

# **Greater London Authority (GLA) Gender Pay Gap Action Plan**

**October 2019**

## What is the GLA Gender Pay Gap 2019?

The GLA published its first gender pay gap report in 2016 and subsequent reports in 2017 and 2018.

As at 31 March 2019 the GLA had a median gender pay gap of **0.83%** and a mean gender pay gap of **5.10%**. This is an improvement on the position last year where the median gender pay gap was 4.82% and the mean was 6.73%.

## What progress have we made?

In this latest progress report the GLA continues to make progress against the actions outlined in this plan. Our focus remains continuing to close the gap and ensuring women are able to progress into the most senior roles in the organisation. The latest pay gap analysis indicates that our key aim remains one of diversifying our senior management roles and ensuring that our workforce reflects the London community that it serves.

We continue to deliver on a number of initiatives that are contributing to closing the gender pay gap. These include:

- Embarking on a programme of HR policy reviews. Working with the HR&OD team to provide training opportunities and identify career development workshops
- Greater collaboration with Staff Networks, including the GLA's Women's Network. The GLA has seven Staff Networks: BAME Staff Network, Staff Network for Disability, EU Staff Network, LGBT+ Network, Women's Network, Carers and Parents Network, and Christian Network
- Rolling out Inclusive GLA – a whole organisation learning programme to equip staff with the capacity to reduce the effect of any potential bias on all decision making within the organisation
- Our Time – a positive action sponsorship programme for women across the GLA Group. The GLA organisations involved are the Greater London Authority, Transport for London, Mayor's Office for Policing and Crime, Old Oak and Park Royal Development Corporation, London Legacy Development Corporation, London Fire Brigade, Metropolitan Police Service, and London & Partners

There are further things we want to do in 2019 and will work in partnership with the Corporate Management Team, Diversity and Inclusion Management Board (with its representatives from all GLA Directorates, Staff Networks, the Mayor's Office and Unison) and Human Resources & Organisational Development (HR&OD) to continue to close the gender pay gap.

The GLA understands the importance of intersectionality and recognises that this is not addressed in the data presented in this report, which is a gap in the information presented. Intersectionality is a key consideration for the GLA when making progress on the Gender Pay Gap.

A more detailed progress overview can be seen in the following table.

## GLA Gender Pay Gap Action Plan 2019

No.	D&I Action Standard	Action	Owner	Progress	Timeframe
1	<b>Diversity Foundations</b>	Chief Officer acts as Diversity Sponsor with organisational accountability for diversity and performance against any workforce aspirational objectives. All Corporate Management Team (CMT) members to sponsor a different area of equality and diversity both internally and externally	Chief Officer, CMT	Mary Harpley is the GLA Diversity & Inclusion (D&I) champion and has demonstrated her commitment through her Core Briefings to staff.  Executive and Mayoral Sponsors have been appointed for ethnicity,	Throughout the life of this plan

No.	D&I Action Standard	Action	Owner	Progress	Timeframe
				sexual orientation, gender, and disability.	
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 economically active population at all levels and close the gender pay gap	Executive Directors	Executive Directors have developed action plans for their directorates. 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	In place - ongoing and monitoring
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	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 its Diversity and Inclusion Action Plan. These objectives have been rolled over to be discussed in the 2020 appraisal period as	Set in November 2018 and are in place for 2019-2020

No.	D&I Action Standard	Action	Owner	Progress	Timeframe
				objectives for the current year	
4	<b>Workforce Transparency</b>	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 work	HR&OD Assistant Director	A programme of review is underway to look at all HR policies and is being pursued as part of the Transformation Programme. Policies already reviewed and implemented include Citizenship loans. Consultation has now closed on the Resolution Policy and Smart Working Policy. Consultation is due to start on the Domestic Violence Policy. While these policies are not gender specific, they support a more inclusive culture	December 2019
5	<b>Recruitment</b>	Maximise our ‘employer value proposition’ (our proposition as an employer to prospective employees) to attract more	HR&OD Assistant Director	Work has been completed to update the language and images used on the internet and intranet to	Throughout 2019

No.	D&I Action Standard	Action	Owner	Progress	Timeframe
		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		promote a more inclusive work environment. Further work will be completed under the Transformation programme Workstream 1 (Talent attraction, Workforce and EDI)	
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	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 will be promoted further on the 'Jobs and Working at City Hall' website pages	Throughout 2019
7		Continue to improve capability in flexible job design and building flexible career pathways	HR&OD Assistant Director	HR&OD colleagues attended a one day flexible job design workshop delivered by Timewise. The next step is to apply the good practice from the workshop when working	Dec 2019

No.	D&I Action Standard	Action	Owner	Progress	Timeframe
				<p>with managers to design roles. A job-share coaching pilot has been completed and is being evaluated. Timewise have been procured to design and deliver line manager workshops on managing flexible working. The GLA is working with Timewise on an ongoing basis to continue our partnership and improve capability in this area</p>	
8	<p><b>Career Development and Reward</b></p>	<p>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</p>	<p>HR&amp;OD Assistant Director</p>	<p>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</p>	<p>Throughout 2019</p>

No.	D&I Action Standard	Action	Owner	Progress	Timeframe
				<p>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 LGBT+ women to apply for this reason. Cohort 1 participants continue to be supported by a range of tailored development solutions</p>	
9		<p>Work with the wider GLA family to promote women’s networks to GLA women to support their career develop</p>	<p>HR&amp;OD Assistant Director</p>	<p>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</p>	<p>Throughout 2019</p>



No.	D&I Action Standard	Action	Owner	Progress	Timeframe
				<p>the GLA Group's Women's Networks will be promoted to staff in LFB, Metropolitan Police, TfL, MOPAC, OPDC.</p> <p>The GLA's HR&amp;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</p>	

No.	D&I Action Standard	Action	Owner	Progress	Timeframe
10		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	<p>Work is underway to launch a BAME progression talent management programme as a pilot. Following the launch, we will review the programme and evaluate how this programme can be expanded.</p> <p>This work is to be completed as part of workstream 1 of the Transformation Programme</p>	Throughout 2019
11		Review our policies and practice around additional payments to ensure it is fair and transparent and that women, and other groups are not disadvantaged	HR&OD Assistant Director	The Chief Officer has introduced a central review process for all recognition payment requests to ensure greater rigour, consistency, and transparency in their application across Directorates. Work is also scheduled to review the policy relating to recognition payments, for example, introducing fixed	December 2019

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				recognition payment amounts. Diversity will be a key focus of this work	
12	<b>Building an Inclusive Culture</b>	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	<p>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.</p> <p>Following the SMT workshops, Inclusive Manager workshops were</p>	Throughout 2019

No.	D&I Action Standard	Action	Owner	Progress	Timeframe
				<p>held for all GLA line managers from June – September.</p> <p>Inclusive Teams workshops have been piloted in the Chief Officer’s Directorate from September and will be rolled out to all other directorates from late October 2019. Evaluation of the programme will seek to measure its effectiveness.</p> <p>Unconscious Bias e-learning is now available to all staff, who have to complete this e-learning before attending the workshops</p>	
13		Continue to support the GLA Women’s Network and their programme of activities and events	HR&OD Assistant Director	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	Throughout 2019

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				activity. The Women's Network will be supported by HR&OD	
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	This is a new action and forms part of the HR&OD 2019 work programme	Throughout 2019