group Diversity and Inclusion Action Standard has been co-designed and co-created between EW Group (Equality Works Ltd) and the Greater London Authority.

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