

GLA Ethnicity Pay Gap Action Plan 2020

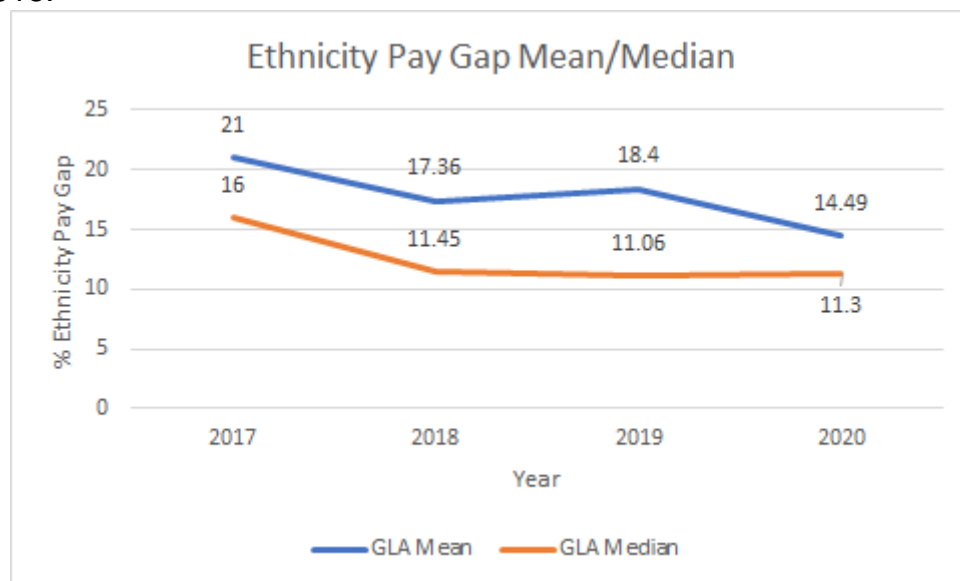
September 2020

What is the GLA Ethnicity Pay Gap 2020?

In March 2018 the GLA was one of the first organisations to publish its ethnicity pay gap. The GLA has since published annual ethnicity pay gap audits. The GLA is committed to being an anti-racist organisation and tackling any form of structural and persistent inequality. Ethnicity pay gap reporting and setting out an action plan to close the pay gap supports that aim.

The GLA ethnicity pay gap shows the difference between the average hourly pay of Black, Asian and Minority Ethnic and White British people in the organisation, expressed as a percentage. As of 31 March 2020, the GLA had a median ethnicity pay gap of 11.30% and a mean ethnicity pay gap of 14.49%. This is an increase by 0.24 percentage points of the median ethnicity pay gap which was 11.06% in 2019 and a decrease of 3.91 percentage points of the mean ethnicity pay gap which was 18.40% in 2019.

The chart below shows the trend over time of the GLA median and mean Ethnicity Pay Gap. Overall both the GLA mean and median show a downward trend since 2017. The mean has declined by 6 percentage points since 2017, and the median by 5 percentage points, however progress against the Median has been relatively static since 2018.



Given that there is still not widespread reporting of Ethnicity Pay Gap data, there is limited information available with which to compare the GLA's performance. In 2019 the Office for National Statistics published the first analysis of ethnicity pay gaps in Great Britain using newly reweighted earnings data from the Annual Population Survey 2018. This analysis showed London as a region has the largest pay gap for median gross hourly earnings between White and ethnic minority groups, with ethnic minority groups earning 21.7% less than White employees on average. In the 2019 data release the pay gap for London was 23.8%. The GLA's median pay gap is 12.5 percentage points below this at 11.3%.

The GLA believes it is important to disaggregate the data across the minority ethnic groups in order to highlight the different experiences of each ethnic group. The lowest ethnicity pay gap is among Mixed ethnicities (7.32% mean, 1.27% median) and the highest is among Black or Black British staff (20.62% mean, 19.51% median). Analysis of the difference between pay gaps for different ethnic groups, shows that there have been improvements in the median ethnicity pay gaps for all ethnic groups i.e. Asian, Black, Mixed and Other, from 2019 to 2020. However there has been an increase in the median pay gap for those staff for whom we do not hold ethnicity data.

Our analysis highlights that the median pay gap has increased very slightly between 2019 and 2020. It is important to note that in the GLA the median pay is at a rate between Grade 8 and Grade 9. The pay gap has increased slightly because:

- Recruitment and turnover has led to changes in BAME and White staff numbers above and below the median. Of the 44 new staff at Grade 8 and below, 86% were BAME; 14% were White. Of the 62 new staff at Grade 9 and above, 48% were BAME; 52% were White.
- A greater proportion of White staff recruited were at or above Grade 9 i.e. above the median, than below Grade 9, which lifted overall White median pay up (from £25.36/hour to £25.94/hour).
- Black, Asian and Minority Ethnic staff were recruited at or below Grade 8 i.e. below the median, in much greater proportion than White staff which had the effect of lowering overall BAME median pay.
- Though Black, Asian and Minority Ethnic staff were also recruited in greater proportion at or above Grade 9 than at Grade 8 and below, because those in these grades make up only around 4 in 10 of Black, Asian and Minority Ethnic staff overall, it is not enough to offset the effect of large recruitment below the median.
- Lastly, grade 5 and 6 staff comprise 13% of all GLA staff. In 2019 both grades had a negative pay gap i.e. BAME staff had a higher median pay. The pay gap in 2020 then equalised at both grades and this contributed to the overall pay gap increasing.

The mean pay gap has fallen (a decrease of 3.91 percentage points). The mean pay gaps for many of the higher grades narrowed between 2019 and 2020 (Grades 9, 10, 11, 13 and 15) which contributed to the overall mean gap falling. These grades make up around 41% of staff overall. Mean pay has gone up for BAME staff and decreased for White staff since 2019. BAME staff numbers G9 and above have increased by 31% from 2019 whereas White staff numbers G9 and above have increased by 8% from 2019.

How is the GLA addressing the pay gap?

Work to close the ethnicity pay gap is the responsibility of everyone in the organisation but especially those involved in leadership and decision-making processes.

We have established a new Race Equity Action Group and one of their priorities will be to focus on how we can close the ethnicity pay gap with more pace (Action 2). We also intend to establish a Working Group in collaboration with Unison to consider pay and grading. This will help us to review the impact of our existing pay policy from a diversity perspective and take action where necessary to address any issues highlighted. We have also committed to monitor acting-up, honoraria and recognition payments by gender (Action 18), and to continue to use data to enhance our understanding of the gender pay gap and patterns of gender inequality (Action 6). The actions focused on recruitment practice (Actions 8-11) and on career progression (Actions 14-17) will help address those differences driven by recruitment and retention patterns. There are also some actions which focus particularly on improving the experience of Black staff (Actions 17 and 22) who have highest pay gap in the organisation. Overall the package of actions set out in the plan will collectively help to reduce race inequality over time, and continue the downward trend to narrow the pay gap.

The analysis of workforce, pay and promotions data, including detailed recruitment data is important in understanding any issues relating to the representation of Black, Asian and Minority Ethnic employees and associated pay issues. Every six months the GLA presents workforce reports to the London Assembly's GLA Oversight Committee, which are published on the London.gov.uk website.

The GLA has improved its headline level of representation with 30% of staff being BAME in 2020 compared to 27% in 2019 as a result of BAME staff numbers growing by 25% compared to growth of White staff numbers of 5% from 2019 to 2020. This is the highest recorded BAME workforce population since the GLA was formed in 2000, but still lower than the economically active BAME population of London which stands at 36 per cent and lower than the working age population which stands at 40 per cent. Of the GLA's 352 BAME staff, 133 are Asian or Asian British and 137 are Black or Black British with these two ethnic groups accounting for 77 per cent of the GLA BAME staffing population. The data shows the GLA is broadly in line with the Black/Black British economically active population in London, with the GLA Black staff population at 12 per cent compared to the London Black economically active population of 11 per cent. By comparison, the Asian/ Asian British staff population currently stands at 11 per cent compared to an economically active population of 16 per cent. However, there is a significant pay gap for Black staff, compared to other ethnic groups, which reflects underrepresentation of Black staff in senior roles.

To address this underrepresentation the GLA has committed to the following objectives which are reflected in the action plan

- Black men: Set organisational intersectional (by age, gender and ethnicity) targets for the proportion of Black male staff in the GLA to reflect London's working age population by 2024; (Action 5 and 6)
- Senior Leadership team: Set specific intersectional targets (by gender, ethnicity and age) for the proportion of Black male and female staff in GLA's

senior leadership by 2024 (reflecting the wider working age population); (Action 5)

- Cultural change: Launch an organisational-wide cultural change programme underpinned by an independent review into the structural barriers that prevent Black, Asian and Minority Ethnic (BAME) and Black progression; (Action 11, 16 and 17)

These objectives will support the GLA to meet the commitments set out in the Mayor's Workforce Integration Network Inclusive Employers Toolkit, which aims to help employers to improve the representation and experiences of young Black men in the construction and digital sectors (Action 23).

Why we have an Action Plan?

Through this action plan, we want to make clear the steps the GLA are taking to address the ethnicity pay gap.

The Diversity and Inclusion Action Standard – a performance framework on workforce diversity developed by the GLA Group organisations and used to drive and measure their progress in this area – makes clear the importance of a detailed action plan to eliminate pay gaps between different groups. The Mayor's Good Work Standard also recommends employers put in place action plans to tackle gender gaps at all levels. It brings together best employment practice and links to resources and support from across London to help employers improve their organisations. The Good Work Standard has been developed in collaboration with London's employers, professional bodies and experts to bring together best employment practice and links to resources and support and set the benchmark the Mayor wants every London employer to work towards and achieve.

How have we developed this plan?

The voices of our staff and our engagement with our staff networks are critical to the success of our Diversity and Inclusion activity, co-creation of our action plans and collaboration to deliver them, underpin all our D&I work.

To develop this action plan, we have consulted with the GLA's Staff Networks, Unison and all GLA staff. All staff also had the opportunity to give their views on our revised action plan through an online survey. We also held a series of meetings with staff led groups including the Black, Asian and Minority Ethnic Network (Renamed the Race Equity Network), Women's Network, the Carers and Parents Network and Unison to discuss their members' feedback in more detail. We are very grateful for their feedback. As a result of the consultation feedback we have made a series of changes to the proposed action plan. We have also highlighted how the action plan has changed since 2019 in the final column of the plan below.

In 2020 we have launched a new Race Equity Action Group which reports to the Corporate Management Team and the Diversity and Inclusion Management Board, and will drive progress against this Action Plan. The group will be chaired by our Executive Sponsor for Race. In partnership with our Black Asian and Minority Ethnic Network (now renamed the Race Equity Network) we have run an expression of

interest process to appoint a diverse group of staff representatives to join the group. This will help to ensure the lived experiences of our Black Asian and Minority Ethnic staff are at the heart of driving practical change. There is also work underway to support senior leaders to understand and challenge structural racism, and to provide a bespoke emotional support service for Black staff. This work is set out in the action plan below.

The action plan has been agreed by the Mayor's Office and has been endorsed by the Diversity and Inclusion Management Board which is led by the Chief Officer and oversees all internal workforce diversity activity.

What progress have we made?

The latest pay gap analysis highlights the importance of sustained action to tackle the ethnicity pay gap overall, and the differential pay gaps experienced by different ethnic groups. We remain focused on increasing the ethnicity of staff in more senior grades, including (but not limited to) the Senior Leadership Team to ensure that our workforce reflects the diversity of London at all levels.

We continue to deliver on a number of initiatives that are contributing to race equality and closing the ethnicity pay gap over time. These include:

- An increase in the representation of Black, Asian and Minority Ethnic staff of 3% in a single financial year to 30% of all staff, which is the highest percentage for the GLA to date. Overall there are 25% more BAME staff in the GLA than a year ago.
- The representation of Black, Asian and Minority Ethnic senior staff (defined as at Grade 12 and above) also increased by 1% to 14%.
- Trialling different approaches to recruitment including using outreach and open day activities and steps to increase the ethnic diversity of applicants. The number of external BAME applicants has increased from 37% to 42%, shortlisted applicants increased from 29% to 37% and the number of external recruitment appointments from BAME groups increased from 32% to 39%. These improvements are extremely positive, they are the highest figures across all stages since reporting started in 2010.
- Launched a positive action talent programme for Black, Asian and Minority Ethnic staff. The aim of the programme was to identify high-potential Black, Asian and Minority Ethnic Staff in the organisation and provide insights into their strengths and opportunities to accelerate their career progression. A programme of bespoke development is underway to support the development of this cohort in line with succession needs. 86% of participants are Black, Asian and Minority Ethnic Women.
- Running a second cohort of *Our Time*, the GLA Group's sponsorship programme, pairing highly talented women with champions at a senior management level to break down structural barriers and facilitate the progression of more women into

senior management roles. For this second cohort, 50% of places were reserved for Black, Asian and Minority Ethnic Women, disabled applicants were guaranteed an interview and lesbian, bi, and trans women encouraged to apply. 53% of participants are Black, Asian and Minority Ethnic Women, 15% disabled and 15% LGBTQ.

- Rolling out *Inclusive GLA*, an organisation-wide conversation about unconscious bias and how we can mitigate its impact. The programme is delivered through both e-learning and facilitated interactive workshops to help colleagues transfer the learning into daily work at the GLA and to reduce the effect of any potential bias on all decision making within the organisation. Learning was delivered in teams in line with Equality and Human Rights Commission best practice findings. As part of the programme, members of the Senior Leadership Team have undertaken a specific programme of equality and diversity related coaching which includes a focus on implicit association and a 360-feedback process centred on inclusive leadership.
- Continuing to work closely with all staff networks, including the Black, Asian and Minority Ethnic Network (now renamed the Race Equity Network) and Unison. Our staff networks are represented on our Diversity and Inclusion Management Board, and are supported through our Staff Networks Forum. The Race Equity Network has established a strong collective voice for members within the organisation. They have significantly supported the GLA’s response to the events of Black Lives Matter in Summer 2020 and the disproportionate impact of Covid-19 on Black, Asian and Minority Ethnic communities in London. They have held regular engagement events for members including setting up a Black Chat group to provide a supportive space for Black and Black Mixed Race members. They have also been instrumental in working with the organisation to set up our new Race Equity Action Group which will drive forward further progress against our Ethnicity Pay Gap Action Plan.

A number of actions have been removed from the plan as they are now firmly established and embedded in our ways of working. We will continue to deliver against them as they provide the foundations for an inclusive culture.

These include:

- The Chief Officer acts as Diversity Sponsor with organisational leadership accountability for diversity and performance against any workforce aspirational objectives.
- Corporate Management Team (CMT) members to sponsor a different area of equality and diversity both internally and externally see table below. Niran Mothada, Executive Director, Strategy and Communications sponsors our Race Equity Network, and David Bellamy, the Mayor’s Chief of Staff is their Mayoral sponsor.

Staff Network	Mayoral Sponsor	Executive Sponsor
Race Equity Network	David Bellamy	Niran Mothada
Staff Network for Disability	Jack Stenner	Sarah Mulley

EU Staff Network	Fiona Twycross	Chairs have confirmed that no sponsor is required currently
LGBTQ+ Network	Nick Bowes	Emma Strain
Women's Network	Leah Kreitzman	Rickardo Hyatt
Carers and Parents Network	Debbie Weekes-Bernard	Philip Graham
Christian Network	Currently Vacant	Charmaine De Souza
Wellbeing Network	Rajesh Agrawal	Halima Khan

- We have implemented directorate-level workforce diversity and inclusion action plans to improve representation at all levels in the organisation, so that the GLA's staff reflect the London population. These action plans will be published internally and reviewed by our Diversity and Inclusion Management Board, so Directors can be held accountable for progress against the plans. All Senior Management Team members to have an annual appraisal objective on diversity, specific to their role, for which they are accountable. Progress against this objective was assessed personally by the Chief Officer through one to one meetings, and the intention is to repeat this again for this year, 2020/21. As was the case in 2019, the Chief Officer will meet 1:1 with SLT to discuss their D&I objectives

A detailed progress report on the GLA's 2019 Ethnicity Pay Gap Action Plan is available on our website.

Ethnicity Pay Gap Action Plan 2020

The table below shows the actions we have agreed through consultation for the 2020 Ethnicity Pay Gap Action Plan. The final column shows how the changes we have made to the plan since 2019 and the where there are new actions, the impact we hope they will have.

	D&I Action Standard Chapter	Action	Owner	Timeframe	Changes since the 2019 Action Plan
1	Diversity Foundations	Commission further learning and development for the wider Senior Leadership Team to develop a shared understanding on structural racism and their confidence and competence as leaders in this area.	Executive Director, Strategy and Communications, Race Equity Network, HR&OD Assistant Director	October 2020	<p>This is a new action for 2020 in response to feedback from Black, Asian and Minority Ethnic Staff Network.</p> <p>We plan to deliver a Let's Talk about Race session with partners BITC for our Senior Leadership Team. We will then evaluate what further learning and development support leaders need to understand and challenge structural racism.</p>
2		Race Equity Action Group, led by the Corporate Management Team with the Race Equity Network, reporting to the Diversity and Inclusion Management Board focused on how we can close the ethnicity pay gap with more pace.	Executive Director, Strategy and Communications	Throughout 2020-21	<p>This is a new action for 2020 in response to feedback from the Race Equity Network.</p> <p>The group will be chaired by Executive Sponsor for the Race Equity staff network and have representative membership from across the organisation.</p>

					It will provide additional capacity to drive forward progress against this plan.
3		<p>Directorate and Unit Diversity and Inclusion Action Plans:</p> <ul style="list-style-type: none"> • All directorates and units to review their Diversity and Inclusion Action Plans • Diversity and Inclusion Management Board to review Directorate / Unit Diversity and Inclusion Action Plans to provide scrutiny and share good practice • Directorate action plans to be published internally 	Senior Leadership Team/ Corporate Management Team	September 2020	<p>These are new actions for 2020 and replace an action to implement the first round of directorate and unit level diversity and inclusion action plans.</p> <p>The Diversity and Inclusion Management Board agreed in June 2020 that Directorate and Unit level Diversity and Inclusion Action Plans should be reviewed annually, tied to the performance review process through the Senior Leadership Team members' diversity and inclusion objective.</p> <p>This is an important step to help drive organisational ownership and accountability for Diversity and Inclusion.</p>
4		Set and monitor diversity objectives for all staff:	Chief Officer, HR&OD	2020-2021 Performance	These are new actions for 2020. Diversity Objectives have been expanded from SLT to All staff.

		<ul style="list-style-type: none"> • Chief Officer to meet 1:1 with SLT to review progress against their D&I objectives • SLT diversity objective to be amended to feature accountability for the ethnic diversity of promotion decisions • All staff to have an annual performance objective on diversity – specific to their role, for which they are accountable, and these to be reviewed by unit heads and in 1:1s • All managers to have an annual performance objective focused on staff development • Progress against the Senior Leadership Team annual diversity objective to be reported back to the Diversity and Inclusion Management Board 	<p>Assistant Director</p> <p>Chief Officer</p>	<p>e Review Cycle</p> <p>December 2020</p>	<p>An action in the 2019 action plan reflecting that members of the Senior Leadership Team have an annual diversity objective was removed from the plan as it is now established practice and no longer represents a stretch action.</p> <p>As was the case in 2019, the Chief Officer will meet 1:1 with SLT to discuss their D&I objectives to ensure leadership accountability for diversity and inclusion progress.</p> <p>Expanding D&I objectives to all staff will help to further embed commitment and ownership for diversity and inclusion activity.</p>
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5	Workforce Transparency	<p>Introduce workforce diversity targets by ethnic group and at organisational, Grade 10 and above, and Senior Leadership Team levels, measured against the working age population with a goal to meet those targets by 2024.</p> <p>Where data allows, these targets should be intersectional (by age gender and ethnicity), for example:</p> <ul style="list-style-type: none"> • <i>Setting a target for the proportion of Black male staff in the GLA to reflect London's working age population by 2024</i> • <i>Setting a target for the proportion of Black male and female staff in GLA's senior leadership to reflect the wider working age population by 2024</i> <p>Progress towards targets should be monitored at Unit and Directorate level.</p>	HR&OD Assistant Director	Mar 2021	This action has been updated for 2020 in response to feedback from Race Equity Network. Targets will help the organisation to identify and focus on areas of underrepresentation.
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6		<p>Use data to enhance our understanding of the ethnicity pay gap and patterns of racial inequality internally:</p> <ul style="list-style-type: none"> • Calculate the ethnicity pay gap for 2020, cut by gender • Disaggregate recruitment data on ethnicity by ethnic group and include within the Workforce Report • Provide unit level diversity data in line with the Workforce Reports according to end of March and end of September data • Undertake further data analysis to understand the experience of individual ethnic groups internally, including (but not limited to) the impact of intersectionality, tenure, length of service and occupational segregation and act to address any issues identified • Disaggregate existing workforce diversity data to ensure targets focus on intersectional groups including young Black men who are 	HR&OD Assistant Director	<p>September 2020</p> <p>November 2020</p> <p>November 2020</p> <p>November 2020</p> <p>September 2021</p>	<p>These are new actions for 2020 to improve our understanding of the ethnicity pay gap from an intersectional perspective, the experience of different ethnic groups internally and reflect feedback from the consultation.</p> <p>They will help us to better understand the differences in pay gaps and employment experience for Black, Asian, Mixed Race and other ethnic minority groups.</p> <p>They will also help us to understand and identify issues of underrepresentation relating to particular groups, for example young black men, so we can take action to address them.</p>
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		underrepresented in employment in London			
7		Review the Dignity at Work Policy including considering ways to address issues of hierarchical power and privilege	HR&OD Assistant Director		<p>This action is new for 2020 following feedback from the consultation.</p> <p>The review will look at all aspects of equality and ensure that policy and practice is incorporated into the policy document.</p>
8	Recruitment	Increase the proportion of Black, Asian and Minority Ethnic staff trained to conduct recruitment to be in line with their broader representation within the workforce	HR&OD Assistant Director	June 2021	<p>This action has been added to provide further stretch now that we have a pool of Black, Asian and Minority Ethnic staff trained to participate in interview panels.</p> <p>It aims to provide greater panel diversity</p>
9		<p>Interview panels:</p> <ul style="list-style-type: none"> All interview panels to be gender and ethnically diverse, trained in best practice in recruitment, including countering discrimination and unconscious bias 	HR&OD Assistant Director	<p>December 2020</p> <p>June 2021</p>	<p>This action has been updated to provide greater oversight of panel diversity as a result of the consultation. These actions are also reflected in the Gender Pay Gap Action Plan.</p>

		<ul style="list-style-type: none"> • Monitor the diversity of interview panels, including chairs and report by Directorate where data permits • Consider the use of trained independent panel members to ensure transparent and inclusive recruitment practice 			
10		HR&OD to proactively work with hiring managers in all senior recruitment campaigns, to help ensure diverse candidate pools, with the aim of having balanced shortlists.	HR&OD Assistant Director	In place – ongoing and monitoring	<p>This action has been retained from 2019 as it is not yet fully embedded.</p> <p>This action will help maximise opportunities to attract and assess diverse talent at recruitment stage.</p>
11		<p>Launch an independent review of GLA’s recruitment process for senior roles to understand the structural barriers that prevent progression or entry into senior roles, and make cultural change as a result.</p> <p>Review the GLA’s Recruitment Policy in the light of work in the last year to use different approaches to talent acquisition. Any changes will be in line</p>	HR&OD Assistant Director	July 2021	<p>This action is new for 2020.</p> <p>This action will help maximise opportunities to attract and assess diverse talent at recruitment stage.</p>

		with legal advice on the case for positive action.			
12		Review the Management of Change policy, ensuring that any organisational restructuring applies the same principles of non-biased decision-making	HR&OD Assistant Director	November 2020	This action is new for 2020 This action will ensure that all processes in relation to organisational change are clear and transparent
13		Monitor the diversity of short-term redeployment opportunities	HR&OD Assistant Director	October 2020	This is a new action for 2020. In response to Covid-19 and recovery work we have offered a number of short-term assignments to staff using an amended recruitment process. This action will enable us to monitor the impact of that process.
14	Career Development and Reward	Review the universal learning and development available to staff through to G8 and activity to publicise the offer Actively promote the opportunity to apply for internal posts to temporary workers and apprentices to help them secure longer-term employment	HR&OD Assistant Director	February 2021 (and annually)	This is a new action for 2020 and reflects feedback previously highlighted by staff-led groups that we should enhance our learning offer for junior colleagues to support their career progression.

15		Review the GLA's mentoring scheme in the context of reciprocal mentoring and sponsorship.	HR&OD Assistant Director	November 2020	This is a new action for 2020 and reflects work underway to review the existing mentoring programme. Two-way mentoring provides an opportunity for colleagues from diverse backgrounds to share their lived experience, and gain support from senior sponsors in return.
16		Undertake an independent review into the structural barriers that prevent Black, Asian and Minority Ethnic (BAME) and Black progression and make cultural change as a result. Review and strengthen succession planning and talent management processes which together will lead to an effective career development process for senior roles.	HR&OD Assistant Director	Winter 2020 for the launch of the Talent Management Programme. Evaluation by September 2021.	This action has been retained from the 2019 action plan, highlighting a focus on the need for more Black, Asian and Minority Ethnic Staff and Senior level and the importance of talent management and career development support.
17		Explore reserving 50% of places of a future cohort of Our Time for Black and Black and Black Mixed-Race Staff. This action will be contingent on legal advice on the case for positive action	HR&OD Assistant Director	Subject to budget discussions	This action has been amended to include the objective to reserve 50% of places on a future cohort of Our Time specifically for Black and Black Mixed-Race applicants, reflecting the under-representation

		Launch a targeted talent programme specifically for Black staff at the GLA to improve progression and retention with a focus on the specific challenges Black staff face in the workplace. This action will be contingent on legal advice on the case for positive action.			of Black and Black Mixed Race staff in more senior grades.
18		Monitor acting-up, honoraria and recognition payments by ethnicity and take action where necessary to address any issues highlighted by the data	HR&OD Assistant Director	Ongoing	<p>In 2019 we introduced a new approach to recognition payments to ensure fairness, this action will monitor the new approach.</p> <p>This action has replaced an action from the 2019 plan which proposed a review of policy in this area which has been completed and is now established practice. This action reflects the importance of monitoring additional payments according to diversity which will be both through pay gap reporting and the Establishment Control Meeting process.</p>
19		<p>Ensure all unsuccessful internal candidates at interview are aware that they should receive:</p> <ul style="list-style-type: none"> • Feedback (written where requested) agreed by the 	Senior Leadership Team and HR&OD	Ongoing	This action has been retained following consultation feedback from staff that their experience does not reflect the policy position.

		<p>recruitment panel and provided by the recruiting manager. Resourcing manager to have KPI to ensure that feedback is provided when requested to all internal candidates.</p> <ul style="list-style-type: none"> • Line managers if appropriate to assist with addressing any key issues through the performance and career development process • Unsuccessful candidates will be encouraged to access a coach and/or mentor who is familiar with the GLA's recruitment/competency-based framework system 	Assistant Director		This action will help to ensure the policy is understood and followed by staff and managers.
20		<p>Monitor promotion rates by ethnicity, including by ethnic group in the Workforce Report.</p> <p>Diversity and Inclusion Management Board to receive reports from Executive Directors on diversity of promotion decisions within their directorate</p>	HR&OD Assistant Director	<p>November 2020</p> <p>March 2021</p>	This action is new for 2020 and is designed to provide greater transparency of internal progression, in response to feedback from the Race Equity Network.
21		Work with SLT to profile staff career journeys internally, with a focus on Black, Asian and minority ethnic GLA	HR&OD Assistant Director	Mar 2021	This action has been amended in response to feedback from the Race Equity Network to have

		staff to support career development and attraction.			greater focus on internal progression
22	Inclusive Culture: GLA Race Equity Network	<p>Collaboration with staff networks:</p> <ul style="list-style-type: none"> • Work collaboratively with the GLA Race Equity Network and support its development and work with the wider GLA Group and more externally to promote the network. • Provide coaching to staff network co-chairs through Inclusive GLA to support the development of the network • Work with the Race Equity Network through the Race Equity Action Group, to address progress to close the ethnicity pay gap • Work with the Race Equity Network to commission an additional emotional support service tailored to the needs of Black and Black Mixed Race staff • Work with the Race Equity Network in the context of action planning in 	<p>HR&OD/ Race Equity Network</p> <p>Executive Director for Strategy and Communications, Assistant Director Team London, Black, Asian and Minority Ethnic Network and</p>	<p>Ongoing</p> <p>September 2020</p> <p>September 2020</p> <p>Ongoing</p> <p>December 2020</p>	<p>This action is new for 2020 in response to feedback from staff networks and is designed to support them in their leadership and advocacy role</p> <p>This action is new for 2020 reflecting feedback from the Race Equity Network that Black and Mixed Race staff need access to bespoke emotional support.</p> <p>This action has been amended to reflect feedback from the Race Equity Network.</p>

		<p>response to the 2019 Staff Survey findings and the findings of the Network's survey findings</p> <ul style="list-style-type: none"> Support the All-In initiative – designed to amplify and support the work all the staff networks 	<p>Assistant Director HR&OD</p> <p>Senior Leadership Team</p>	Ongoing	<p>This action is new for 2020 reflecting the new staff-led initiative to amplify the work of the staff networks and grow the internal community of allies.</p>
23		<p>Use the GLA's commitment to BITC's (Business In The Community) Race at Work Charter to benchmark the GLA's inclusion work for Black, Asian and Minority Ethnic staff and the GLA's Good Work Standard to encourage good practice.</p> <p>Work towards meeting and then exceeding, the employer commitments set out in the Mayor's Workforce Integration Networks toolkit for Employers aimed to support young black men aged 16 to 24 years into living wage employment in London.</p>	<p>HR&OD/ Black, Asian and Minority Ethnic Network</p>	Ongoing	<p>This action has been amended to reflect the GLA's Good Work Standard in response to the consultation.</p> <p>The Good Work standard brings together best employment practice and links to resources and support and set the benchmark the Mayor wants every London employer to work towards and achieve.</p>
24		<p>Regular internal communications on activity against this action plan – helping ensure that more staff are aware of what is being done to tackle the ethnicity pay gap. This could</p>	<p>HR&OD Assistant Director</p>	Ongoing	<p>This is a new action for 2020. More regular communication on progress against the plan will help ensure the organisation is</p>

		include a corporate monthly update on diversity and inclusion activity			highlighting the actions it is taking to tackle the ethnicity pay gap.
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