

GLA Approach to Setting a Corporate EDI Action Plan 2023-24

The GLA's *Inclusion Programme* was set up in March 2022 to set out the GLA's vision and objectives on workforce equality, diversity and inclusion (EDI) in response to the Independent Review of Ethnic Minority Experiences at the GLA by The Equal Group (2022) and the Goss Consultancy Report (Workplace Adjustments Review, 2020).

The GLA's EDI Statement is made by the Chief Officer and sets out the GLA's vision to:

- Create a fairer, more equal city for all Londoners in relation to race, gender, religion, sexual orientation, age, disability and socio-economic background
- Become an organisation which is equal, representative, diverse and inclusive
- Ensure all staff have an equally positive experience of working at, progressing and belonging in the GLA.

We Belong Here is the GLA's three-year workforce EDI strategy and was agreed in July 2022 with three strategic aims:

- Accountability – develop collective and individual accountability on EDI
- Inclusive culture – grow a genuinely inclusive working culture that fosters a sense of belonging – where everyone feels safe, can be themselves, give their best work and progress their career
- Representation – build a workforce that reflects London's diversity across all directorates and at senior level

We Belong Here takes an inclusive approach to diversity including relating to age, caring responsibilities, disability, ethnicity, gender, gender identity and gender expression, marriage and civil partnership, nationality and accent, pregnancy and maternity, religion or belief, sexual orientation and socio-economic background. It also makes clear a zero-tolerance approach to discrimination, harassment, victimisation and bullying in any form, and a commitment to becoming an anti-racist organisation.

Based on analysis of both qualitative and quantitative data, including 2021 pay gap data, both race equality and disability equality were identified as key and equivalent priorities within the strategy alongside a commitment to develop an understanding of intersectionality at the GLA.

A corporate EDI Action Plan was set in July 2022, informed by the GLA's 2021 pay gap data, to reflect the GLA's priorities against each of the strategic aims.

Progress during 2022-23

Strategic Aim 1 – Accountability

- EDI Budget reviewed and an additional investment of £700K secured for 2023-24 and 2024-25
- Chief Officer's Challenge Sessions with Executive Directors and representatives of Directorate Leadership Teams, held in Autumn 2022 and Spring 2023.
- EDI Essentials established setting out minimum performance levels across Directorates
- Ensured Directorate Action Plans in place in all Directorates

- EDI Objectives set for all managers and staff

Strategic Aim 2 – Inclusive Culture

- Monthly *Our Moment Forum* meetings for staff to speak with the Corporate Management Team to reflect their experience
- [Workplace adjustment practice](#) – introduced mandatory briefings for managers, conversations with all staff
- Launched Disability Equality training for managers in December 2022
- Ran a disability awareness campaign marking UN International Day of Persons with Disabilities
- Recommissioned and expanded bespoke emotional support to include Asian staff
- *Let's Talk About Race*: holding sessions involving over 1,000 staff

Strategic Aim 3 – Representation

- Revised Competency Framework
- Mandatory inclusive recruitment briefings for hiring managers
- Introduced new executive director oversight of Grade 10+ appointments, to be replicated to appointments Grade 9 and below
- Performance monitored through Corporate Performance Framework

Performance Data

Pay gap data

From 2021-2022 the GLA's:

- Median ethnicity pay gap has increased slightly from 11.1% to 12.62%
- Median disability pay gap has reduced from 8.58% to 3.10%
- Median Ggender pay gap has remained largely steady from 2.08%-1.95%

Representation of Black, Asian and Minority Ethnic staff within the GLA as of 31 December 2022:

- Black, Asian or Minority Ethnic staff: 32% (40% Economically Active population in London)
- Black staff: 12%
- Asian staff: 14%
- Mixed Staff: 5%
- Other staff: 2%
- Black, Asian and Minority Ethnic staff (Grade 10+): 23%
- Black, Asian and Minority Ethnic staff in Senior Leadership Team: 13%

Representation of disabled staff within the GLA as of 31 December 2022:

- Disabled staff: 7% (17% Economically Active population in London,)
- Disabled staff at (Grade 10+): 7%
- Disabled staff in Senior Leadership Team: 13%

Representation of women within the GLA as of 31 December 2022:

- Female staff: 62% (49% Economically Active population in London)
- Female staff at (Grade 10+): 61%

- Female staff in Senior Leadership Team: 54%

Based on this data and qualitative feedback from staff, we know that:

- Black, Asian and Minority Ethnic staff remain under-represented overall and that representation falls with seniority
- Disabled staff remain significantly under-represented overall and while they are more evenly represented with seniority, this is based on relatively small numbers
- Women remain represented at 50% or above at all grades

Focus for 2023-24 – developing our corporate EDI Action Plan for 2023-24

The 2022-23 action plan was informed by the Independent Review of Ethnic Minority Experiences at the GLA by The Equal Group, the Goss Consultancy Report (Workplace Adjustments Review), and priorities from the 2021 GLA Pay Gap Action Plan. Our pay gap data from 2022 will inform our 2023-24 action plan which will continue to focus on action that delivers against the recommendations from the two independent reports.

During 2022-23 we focused on our recruitment process. We will build on this during 2023-24 to further improve our approach across the recruitment life-cycle, including attraction and onboarding. We must also make progress with how we nurture our talent, rolling out 'co-sponsorship' and introducing career acceleration programmes.

We will develop a draft action plan during March and consult staff networks, Unison and staff across the organisation on a draft action plan during April. We will continue to measure our progress through monitoring our workforce, pay gap and progression data and through qualitative feedback from our staff.

Strategic Aim One – Accountability: Intended actions for 2023-24

- Further work on understanding intersectionality and how this drives inequality internally
- New work to introduce socio-economic background monitoring and engagement
- Renewal of Staff and Manager EDI objectives
- Publishing internally Chief Officer and Executive Director EDI objectives
- Completing recruitment and appointing new Inclusion Programme resources to support Directorates

Strategic Aim Two - Inclusive Culture: Intended actions for 2023-24

Continue work from 2022-23 to:

- Review our EDI learning resources
- Consider mutual mentoring in developing our career acceleration work
- Share guidance on EQIAs and inclusive working practices
- Collaborate with GLA group on best practice
- Ongoing support for staff networks and their programmes
- Recommission and extend bespoke emotional support for Black, Asian and Minority Ethnic staff
- Improve the pace of implementing workplace adjustments and the quality of the Occupational Health Service

- Review of leave policies

New work in 2023-24

- Review practice and support on neurodiversity
- Recommission EDI learning resources in light of the review's findings
- Transitioning policy review

Strategic Aim 3 – Representation: Intended actions for 2023-24

Continue work from year one to:

- Improve recruitment policy/guidance and training
- Provide inclusive onboarding guidance
- Target development support for staff at Grade 3
- Understand and address barriers to progression for disabled staff
- Design and deliver targeted career acceleration programmes for Black, Asian and Minority Ethnic staff and disabled staff

New work to:

- Roll-out Directorate level 'co-sponsorship' programme
- Respond to The Equal Group's recommendations on succession planning and talent development