GLA Gender Pay Gap Action Plan 2019 Progress report

This report provides a detailed update on our progress against the 2019 Gender Pay Gap Action Plan.

Overall of the 14 actions in our 2019 plan, nine have been completed. These actions have been removed from the plan as they are now firmly established and embedded in our ways of working. Four actions have been updated and expanded for inclusion in our 2020 plan to provide further stretch. A further action in relation to talent management, has been retained to ensure continued focus on this important area. We have added 15 new actions to our 2020 plan to ensure we continue to drive progress on gender equality.

Highlights of progress over the last year include:

- Increases in the representation of women in the staff population, specifically 52% of senior staff (defined as at Grade 12 and above) and in the Senior Leadership Team at 45%.

- New and / or reviewed HR policies to support gender inclusion developed in consultation with Unison, staff networks and all staff including and supported by full equality analyses. These include a new domestic and gender based violence and abuse policy.

- 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 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 non-binary women were encouraged to apply

- Launching a positive action talent programme for Black, Asian and Minority Ethnic staff. 86% of participants are Black, Asian and Minority Ethnic Women

- Rolling out *Inclusive GLA*, made up of unconscious bias learning for all staff and an equality and diversity specific coaching programme of the Senior Leadership Team

- Continuing to work closely with all staff networks, including the Women's Network and the Carers and Parents Network

The table below shows our achievements against the 2019 actions, and where actions have been carried forward to the 2020 plan.

Gender Action Plan 2019

No.	D&I Action Standard	Action	Owner	Timeframe	Progress against 2019 Plan
1	**Diversity Foundations**	Chief Officer acts as Diversity Sponsor with organisational accountability for diversity and performance against any workforce aspirational objectives. All Corporate	Chief Officer, CMT	Throughout the life of this plan	This action has been achieved and embedded in our ways of working. The Chief Officer, Mary Harpley is the GLA D&I champion. Mary leads the Diversity and Inclusion Management Board which oversees all internal workforce diversity activity. She also holds CMT and SMT to account for performance against their diversity objectives All staff networks have both Mayoral and

		Management Team (CMT) members to sponsor a different area of equality and diversity both internally and externally			Executive sponsors. Guidance for Staff Networks was agreed by the Diversity and Inclusion Management Board in June 2020 and sets out the role description for Chairs, Vice-Chairs, Mayoral and Executive Sponsors.
2		Implement directorate-level workforce diversity and inclusion action plans to improve the representation of women at all levels in the organisation, so that the GLA's staff reflect the working age population at all levels and	Executive Directors	In place with ongoing monitoring	This action has been achieved and embedded in our ways of working. Executive Directors have developed action plans for their directorates and or Units. The directorate plans are a feature of the Inclusive GLA programme which is being rolled out to all staff to reduce bias and promote an inclusive culture. Now that the GLA has closed the Gender Pay Gap, the focus of this work is to maintain this progress. As of 31 March 2020, women make up: • 60% of staff overall • 52% of senior staff (G12 and above) • 45% of the Senior Leadership Team

		close the gender pay gap			The Diversity and Inclusion Management Board agreed in June 2020 that Directorate / and or Unit Diversity and Inclusion Action Plans will be reviewed annually, tied to the performance review process through the Senior Leadership Team members' diversity and inclusion objective
3		All Senior Management Team members to have an annual appraisal objective on diversity, specific to their role, for which they are accountable. Progress to be reported to the Diversity and Inclusion Management Board	HR&OD and CMT	Objectives were set in November 2018 for review through the 2019-2020 performance cycle	This action has been achieved and embedded in our ways of working. The Chief Officer has held 1:1 meetings with all Executive Directors and Assistant Directors, to agree specific objectives that contribute to the Inclusive London workforce diversity objectives and address the issues specific to their business unit – linked to the Diversity and Inclusion Action Plan. These objectives have been carried forward to the 2020 appraisal period as objectives for the current year. As was the case in 2019, the Chief Officer will meet 1:1 with SLT to discuss their D&I objectives

4	**Workforce Transparency**	Review our HR policies and their application in line with best practice to ensure consistency – prioritising those that are likely to impact most - so that all staff (including women) are not disadvantaged in recruitment, selection career progression and reward. Develop performance measures to evaluate the effect of this	HR&OD Assistant Director	December 2019	This action has been completed. A programme of review is underway to look at all HR polices and is being pursued as part of the Transformation Programme. Policies already reviewed and / or established implemented include: • Resolution Policy • Smart Working Policy • Gender Based Violence Policy The GLA's Carers and Parents Network have led a piece of research on the experiences of GLA staff returning to work from parental leave, to ensure the GLA is fully supporting staff who are returning to work after parental leave. While these policies are not gender specific, they support a more inclusive culture. This action has been replaced by new actions for 2020 on policy work (Action 3 and 11 2020 plan)

		work			
5	**Recruitment**	Maximise our 'employer value proposition' (our proposition as an employer to prospective employees) to attract more external women applicants from a range of backgrounds for GLA jobs in particular at senior level in order to reflect the diversity of London and create a diverse workforce	HR&OD Assistant Director	Throughout 2019	This action has been completed. Our recruitment partner TMP conducted a piece of research and analysis which involved engaging with GLA stakeholders and provided recommendations to improve our employer value proposition. The assessment found that GLA attraction levels are above the economically active benchmark from national statistics and generally, there were no issues with the attraction, shortlist and appointment of female staff in senior management roles across the board. A recommendation was made to improve GLA's presence on the internet. Work has been completed to update the language and images used on the internet and intranet to promote a more inclusive work environment.

6		Promote our new and updated policy on Premature Birth and Neo-Natal Care internally and externally, including using recruitment materials	HR&OD Assistant Director	Throughout 2019	This action has been completed. Policy published in October 2018 as part of the policy review programme and promoted at the GLA hosted World Prematurity Day in November 2018. Both policies are referred to in relevant recruitment materials. This policy is promoted further on the 'Jobs and Working at City Hall' website pages
7		Continue to improve capability in flexible job design and building flexible career pathways	HR&OD Assistant Director	Dec 2019	This action has been completed. HR&OD colleagues attended a one day flexible job design workshop delivered by Timewise. The good practice from the workshop is applied when working with managers to design roles. Job-share coaching has been rolled out to job share partnerships and the GLA has developed this into a workshop and toolkit resource for job share partners. The GLA is working with Timewise on an ongoing basis to continue our partnership and improve capability in this area

| 8 | **Career Development and Reward** | Develop and maintain a pipeline of future senior women leaders by running further cohorts of Our Time to support the development of women, particularly those facing multiple barriers to progression | HR&OD Assistant Director | Throughout 2019 | Our Time – Future Leaders, is a GLA Group talent development programme for women. There is a cohort of approximately 50 women and 50 Champions in total in the programme. The 2019 programme (Cohort 2) was launched in September 2019 and comprises 13 participants from the GLA. The GLA met its commitment to offer at least 50% of programme places to BAME colleagues – this commitment was set to ensure that the programme would support women who may face multiple barriers to progression on account of intersectional identities. The programme was also promoted to explicitly encourage disabled and LGBTQ+ women to apply for this reason.

Cohort 2 has been extended due to Covid 19. Participants continue to be supported by a range of tailored development solutions

This action has been updated for 2020 to include a recommendation to reserve 50% of places on a future cohort of Our Time specifically for Black and Black Mixed Race applicants, reflecting the under-representation of Black and Black Mixed Race women in more senior grades (Action 12 2020 plan) |

9		Work with the wider GLA family to promote women's networks to GLA women to support their career develop	HR&OD Assistant Director	Throughout 2019	The Women's Network has been promoted to GLA staff internally. The Women's Network has a dedicated intranet page visible to all staff and information about all of the GLA's Network groups are also shared with all new starters at mandatory corporate induction sessions. Membership of the GLA Group's Women's Networks will be promoted to staff in LFB, Metropolitan Police, TfL, MOPAC, OPDC. The GLA's HR&OD Director initiated an LFB event, 'Stronger Together', in July 2019 through the Leading By Example subgroup. This event brought together representatives from staff Network groups from across the GLA Group to encourage collaboration and share good practice. The session strengthened the GLA's Women's Network by introducing Network representatives to colleagues from staff Networks in other GLA Group organisations. This event will be run at regular intervals going forwards. This action has been expanded and replaced by Action 18
10		Review and strengthen succession planning and	HR&OD Assistant Director		Transformation Programme, to establish talent management in the GLA, with a focus on BAME staff. This follows research and evidence on best-practice from external specialists.

		talent management processes which together will lead to an effective career development process for senior roles			A new pilot positive action programme for talented BAME staff was started in Autumn 2019. The programme has three key objectives: • Identify key roles in the organisation within grades 10-13 • Identify 15 high-potential members of staff from a Black, Asian or minority ethnic background • Succession development planning – providing the 15 participants with a Leadership Journey Plan to aid their progression This action has been retained for 2020 as talent management continues to be a priority (Action 15 2020 plan). Further actions have been added to support career development (Actions 13 and 14 2020 plan)
11		Review our policies and practice around additional payments to ensure it is fair and transparent and that women, and	HR&OD Assistant Director	Complete	This action has been achieved and embedded in our ways of working. Analysis of recognition payments has been conducted and the Chief Officer has introduced in early 2019 a central review process for all recognition payment requests to ensure greater rigour and consistency in their application. This has brought greater oversight of the process by the Corporate Management Team. The policy relating to recognition payments has

		other groups are not disadvantaged			been reviewed. The Secondment Policy has also been reviewed. Acting up honoraria and additional payments are now overseen by the Establishment Control Meeting and will continue to be monitored through the Workforce Report data. This policy review is part of the wider review into pay and grading, which forms part of the Chief Officer's Transformation programme. A new action has been added to the 2020 plan to monitor payments by gender (Action 16 2020 plan).
12	**Building an Inclusive Culture**	Roll out Inclusive GLA learning to reduce bias to all new and existing staff as part of a programme of activities to promote an inclusive culture	HR&OD Assistant Director	Throughout 2019	This action has been completed and embedded into ways of working. Inclusive GLA is an organisation-wide conversation about unconscious bias and how we can mitigate its impact. The roll out began in Spring 2019 with a series of Inclusive Leaders workshops for the entire Senior Management Team. All SMT members now have access to four coaching sessions with ENEI, the GLA's external training provider for this programme. As part of the coaching programme SMT members will complete an Implicitly test to recognise their own biases and will undergo a 360 assessment to support them to be inclusive leaders. Following the SMT workshops, Inclusive Manager

					workshops were held for all GLA line managers from June – September.
					Inclusive Teams workshops were piloted with the Chief Officer's Directorate from September and were rolled out to all other directorates from late October 2019. Evaluation of the programme to date indicates some positive movement against a number of short term and more medium term measures. The programme is now nearing completion.
					This Action has been replaced with a new action (Action 17 2020 plan) as this programme is nearing completion.
13		Continue to support the GLA Women's Network and their programme of activities and events	HR&OD Assistant Director	Throughout 2019	The Women's Network is represented at the Diversity and Inclusion Management Board. The Board has corporate responsibility for oversight of all workforce diversity and inclusion activity. The Women's Network will be supported by HR&OD. Notable achievements in 2020 include the Network's International Women's Day series of engagement events, the Network's feedback on GLA HR policy, and the Network's engagement with other GLA Networks through an EDI/Networks forum.
					This Action has been amended and expanded for 2020 in consultation with the Network (Action 18

					2020 plan)
14		Work with and provide support to the new Carers and Parents Network, including on both existing policies and potential new areas of policy responding to the experiences of parents and carers	HR&OD Assistant Director	Throughout 2019	The Carers and Parents Network has already embarked on a number of workstreams to support parents and carers at the GLA – including research to develop a return to work programme for staff, working with HR and GLA Facilities to improve provision of breastfeeding and expressing facilities at GLA sites, and providing feedback on HR policies This Action has been amended and expanded for 2020 in consultation with the Network (Action 18 2020 plan)