

GLA Gender Pay Gap Action Plan 2020

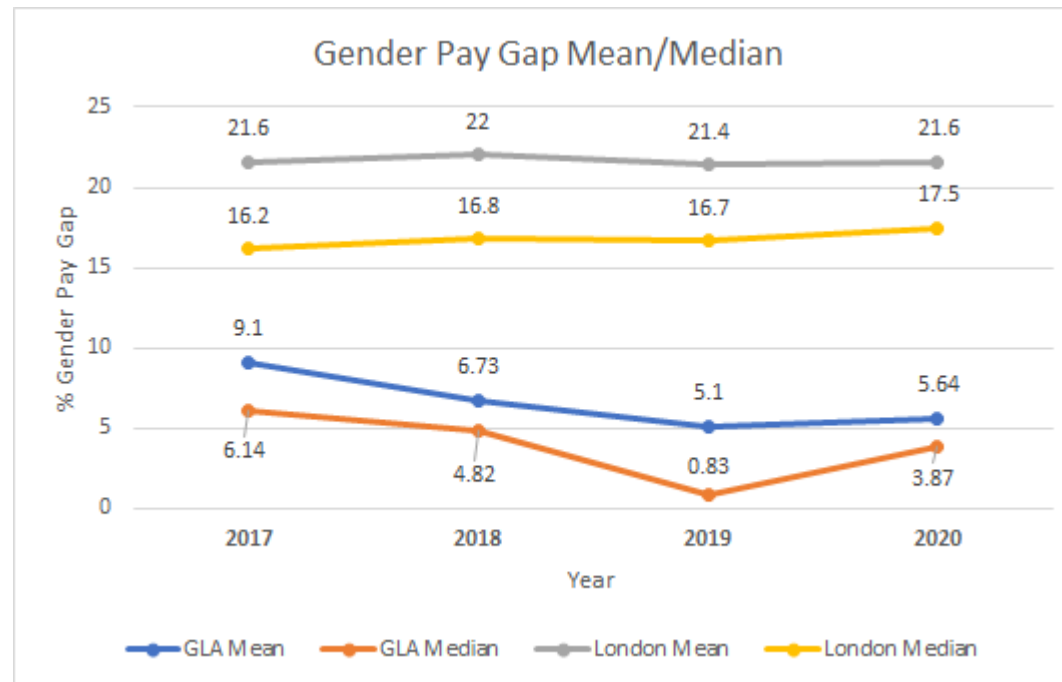
September 2020

What is the GLA Gender Pay Gap 2020?

The GLA published its first gender pay gap report in 2016 and [subsequent reports](#) in 2017, 2018 and 2019. The GLA is committed to tackling any form of structural and persistent inequality. Gender pay gap reporting and setting out an action plan to close the pay gap supports that aim.

As at 31 March 2020 the GLA had a median gender pay gap of 3.87% and a mean gender pay gap of 5.64%. This is an increase of 3.04 percentage points of the median gender pay gap which was 0.83% in 2019 and an increase of 0.54 percentage points of the mean gender pay gap which was 5.10% in 2019. However, these figures are well below the gender pay gap figures in London.

The chart below shows the trend over time of the GLA median and mean pay gap compared to the London median and mean pay gap. Overall both the GLA mean and median show a downward trend over time and are significantly below the London median and mean pay gap.



The median pay gap for part-time workers has reduced from 4.18% to 3.56% since last year but the mean has increased from 6.38% to 16.23%. 142 employees (12%) work part time = and 87% of these part time workers are women.

Our analysis highlights that the overall GLA median pay gap has increased because:

- Female median pay has decreased from £24.90 to £24.62 in the period 2019-2020 while male median pay has increased from £25.11 to £25.61, resulting in an increase in the median gender pay gap overall.
- The female staff population has grown by 14% (from 595 to 678), double the rate of the male staff population at 7% (from 435 to 464) in the period 2019-2020. Our Pay and Grading Principles mean that nearly all our new joiners start at the bottom of their pay scales and progress up the payscale each year. New starters will generally be on a lower salary than other staff with longer lengths of service in a grade, and will lower the median pay for that grade. Female staff numbers increased in greater proportion than male staff numbers thus having the effect of depressing female median pay more than male median pay. (See tables 1 and 2 in the Gender Pay Gap Data report.)
- Recruitment and turnover has led to changes in male and female staff numbers above and below the median. Of the female staff changes in 2019-20, a greater proportion were at or below Grade 8 i.e. below the median, which brought overall female median pay down (from £24.90/hour to £24.62/hour). A greater proportion of the male staff changes, were at or above Grade 9 i.e. above the median, which took overall male median pay up (from £25.11/hour to £25.61/hour). Of the 48 new staff at Grade 8 and below, 85% were Female; 15% were Male and of the 64 new staff at Grade 9 and above, 66% were Female; 34% were Male.
- At Grades 10 and 12, male staff have had longer average lengths of service compared to female staff. More men being at the top of those pay scales compared to female staff impacts the male median pay. Grades 10 and 12 account for a fifth of the GLA staff population and therefore relative lengths of service will have a large impact on the overall pay gap.

We intend to establish a Working Group in collaboration with Unison to consider pay and grading (Action 7). 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 16). The 2019 gender pay gap data indicated inequalities in relation to recognition payments which we have addressed through a new approach to govern the level of the payment awarded. Our September 2020 workforce report, shows that the distribution of additional payments is now in line with the workforce profile for Gender, Ethnicity and Disability. We will continue to use data to enhance our understanding of the gender pay gap and patterns of gender inequality (Action 6) and take action. It is

difficult to take specific actions that would address the reasons for the widening of the pay gap this year. However, the overall package of actions will collectively help to reduce gender inequality over time, and continue the downward trend to narrow the pay gap.

Why we have an Action Plan?

Through this action plan, we want to make clear the steps we are taking to address the gender 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. The Good Work Standard brings together best employment practice and links to resources, and sets 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 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 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. This action plan 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 to date?

Our focus remains on continuing to close the gap and ensuring women, in all their diversity, are able to progress into the most senior roles in the organisation. The latest pay gap analysis highlights the importance of sustained action to continue to tackle the gender pay gap and ensure that our workforce reflects the city we serve.

We continue to make progress against the commitments previously set out in the Gender Pay Gap Action Plan which are contributing to gender equality and to closing the gender pay gap over time. These 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%.
- Additional support for part-time staff including job share coaching. 142 employees work part time (12%) and 87% of these part-time workers are women. The median pay gap for part-time workers has reduced from 4.18% to 3.56% since last year although the mean has increased.
- New and / or reviewed HR policies. These have been developed in consultation with Unison, staff networks and all staff including and supported by full equality analyses:
 - Gender-Based Violence – We recognise that abuse can affect those of any gender (although it is still the case that domestic abuse affects a greater proportion of women than men). The new policy aims to raise awareness of abuse; create a safe and supportive environment for anybody affected by it; help managers and colleagues to recognise potential signs and encourage appropriate conversations; ensure that disclosures are dealt with sensitively and confidentially; provide practical help and signpost to sources of advice and support. We have introduced provision for up to 10 days' paid leave and a loan facility for those affected by abuse.
 - Smart Working – The smart working policy supports flexibility in working hours and practices (for example working from locations other than the office). This is likely to improve work-life balance for many and may be particularly helpful to staff who have children or other caring responsibilities (a greater proportion of whom are likely to be women).
 - Resolution – The resolution policy recognises that disputes, concerns or complaints are a natural and inevitable factor for any organisation, especially one which has a diverse and representative workforce. Focusing on resolving workplace issues constructively will help us to create and sustain a positive working environment where we can all thrive.
 - Acting Up, Allowances, Honoraria and Recognition Payments – The 2019 gender and ethnicity pay gap data indicated inequalities in relation to recognition payments. In 2018/2019 more women received recognition payments than men, but on average received lower amounts than men. The new approach sets four fixed levels of payment and predetermined criteria to govern the level of the payment awarded. All recognition payments are reviewed by the Corporate Management Team (CMT) in their Establishment Control Meeting (ECM).

- Bereavement Leave – This policy includes provision for up to 10 days' paid leave for stillbirth or prenatal death (miscarriage) at any stage of pregnancy, in addition to the statutory provision for full maternity leave for women who lose a baby over the 24-week mark.
- Running a second cohort of *Our Time*, the GLA Group's sponsorship programme. The programme pairs 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 trans women encouraged to apply. 53% of participants are Black, Asian and Minority Ethnic Women, 15% disabled and 15% LGBTQ.
- Launching 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 strengths and development areas. 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.
- 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 Women's Network and the Carers and Parents Network. Our Women's Network has supported the selection process for *Our Time*, has contributed to a number of policy consultations including the Domestic and Gender-Based Violence and Abuse Policy. They have also hosted a wide range of member events including International Women's Day around the theme #EachforEqual. Our Carers and Parents Network has been working with us to improve facilities and support for breastfeeding staff, helping to develop our carers and dependency leave policy and undertaking research to improve the experience of staff returning from a period of significant leave (carers, maternity, paternity, shared parental). They have also hosted member sessions on palliative care and provided communication support around grief and grieving. Following Covid-19 both networks have been providing additional support to members who are working flexibly to juggle work and caring responsibilities.

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 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). Rickardo Hyatt, Executive Director Housing and Land, sponsors our Women’s Network and Emma Strain, Assistant Director, External Relations, sponsors our LGBTQ+ network which supports non-binary colleagues.

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
- 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.
- As was the case in 2019, the Chief Officer will meet 1:1 with SLT to discuss their D&I objectives for 2020/21

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

Gender Action Plan 2020

The table below shows the actions we have agreed through consultation for the 2020 Gender 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.

No.	D&I Action Standard Chapter	Action	Owner	Timeframe	Changes since the 2019 Action Plan
1	Diversity Foundations	<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 	<p>Senior Leadership Team</p> <p>Corporate Management Team</p>	<p>September 2020</p> <p>December 2020</p>	<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</p>

No.	D&I Action Standard Chapter	Action	Owner	Timeframe	Changes since the 2019 Action Plan
					accountability for Diversity and Inclusion
2		<p>Set and monitor diversity objectives for all staff:</p> <ul style="list-style-type: none"> • Chief Officer to meet 1:1 with SLT to review progress against their D&I objectives • Progress against the Senior Leadership Team annual diversity objective – including Diversity and Inclusion Action Plans – to be reported back to the Diversity and Inclusion Management Board • All staff to have an annual performance objective on diversity – specific to their 	Chief Officer/ Corporate Management Team	December 2020 2020-21 Performance Review cycle	<p>These are new actions for 2020. 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</p>

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		<p>role, for which they are accountable</p> <ul style="list-style-type: none"> All managers to have an annual performance objective focused on staff development 			ownership for diversity and inclusion activity amongst all staff.
3	Workforce Transparency	<p>New policies on Carers, Menopause, Equality Diversity and Inclusion, Dignity at Work, Maternity, Adoption, Parental and Shared Parental Leave and Management of Change will be developed in consultation with Unison and staff networks and in line with best practice</p> <p>Review the Dignity at Work Policy including considering ways to address issues of hierarchical power and privilege</p>	HR&OD Assistant Director	July 2021	<p>These actions replace a more general action from the 2019 plan on policy review. The new action is designed to be more specific, highlighting the policy work which HR&OD will progress during 2020-21.</p> <p>These policies will help to support women in particular within the workplace.</p> <p>Our Carers and dependents policy will enhance support to carers inclusive of any gender, although statistically</p>

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					<p>a greater proportion of carers are women.</p> <p>Menopause symptoms can have a significant impact on attendance and performance of women in the workplace and the GLA does not have a policy or guidance at present. The review will look at what measures can be put in place to support women going through the menopause and will aim to increase awareness.</p> <p>As part of a suite of family policies we will improve resources for women returning from maternity leave, make our adoption and parental leave and shared parental leave policies clearer. We will also consider whether measures can be put in place to help</p>

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					women going through fertility treatment.
4		<p>Equality monitoring:</p> <ul style="list-style-type: none"> • Improve monitoring of non-binary gender identities on the HR system, iTrent • Introduce monitoring of caring responsibilities to the HR system, iTrent 	HR&OD Assistant Director	<p>January 2021</p> <p>December 2021</p>	<p>These are new actions for 2020.</p> <p>Introducing improved monitoring for non-binary gender identities and staff with caring responsibilities will help us to identify any patterns of inequality or organisational barriers impacting these groups.</p> <p>It will also support progress against the Diversity and Inclusion Action Standard.</p>
5		Provide unit level diversity data in line with the Workforce Reports according to end of March and end of September data to assist Senior Leadership Team members to inform and	HR&OD Assistant Director	November 2020	<p>This is a new action for 2020.</p> <p>Unit level diversity data, will enable ADs and EDs to take greater accountability for workforce representation within their areas, and</p>

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		review their Diversity and Inclusion Action Plans			identify issues unique to their sector or profession.
6		<p>Use data to enhance our understanding of the gender pay gap and patterns of gender inequality internally:</p> <ul style="list-style-type: none"> • Calculate the ethnicity pay gap for 2020, cut by gender • Explore if pay gap analysis can incorporate other intersectional data • Monitor the gender balance within the organisation, with a specific focus on the representation of the diversity of women – including in terms of disability, ethnicity, 	HR&OD Assistant Director	<p>September 2020</p> <p>September 2020</p> <p>Ongoing</p>	<p>These are new actions for 2020.</p> <p>They will help us to better understand the pay gap for women from diverse backgrounds who face multiple barriers.</p> <p>Feedback from the staff consultation asked that we conduct further data analysis to understand patterns of inequality for example for Black women or disabled women.</p>

No.	D&I Action Standard Chapter	Action	Owner	Timeframe	Changes since the 2019 Action Plan
		<p>gender identity and sexual orientation</p> <ul style="list-style-type: none"> Undertake further data analysis to understand the experience of all women internally including (but not limited to) in terms of intersectionality, the impact of flexible working on opportunity and occupational segregation and act to address any issues identified 		November 2020	
7		Establish a Working Group in collaboration with Unison on pay	Chief Officer and HR&OD Assistant Director	July 2021	<p>This is a new action and reflects engagement with Unison.</p> <p>It will help us to consider the impact of our existing pay policy from a diversity perspective.</p>

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8	Recruitment	<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. Monitor the diversity of interview panels, including chairs 	HR&OD Assistant Director	<p>June 2021</p> <p>December 2020</p>	<p>This action has been added as a result of the consultation and to reflect actions in the ethnicity pay gap action plan.</p> <p>It aims to provide greater oversight of panel diversity.</p>
9		Clarify existing guidance on the Recruitment and Selection Policy to help ensure shared understanding by staff and managers regarding the process	HR&OD Assistant Director	November 2020	<p>This is a new action for 2020 as a result of the consultation reflecting the difference reported by staff between GLA policy and its application.</p> <p>This action will help to ensure the policy is understood and followed fully by staff and managers.</p>

No.	D&I Action Standard Chapter	Action	Owner	Timeframe	Changes since the 2019 Action Plan
10		Monitor the diversity of short-term redeployment opportunities	HR&OD Assistant Director	October 2020	<p>This is a new action for 2020.</p> <p>In response to Covid-19 and recovery work we have offered a number of short-term assignments to staff using an amended recruitment process.</p> <p>This action will enable us to monitor the impact of that process.</p>
11		Develop a 'return to work pack' for staff returning from maternity leave, dependency leave, or parental leave in consultation with the Carers and Parents Network	HR&OD Assistant Director	October 2020	<p>This is a new action for 2020 and reflects work that the Carers and Parents Network have initiated.</p> <p>HR&OD will work with the network to provide additional resources to support colleagues returning from periods of leave following care for children or other dependents.</p>

No.	D&I Action Standard Chapter	Action	Owner	Timeframe	Changes since the 2019 Action Plan
12	Career Development and Reward	Develop and maintain a pipeline of future senior women leaders. Explore reserving 50% of places of a future cohort of Our Time for Black and Black Mixed Race Staff. This action will be contingent on legal advice on the case for positive action	HR&OD Assistant Director	September 2021	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 of Black and Black Mixed Race staff in more senior grades.
13		Review the universal learning and development available to staff through to G8 and activity to publicise the offer	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.
14		Review the GLA's mentoring scheme in the context of two-way 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

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					colleagues from diverse backgrounds to share their lived experience, and gain support from senior sponsors in return.
15		Review and strengthen succession planning and talent management processes which together will lead to an effective career development process for senior roles for all women, including women from diverse backgrounds in terms of disability, ethnicity, gender identity and sexual orientation	HR&OD Assistant Director	December 2021	This action has been retained from the 2019 action plan, highlighting a focus on the diversity of women and the importance of talent management.
16		Monitor salary appointment decisions, acting-up, honoraria and recognition payments by gender and take action where necessary to address any issues highlighted	Corporate Management Team and Assistant Director, HR&OD	Ongoing	In 2019 we introduced a new approach to recognition payments to ensure fairness, this action will monitor the new approach. This action has replaced an action from the 2019 plan

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					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.
17	Building an Inclusive Culture	Following completion of the roll-out of <i>Inclusive GLA</i> (pan-organisation roll out of unconscious bias learning), review equality, diversity and inclusion learning provision and offer further opportunities to consolidate and develop organisational learning in this area	HR&OD Assistant Director	February 2021	This is a new action which replaces an action in the 2019 plan on delivering the <i>Inclusive GLA</i> programme across the organisation as this programme is nearing completion.

No.	D&I Action Standard Chapter	Action	Owner	Timeframe	Changes since the 2019 Action Plan
18		<p>Collaboration with staff networks:</p> <ul style="list-style-type: none"> Continue to support the GLA Women’s Network and their programme of activities and events Provide coaching to staff network co-chairs through Inclusive GLA to support the development of the network 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, including ensuring policy relating to communication, inclusion and involvement of staff on periods of family-oriented leave, 	HR&OD Assistant Director	<p>Ongoing</p> <p>September 2020</p> <p>Ongoing</p>	<p>This action is carried over from the 2019 action plan as it is an ongoing commitment.</p> <p>This action is new for 2020 in response to feedback from staff networks.</p> <p>This action has been amended to reflect the work the Carers and Parents Network are progressing.</p>

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		<p>including bereavement, is met and maintained, for example through a 'buddy' system and developing a 'return to work' pack with HR&OD</p> <ul style="list-style-type: none"> • Support the All-In initiative – designed to amplify and support the work of all the staff networks • Work with the wider GLA family to promote women's networks to GLA women to support their career development 	<p>Senior Leadership Team</p> <p>HR&OD Assistant Director</p>	<p>Ongoing</p> <p>Ongoing</p>	<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>
19		Regular internal communications on activity against this action plan – helping ensure that more staff are aware of what is	HR&OD Assistant Director	Ongoing	This is a new action for 2020. More regular communication on progress against the plan will help ensure the organisation is

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		being done to tackle the gender pay gap. This could include a corporate monthly update on diversity and inclusion activity			highlighting the actions it is taking to tackle the gender pay gap.