

Committee(s)	Dated:
Establishment Committee	27 January 2021
Subject: Equality and Inclusion Update including Gender, Ethnicity and Disability Pay Gaps	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Contribute to a flourishing society, point 3
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: Chrissie Morgan, Director of Human Resources	For Decision
Report author: Carol Simpson, Town Clerk's – Human Resources Amanda Lee-Ajala – Town Clerk's – Human Resources Tracey Jansen, Towns Clerk's - Human Resources	

Summary

The report provides the City of London Corporation's Gender, Ethnicity and Disability Pay Gaps for the snapshot date of 31 March 2020 and presents the updated Equality and Inclusion Action Plan 2019 - 2021.

Recommendation(s)

Members are asked to note the report and endorse:

- the Equality and Inclusion Action Plan 2019 – 2021 attached at Appendix 6
- the revised categories included in the Equal Opportunities Recruitment Monitoring Form at Appendix 7.

Main Report

Background

In accordance with the Gender Pay Gap Regulations the City Corporation has been required to publish and report its Gender Pay Gap (GPG) by 30 March annually since 2017. Alongside the GPG the City Corporation has also voluntarily elected to publish each year both the Ethnicity Pay Gap (EPG) and Disability Pay Gap (DPG), in line with a number of local authorities.

In March 2020 due to the Coronavirus outbreak, the Government Equalities Office (GEO) and the Equality and Human Rights Commission (EHRC) suspended enforcement of the gender pay gap deadlines for the reporting year 2019 - 2020 i.e. snapshot date of 31 March 2019. However, the City Corporation had already prepared and reported on the 2019 - 2020 data to this committee in December 2019 together with an update on equality and inclusion activities to help us address the pay gaps.

This report provides the pay gap figures at the snapshot date of 31 March 2020 in relation to gender, ethnicity and disability. Data reported is compiled by the Pay Office, Chamberlains from CityPeople.

Pay gap data shows the difference in the average pay between different groups i.e. all men and women in a workforce. Whereas equal pay deals with the pay differences between different groups i.e. men and women who carry out the same jobs, similar jobs or work of equal value.

Members are reminded that the pay gap calculation is based on the total pay bill. Mean and median pay includes basic pay and other payments such as market forces supplements (MFS). The bonus pay gap includes bonus incentive schemes, honoraria payments, recognition rewards and contribution pay.

This report includes an update on the City Corporation's Equality and Inclusion Action Plan 2019 - 2021, an integral part of monitoring progress against qualitative targets on equality matters, including actions to improve our pay gap.

Current Position

Pay Gaps

1. The Corporation's gender, ethnicity and disability pay gaps as at the snapshot date of 31 March 2020 are shown in full at Appendices 1, 2 and 3 of this report. Whilst we have 100% data capture in relation to the gender pay gap, for ethnicity and disability these figures relate to those staff who have self-declared their data through CityPeople self-service.
2. We have comparatively high levels of data capture across these protected characteristics. This is due to the length of time that we have now been collecting data and through the awareness campaigns that are run annually. In addition, reminders are posted on self-service for staff to see when for example staff go in to view their payslips. Chief Officers and senior managers are asked to encourage their own staff to check they have entered their data through self-service, especially for the casual workforce. This is particularly important as the better the data capture for ethnicity and disability the more accurate the pay gaps will be.

- In summary, the mean hourly and mean bonus rates are tabulated below i.e. the difference between the mean hourly / bonus rates for different groups i.e. male staff and female staff expressed as a percentage of the male rate. A positive figure indicates that females are paid less than males on average; a negative figure indicates that females are paid more than males on average.

Summary Table: Gender, Ethnicity and Disability Pay Gaps 2020

Note: Bracketed figures represent the 31 March 2019 pay gap.

Protected characteristic	Mean hourly rate	Mean bonus rate
Gender Pay Gap (based on 100% of the workforce) The difference between women's pay and men's pay as a percentage of men's pay	5.6% Lower (5.5% Lower)	15.7% Lower (17.2% Lower)
Ethnicity Pay Gap (based on 87.36% of the workforce) BAME employees pay and white employees pay as a percentage of white employees pay	19.1% Lower (19.7% Lower)	23.1% Lower (18.2% Lower)
Disability Pay Gap (based on 85.24% of the workforce) Pay of employees who have declared a disability and the pay of employees who have declared they do not have a disability as a % of the pay of employees who have declared they do not have a disability	10.3% Lower (7.9% Lower)	-14.8% Higher (-11.9% Higher)

- These pay gap figures are representative of all employees and are not differentiated by full-time and part-time status. The total headcount used for the mean and median pay gaps was 5,030. A fuller breakdown is provided at Appendices 1, 2 and 3.
- As the pay gaps are based on the total pay, so for example include responsibility allowance in schools, unsocial hours payments and MFSs, it is difficult to compare to our grades consistently, but as a very rough guide:
 - Upper quartile: Grade G and above
 - Upper middle quartile: Grade E to F
 - Lower middle quartile: Grade C to D
 - Lower quartile: Grade A to B
- The formula to produce the GPG data is applied across all employers and provides us with useful insight as to how to address any imbalances where this is possible. However, at the time of this report none of the other London Boroughs have yet published their gender pay gap return for the snapshot date of 30 March 2020, therefore instead we have looked at Office for National Statistics (ONS) data for comparison.
- The gender pay gap is the difference between the average hourly pay of men and women. For information, in April 2020 the ONS reported provisional figures in its 'Gender Pay Gap in the UK: 2020' as calculated from the Annual Survey of Hours

and Earnings (ASHE), that the gender pay gap has fallen from 19.1% in 2016 (i.e. before the government requirement started) to 17.0% in 2020 across all employees working in organisations with 250 or more staff. ASHE data estimates are based on information gathered from a sample of 1% of employees in the UK on 22 April 2020. The City Corporation's mean hourly pay position at 5.6% lower, is much more favourable.

8. The ethnicity pay gap is defined as the difference between the average hourly pay of ethnic minorities and White British people. In 2018 - 2019, the Government consulted on options for the introduction of mandatory employer led Ethnicity Pay Reporting, the feedback from which is currently being analysed and a response has no doubt been impacted by Covid-19 and Brexit. To bring in a new ethnicity pay reporting scheme will require a new Act of Parliament.
9. From the latest ONS reports the ethnicity pay gap differs across regions and was largest in London at 23.8% in 2019, in contrast to the City Corporation's current 19.1% mean hourly rate.
10. In 2018 the ONS reported that disabled employees living in London were paid 15.3% less than non-disabled employees, in contrast to the City Corporation's current 10.3% mean hourly rate. The disability pay gap is the difference between the average hourly pay of disabled and non-disabled people, which is expressed as a percentage of non-disabled people's pay. Disabled people are all those with a health condition expected to last for at least 12 months which limits either their day-to-day activities which maybe physical, mental or other impairments. Non-disabled people are those without health conditions and those with health conditions which are neither activity-limiting nor work-limiting.
11. This year we had 16 additional staff declare themselves as disabled, when formerly they were either not disabled or not stated.
12. Our ethnicity and disability declaration level remains at around the mid to late 80% range. Whilst it is true to say that no-one is obliged to answer monitoring questions, particularly as they can be perceived to be very personal, but the quality of the monitoring is only as good as the quality of the data. It therefore continues to be important that both managers and employees understand how the equality declaration process is worthwhile and necessary to make equality policy a reality.
13. The total pay on the snapshot day was £14,022,007 and of this 15.5% or £2,179,213 was for Market Forces Supplement (MFS) payments. The MFS percentage of total pay was 13.7% for the snapshot date of 31 March 2019, therefore MFS increased as a percentage of total pay over the past year by 1.8%. Data on MFS's broken down by gender ethnicity and disability is attached at Appendix 4.
14. MFS's are considered on a case by case basis. They are agreed by the MFS Board with higher awards being referred to the Establishment Committee for approval. The business case for Chief Officers to apply or renew an MFS includes independent benchmarking and information about others posts that are

or could be impacted including equality considerations. However, if the market benchmarking data is weighted towards traditionally male professions, then this can unintentionally continue to underpin to a degree the gender pay gap.

15. The vast majority of bonus payments relate to Contribution Pay, Recognition Awards and to a lesser extent, Honoraria payments (Appendix 5). As for the previous year Chief Officers were asked to take into consideration the equality impact of the proposed payments and to be mindful of the spread of contribution pay across the grades in scope (grades D – J).
16. The reasons for pay gaps are complex and interrelated, including economic, cultural, societal and educational factors, for example:
 - A lack of flexible working options
 - Women being the main providers of unpaid caring responsibilities
 - Occupational segregation
 - Years of tenure in post
 - Those who take extended breaks from work i.e. career breaks or time out of work
 - Highest qualification obtained as a measure of skills

Equality and Inclusion Update

17. The Equality and Inclusion Action Plan 2019 - 2021 in relation to employment agreed by the Equality and Inclusion Board is attached as Appendix 6. Members will recall that the Equality, Diversity and Inclusion Manager presented an update on their work supporting the effective delivery of the City Corporation's Public Sector Equality Duty (PSED) in relation to service delivery and work with communities of residents, City workers and visitors.
18. The Committee is asked to endorse the updated plan in relation to employment and will continue to receive updates on its progress. A review of the Equality and Inclusion Board is underway in relation to its membership and the need to have more consistent and stretching Key Performance Indicators (KPIs) that relate to all aspects of the PSED. This has been identified and will be covered in the Equality Annual Performance Report. This will result in a revised format of the Equality and Inclusion Plan going forward.
19. Members will be aware that as part of the Women in Finance Charter pledge, we have committed to increasing the number of women in senior roles (G grade and above) across all areas of the organisation (not just finance), to 45% by 2023 from the current 33%. Unfortunately, due to savings requirements and our ongoing major restructuring (prior the pandemic), recruitment has been subject to a moratorium throughout 2019 - 2020, this will continue to impact on our ability to return to normal recruitment. The target has therefore been reviewed by the Equality and Inclusion Board who considers that whilst we retain the target level of 45%, we extend the timescale to March 2025 to account for the paused and reduced recruitment. We will still expect to see moderate improvement to reflect internal promotion and progression, particularly considering the various initiatives

that are included in the Action Plan to address internal development and career progression initiatives. In addition, where there is external recruitment, the initiatives that have already been put in place to address the pay gaps will continue to apply such as anonymised recruitment.

20. In relation to reducing the ethnicity and disability pay gaps, the E&I Board will discuss possible target setting at its next meeting.
21. The Tackling Racism Taskforce employment related actions that have been developed in collaboration with Human Resources have been incorporated in the Equality and Inclusion Action Plan.

Proposed changes to the demographic categories included in the Corporation's Equal Opportunities Recruitment Monitoring Form

22. The Equality and Inclusion Board has considered and agreed the expansion of the current demographic categories contained in the City Corporation's monitoring form provided with the employment application form, to include changes to the way we ask sex and trans questions and include Social Mobility. The draft revised monitoring form that applicants for vacancies are invited to complete is attached as Appendix 7. This form will continue to be stored separately from the application form, and the data used only for statistical monitoring purposes.
23. The benefits that data capture exercises can reap for both the employee and the employer are far-reaching. Monitoring exercises can send a powerful signal of alliance with all employees from different backgrounds. Capturing data on sex to include non-binary, trans and social mobility is a concept for championing equality and inclusion. It will enable the City Corporation to measure the success of many of its equality and inclusion strategies, identifying what is working well and what is not.
24. Self-identification often starts during the recruitment process or once employment begins. Answering equality questions are always optional and responses can be updated or removed at any time, but by adding these questions it will help us to become a more inclusive employer and make sure everyone feels welcome, supported, and able to access opportunities here.

Questions on Sex and Gender Identity

25. Gender identity refers to a person's deeply held sense of their own gender. For trans people, their own sense of who they are does not match the sex that they were assigned at birth. The City Corporation understands that collecting data on employees' gender identity must be done sensitively.
26. Trans employees may not feel comfortable disclosing this information because of concerns about data security or if they are not openly trans. The City Corporation also recognises that some people who have transitioned (where someone has taken steps to live as the gender which they identify as) do not consider trans to

be a part of their identity at all and would not use this word to describe themselves. For example, a person assigned female at birth and who transitions to male may identify as a man rather than as a trans man. However, it is considered that employees should be able to identify however they are most comfortable, these additional categories will go some way to enabling this to happen.

27. It is important that the questions used, have been systematically developed and that staff are comfortable with the proposed changes. The staff networks have been consulted on the extended categories included in this report.

Questions on Social Mobility

28. Socio-economic background is a set of social and economic circumstances from which a person has come from including financial, cultural, geographical and educational that may have an impact on their progression.

29. Social mobility in relation to recruitment and retention has become increasingly recognised and discussed across industries with a view to widening the talent pool and increasing applications from people from lower socio-economic backgrounds.

30. Research suggests that those from higher socio-economic groups are on the whole more comfortable with all stages of the recruitment processes. Therefore, to attract a more diverse group of applicants, along with considering the end to end recruitment practise and job requirements, by including monitoring questions that relate to social mobility we can send a positive message to applicants from all backgrounds.

Corporate & Strategic Implications

31. This report supports and complements the Corporate Plan aim to contribute to a flourishing society and the HR Business Plan – Enabling our workforce to have equal opportunities to enrich their lives and reach their full potential, as demonstrated by our Attracting Talent project and delivering the E&I Action Plan.

32. It is important to note that whilst the recording of the ethnicity and disability pay gaps currently is voluntary, the Equality and Human Rights Commission (EHRC) and the ONS have requested that the government puts in place a comprehensive classification system to facilitate monitoring and once in place make it compulsory for private, voluntary and listed public sector employers with more than 250 employees (in line with gender pay gap data reporting). Furthermore, that these employers have associated action plans with time-bound targets to focus on making substantive improvements to the workplace.

Conclusion

33. As noted in the report, the GPG calculation is based on the total monetary pay bill. Our Job Evaluation scheme ensures that we have equal pay for work of equal value. Our additional payments are moderated, and we will continue to monitor and report to Summit Group and Establishment Committee on them. To reduce our pay and bonus gaps significantly, we can only achieve this by increasing the number of women, ethnic minority staff and employees with disabilities particularly at the higher grades. Our wider equality and inclusion initiatives are aimed at addressing this. Departments are tasked with concentrating efforts to address these pay gaps through recruitment practice and other initiatives as outlined in their Equality & Inclusion Action Plans, but this is not an issue that can be delivered in a short timeframe.

Appendices

1. The City Corporation's Gender Pay Gap ("snapshot" date of 31 March 2020)
2. The City Corporation's Ethnicity Pay Gap ("snapshot" date of 31 March 2020)
3. The City Corporation's Disability Pay Gap ("snapshot" date of 31 March 2020)
4. Market Forces Supplements by Gender, Ethnicity and Disability ("snapshot" date of 31 March 2020)
5. Bonus Payments by Gender, Ethnicity and Disability ("snapshot" date of 31 March 2020)
6. Equality and Inclusion Action Plan 2019 - 2021
7. Equal Opportunities Recruitment Monitoring Form

Background Papers

- Equalities and Inclusion Update to Establishment Committee, 10 December 2019
- Annual Employee Profile Report 2019 – 2020 to Establishment Committee, 17 September 2020
- Equality, Diversity and Inclusion Manager's update to Establishment Committee, 12 March 2020

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Appendix 1: The City Corporation's Gender Pay Gap ("snapshot" date of 31 March 2020). *Bracketed figures represent the 31 March 2019 pay gap.

Pay Rates by Gender

Pay Rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay
Mean hourly rate	5.6% Lower (5.5% Lower)
Median hourly rate	0.0% (-0.9% Higher)

Pay Quartiles by Gender

Pay Quartiles	Women	Men	Total
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	43.9% (43.8%)	56.1% (56.2%)	(100%)
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	53.2% (53%)	46.8% (47%)	(100%)
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	52.2% (50.6%)	47.8% (49.4%)	(100%)
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	45.7% (45.6%)	54.3% (54.4%)	(100%)

Bonus Pay by Gender

Bonus Pay	Bonus Gender Pay Gap - the difference women's bonus and men's bonus as a % of men's bonus
Mean bonus	15.7% Lower (17.2% Lower)
Median bonus	0.5% Lower (21.1% Lower)

Bonus Pay	Women	Men
Who received bonus pay	13.1% (12.3%)	14.1% (12.7%)

Appendix 2: The City Corporation's Ethnicity Pay Gap ("snapshot" date of 31 March 2020). *Bracketed figures represent the 31 March 2019 pay gap.

Pay Rates by Ethnicity

Pay Rates	BAME pay gap - the difference between BAME employees' pay and white employees pay as a percentage of white employees' pay	BAME pay gap - BAME employees' pay as a percentage of white employees' pay	Hourly rate of pay for BAME employees	Hourly rate of pay for white employees	Difference £
Mean hourly rate	19.1% Lower (19.7% Lower)	80.9% (80.3%)	£20.62 (£19.78)	£25.49 (£24.64)	-£4.87 (£4.86)
Median hourly rate	17.1% Lower (17.4% Lower)	82.9% (82.6%)	£18.02 (£17.51)	£21.73 (£21.21)	-£3.18 (£3.70)

Pay Quartiles by Ethnicity

Pay Quartiles	BAME	White	Total
Proportion of BAME and white employees in the upper quartile (paid above the 75th percentile point)	6.8% (7.2%)	74% (73.8%)	80.8% (81%)
Proportion of BAME and white employees in the upper middle quartile (paid above the median and at or below the 75th percentile point)	14.4% (13.6%)	72.9% (74.4%)	87.3% (88%)
Proportion of BAME and white employees in the lower middle quartile (paid above the 25th percentile point and at or below the median)	21.4% (20.4%)	63.3% (63.4%)	84.7% (83.8%)
Proportion of BAME and white employees in the lower quartile (paid below the 25th percentile point)	18.2% (19%)	55.7% (54.2%)	73.9% (73.2%)

Workforce Composition by Ethnicity

Workforce Composition	BAME headcount	White headcount	Non-disclosed headcount	Total headcount
Proportion of BAME and white employees in the upper quartile (paid above the 75th percentile point)	85 (90)	930 (923)	242 (237)	1257 (1250)
Proportion of BAME and white employees in the upper middle quartile (paid above the median and at or below the 75th percentile point)	181 (170)	917 (930)	160 (150)	1258 (1250)
Proportion of BAME and white employees in the lower middle quartile (paid above the 25th percentile point and at or below the median)	269 (255)	796 (793)	193 (202)	1258 (1250)
Proportion of BAME and white employees in the lower quartile (paid below the 25th percentile point)	229 (238)	700 (677)	328 (335)	1258 (1250)

Bonus Pay by Ethnicity

Bonus Pay	Bonus BAME Pay Gap - the difference BAME employees' bonus and white employees' bonus as a % of white employees' bonus	Bonus BAME Pay Gap - BAME employees' bonus as a % of white employees' bonus	Bonus pay of BAME employees	Bonus pay of white employees	Difference £
Mean bonus	23.1% Lower (18.2% Lower)	76.9% (81.8%)	£1,081.26 (£1,351.18)	£1,406.85 (£1,652.23)	£325.59 (£301.05)
Median bonus	31.9% Lower (18.4% Lower)	68.1% (81.6%)	£652.80 (£1,104.01)	£958.40 (£1,353.05)	£305.60 (£249.04)

Who received bonus pay:

- BAME paid bonus as % of all BAME: 9.9% (8%)
- White paid bonus as % of all White staff: 16.9% (16%)

Note

- Black, Asian and Minority Ethnic (BAME) includes employees recorded in the following categories (categories taken from the 2001 Census): Asian / Asian British (including Chinese), Black / Black British, Mixed / Multiple Heritage and Other Ethnic Group (i.e. all other categories than that of White British and White Other). For the calculations exclude any employees whose ethnicity is not known.

- A significant proportion of employees in the lower quartile are casual employees and are therefore less likely to enter their ethnicity information on City People.

Appendix 3: The City Corporation’s Disability Pay Gap (“snapshot” date of 31 March 2020). *Bracketed figures represent the 31 March 2019 pay gap.

Pay Rates by Disability

Pay Rates	Disability pay gap - the difference between the pay of employees who have declared a disability and the pay of employees who have declared they do not have a disability as a % of the pay of employees who have declared they do not have a disability	Disability pay gap - the pay of employees who have declared a disability as a percentage of the pay of employees who have declared they do not have a disability	Hourly rate of employees who have declared they have a disability	Hourly rate of employees who have declared they do not have a disability	Difference £
Mean hourly rate	10.3% Lower (7.9% Lower)	89.7% (92.1%)	£22.06 (£21.95)	£24.59 (£23.82)	£2.53 (£1.87)
Median hourly rate	9.4% Lower (7.3% Lower)	90.6% (92.7%)	£19.68 (£19.17)	£21.73 (£20.69)	£2.05 (£1.52)

Pay Quartiles by Disability

Pay Quartiles	Disabled	Not disabled	Total
Proportion of disabled and not disabled employees in the upper quartile (paid above the 75th percentile point)	2% (2.1%)	73.4% (76%)	75.3% (78.1%)
Proportion of disabled and not disabled employees in the upper middle quartile (paid above the median and at or below the 75th percentile point)	3.5% (3%)	78.5% (79.2%)	82% (82.2%)
Proportion of disabled and not disabled employees in the lower middle quartile (paid above the 25th percentile point and at or below the median)	4% (4%)	75.7% (76%)	79.7% (80%)
Proportion of disabled and not disabled employees in the lower quartile (paid below the 25th percentile point)	4% (3.2%)	68.6% (68.2%)	72.6% (71.4%)

Workforce Composition by Disability

Workforce Composition	Disabled headcount	Not disabled headcount	Non-disclosed headcount	Total headcount
Proportion of disabled and not disabled employees in the upper quartile (paid above the 75th percentile point)	22 (26)	922 (950)	310 (274)	1257 (1250)
Proportion of disabled and not disabled employees in the upper middle quartile (paid above the median and at or below the 75th percentile point)	44 (38)	987 (990)	227 (222)	1258 (1250)
Proportion of disabled and not disabled employees in the lower middle quartile (paid above the 25th percentile point and at or below the median)	50 (50)	952 (950)	256 (250)	1258 (1250)
Proportion of disabled and not disabled employees in the lower quartile (paid below the 25th percentile point)	50 (40)	862 (853)	345 (357)	1258 (1250)

Bonus Pay by Disability

Bonus Pay	Bonus Disability Pay Gap - the difference between the bonus paid to employees who have declared a disability and employees who have not declared a disability as a % of employees who have declared a disability.	Bonus Disability Pay Gap - Pay of employees who have declared a disability as a % of pay of employees who have declared they do not have a disability	Bonus pay of employees who have declared they have a disability	Bonus pay of employees who have declared they do not have a disability	Difference £
Mean bonus	-14.8% Higher (-11.9% Higher)	114.8% (111.9%)	£1611.31 (£1,828.24)	£1403.97 (£1,633.92)	-£207.34 (-£194.32)
Median bonus	3.9% Lower (19.7% Lower)	96.1% (80.3%)	£920.88 (£1,036.79)	£958.40 (£1,291.08)	£37.52 (£254.29)

Who received bonus pay:

- Disabled paid bonus as % of all Disabled: 11.8% (10.4%)
- Non-disabled paid bonus as % of all Non-disabled staff: 15.8% (14.9%)

Note

- For the calculations exclude any employees for whom disabled / not disabled is not known.

Appendix 4: Market Forces Supplements by Gender, Ethnicity and Disability (“snapshot” date of 31 March 2020). *Bracketed figures (“snapshot” date of 31 March 2019)

Market Forces Supplement by Gender

Total MFS £

Female	Male
£687,093 (£569,672)	£1,492,120 (£1,282,323)

Headcount

Female	Male
99 (88)	165 (166)

Headcount %

Female	Male
37.5% (34.65%)	62.5% (65.35%)

Average MFS £

Female	Male
£6,940.34 (£6,973)	£9,043.15 (£7,725)

Market Forces Supplement by Ethnicity

Total MFS £

BAME	Not stated / known	White
£348,745 (£327,900)	£188,290 (£145,768)	£1,642,177 (£1,378,327)

Headcount

BAME	Not stated / known	White
46 (48)	30 (27)	188 (179)

Headcount %

BAME	Not stated / known	White
17.4% (18.9%)	11.4% (10.6%)	71.2% (70.5%)

Average MFS £

BAME	Not stated / known	White
£7,581 (£6,831)	£6,276 (£5,399)	£8,734 (£7,700)

Market Forces Supplement by Disability

Total MFS £

Disabled	Not stated / known	Not disabled
£69,447 (£57,911)	£248,054 (£214,951)	£1,861,710 (£157,9133)

Headcount

Yes	Not stated / known	No
8 (9)	40 (39)	216 (206)

Headcount %

Yes	Not stated / known	No
3% (3.54%)	15.2% (15.35%)	81.8% (81.1%)

Average MFS £

Yes	Not stated / known	No
£8,680 (£6,434)	£6,201 (£5,511)	£8,619 (£7,666)

Appendix 5: Bonus Payments by Gender, Ethnicity and Disability (“snapshot” date of 31 March 2020). *Bracketed figures (“snapshot” date of 31 March 2019)

Bonus Payments by Gender

Total Bonus £

Female	Male
£353,083 (£498,735)	£455,291 (£709,571)

Headcount

Female	Male
292 (327)	308 (383)

Headcount %

Female	Male
48.7% (46.06%)	51.3% (53.94%)

Average Bonus £

Female	Male
£1,209 (£1,525)	£1,478 (£1,853)

Bonus Payments by Ethnicity

Total Bonus Payments £

BAME	Not stated / known	White
£63,459 (£107,969)	£87,267(£ 99,993)	£657,647 (£1,000,344)

Headcount

BAME	Not stated / known	White
57 (72)	35 (39)	508 (599)

Headcount %

BAME	Not stated / known	White
9.5% (10.14%)	5.8% (5.49%)	84.7% (84.37%)

Average Bonus Payments £

BAME	Not stated / known	White
£1,113 (£1,500)	£2,493 (£2,564)	£1,294 (£1,670)

Bonus Payments by Disability

Total Bonus Payments £

Disabled	Not stated / known	Not disabled
£31,026 (£45,110)	£99,371 (£128,580)	£677,977 (£1,034,616)

Headcount

Yes	Not stated / known	No
17 (20)	64 (64)	519 (626)

Headcount %

Yes	Not stated / known	No
2.8% (2.82%)	10.7% (9.01%)	86.5% (88.17%)

Average Bonus Payments £

Yes	Not stated / known	No
£1,825 (£2,256)	£1,552 (£2,009)	£1,306 (£1,653)

Equality and Inclusion Action Plan 2019 - 2021

Appendix 6

This Action Plan ensures that the Equality Act 2010, is at the centre of the City Corporation's employment and service delivery practices and is an integral part of the way in which we work. The employment and service delivery/community objectives have been designed to focus on the delivery of the top twelve strategic priorities for 2019 - 2021.

The aim is to present a plan that addresses priority areas and lays a solid foundation to produce a successor Equality, Diversity and Inclusion Action Plan for 2021 - 2023. It sets out our approach for mainstreaming equality and inclusion within employment and service delivery and addresses the key aspects of the Public Sector Equality Duty (PSED).

Equality outcomes should be based on evidence of how the relevant targets have been achieved using internal and external sources including quantitative and qualitative information. Therefore, a sign-off process will be developed this year to be carried out by departments for consideration by members of the Equality and Inclusion Board. This will ensure that there is a consistent approach that provides valuable information about how departments are performing against key objectives.

Departmental Equality, Diversity and Inclusion Groups their dedicated representatives and Diversity Networks will have key roles to play in helping to deliver on our priorities and scrutinising our performance within the Equality, Diversity and Inclusion agenda. This will help us to develop and work closer with key groups, to ensure we provide more effective policies and services and develop a more cohesive and proactive approach.

To further demonstrate how our approach to equality, goes beyond our statutory obligations, each objective now also includes reference to how it contributes to the achievement of the relevant outcomes, contained in the Corporate Plan 2018 - 2023. This providing an explicit indication of how the City Corporation is embedding equality and diversity within all areas of our work.

1. Objective and relevance to Corporate Strategy

To attract, select and retain a diverse workforce and create an environment that provides open and transparent career development, pay and progression.

Relevance to Corporate Strategy 2018 - 2023: 3, 8

Action 1.1

- Chief Officers to work with their HR Business Partners (HRBPs) and departmental equalities reps, to use the annual workforce profile, departmental HR dash boards and Gender, Ethnicity and Disability Pay Gap findings, to inform business plans / workforce plans and ED&I Plans.

Evidence/Update

- All departments have completed their individual business plans with Equality considerations contained. HRBP's provide departments with updated Dashboards monthly. However, evidence of progress has not been ascertained through the business planning process consistently.

Outcome

- Outcomes inform interventions to remove any possible barriers that are found.
- The composition and representation amongst the workforce are more diverse across departments.

Cost implication: No

End Date: Ongoing

RAG: Blue

Action 1.2

- Continue to undertake Gender, Ethnicity and Disability Pay Gap data. Analyse data to identify any emerging themes and ensure a clear project plan is developed to create relevant actions.

Evidence/Update

- The Gender, Disability and Ethnicity Pay Gap March 2019 were reported to Establishment Committee in December 2019. The pay gaps for March 2020 will be reported to Committee in January 2021.

Outcome

- There has been a slight increase in the gender pay, and increase in the disability pay gap; however, the ethnicity pay gap has reduced.
- The top quartile for women has marginally increased.

Cost implication: No

End Date: Ongoing

RAG: Green

Action 1.3

- The HR Business Plan, Transformation Plan, Attracting Talent Project and HR BAU policies and procedures are aimed at removing possible barriers that are preventing those with protected characteristics from progressing within the organisation.

Evidence/Update

- There has been steady progress being made, the new applications form is almost ready to be built into the system. The sensitive data fields are being revised to include up to date language particularly related to gender identity. In addition to this, fields are being moved around to accommodate anonymised applications. This has been extended to include all grades. Testing of these changes were completed in September 2020.
- The Recruitment Manager is working with our TMP marketing team to help support the Corporation to improve recruitment and selection processes.
- There is now new and updated wording used for agency proposals that better captures how they conduct their searches to capture a diverse pool of people particularly at the higher grades.

Outcome

- The Recruitment and Selection Policy and simplified application form for grades A - C is revised to remove any possible barriers affecting people from different protected characteristics.
- Different Recruitment and Selection methods are trialled for lower graded posts and those where large responses are experienced.
- An increase in the number of applications through to employment, from the most underrepresented groups within the workforce.

Cost implication: No

End Date: Ongoing

RAG: Blue

Action 1.4

- Supporting activities that address the Women in Finance Charter and extend the actions as appropriate to address ethnicity and disability pay gaps; and providing a wider range of leadership development skills for aspiring women leaders.

Evidence/Update

- Analysis of the pay gaps data shows that the main reason for the gap is in relation to there being relatively fewer women in the upper quartile. This has helped to inform our Equalities and Inclusion Action Plan activities in relation to increasing the number of women in senior positions. This has included new guidance for recruitment for grade G and above post. The target of achieving 45% of women in senior roles by 2023 has been extended to 2025. No specific targets were set for disability and ethnicity when the analysis of these pays gaps were introduced for March 2019; however the actions put in place to address the women in senior positions pay gap were extended to include disability and ethnicity.

Outcome

- 45% women in senior management posts (grade G and above) by 2023.

Cost implication: No

End Date: Ongoing to September 2023

RAG: Green

Action 1.5

- Increase the opportunities for career grade progression.

Evidence/Update

- Although previously explored increasing opportunities for career grade progression is being championed by the Tackling Racism Taskforce. Whilst the main focus is looking at race, the suggested interventions will also benefit women and disability if implemented fairly. The current flexible retirement scheme is one such intervention that will open opportunities particularly at the higher grades. Department have also been asked to consider the development of more career grade posts as posts become vacant or are created as part of restructures. This will be monitored for progress.

Outcome

Cost implication: No

End Date: Ongoing to September 2023

RAG: Blue

Action 1.6

- Recruitment campaigns to include specific consideration of addressing the pay gaps.
- Champion the business case for attracting, developing and retaining female talent and supporting new and expectant mothers in the workplace by sharing best practice.
- Promote Shared Parental Leave (low take-up, government stat's, 'Share the Joy' campaign).
- Government drive to promote flexible working.

Evidence/Update

- Guidance for managers on senior recruitment campaigns has been developed and is supported by the HR Business Partners.
- The suite of family friendly policies has been reviewed with significant improvements to maternity, adoption, shared parental leave and paternity leave provisions agreed by the Establishment Committee.

Outcome

- Improved capacity to reach women and parents from different backgrounds.

Cost implication: No

End Date: March 2020 and ongoing

RAG: Blue

Action 1.7

- Currently 15% of Corporation's workforce are part time. All jobs where possible are advertised as flexible or job share to encourage a diverse group of potential applicants at all levels across the Corporation.

Evidence/Update

Workforce data confirms work patterns. Job adverts advise where roles are open to flexible working or job share.

Outcome

- Improved choices of roles for a diverse pool of current and potential employees.

Cost implication: No

End Date: July 2019 and ongoing

RAG: Blue

Action 1.8

- Greater outreach and collaborative working with external organisations.

Evidence/Update

- The Diversity and Business Engagement Lead continues to make links with external organisations that will help to enhance equity and inclusion within the Corporation. They continue to update the Equality and Inclusion Board quarterly with a list of activities and organisations they have been involved in or suggest the Corporation becomes involved in.

Outcome

- Improved capacity to work collaboratively with external organisations to share best practice.

Cost implication: No

End Date: July 2019 and ongoing

RAG: Blue

2. Objective and relevance to Corporate Strategy

To promote diversity, inclusion and fairness within the workforce and embed equality-based training that will inform and enhance decision making within the City of London.

Relevance to Corporate Strategy 2018-23: 3, 8

Action 2.1

- Seek approval to change the PSED Toolkit which will be updated to include Social Mobility considerations.

Evidence/Update

- Complete.

Outcome

- There is a greater understanding of Social Mobility across the City Corporation and staff at all levels.

Cost implication: No

End Date: July 2019

RAG: Green

Action 2.2

- Develop a voluntary survey that applicants for positions are invited to complete. Action any recommendations arising from research.

Evidence/Update

- Complete. Feedback received from The Bridge Group in November 2020 delayed due to COVID 19 (updated objective based on findings. To include Social Mobility related questions added to application form and a tracking programme for apprentices to be implemented).

Outcome

- Give due regard to Social Mobility in the same way as for the different protected characteristics.
- Indicating a clear commitment to addressing Social Mobility.
- A tracking system is in place that can record and monitor findings to inform policy changes and practices.
- A greater understanding of the pool of applicant's Social Mobility profile is obtained that highlights the possible barriers in the Corporation's early recruitment processes.

Cost implication: No

End Date: June 2019

RAG: Green

Action 2.3

- Encourage all staff and managers to complete mandatory e-learning programmes 'Equality and Inclusion - Our Commitment' on City Learning.

Evidence/Update

- This continues to be reported on quarterly by HR and has increased steady. New programme now released which will need to be taken by all staff annually.

Outcome

- Training data shows that staff at all levels have completed mandatory training.

Cost implication: No

End Date: Ongoing

RAG: Blue

Action 2.4

- Communications campaign implemented to increase knowledge about the importance of understanding Equality and Inclusion across the Corporation.

Evidence/Update

- This was a very successful campaign that has increased take up and knowledge across the corporation. It included an online and poster campaign. (Completed but should remain to monitor take up of new programme).

Outcome

- Staff at all levels understand the concepts of equality and diversity, the protected characteristics, different forms of discrimination.
- Staff at all levels understand their duties under the Equality Act 2010.

Cost implication: No

End Date: July 2019 – September 2019

RAG: Green

Action 2.5

- Scope out and pilot the development of targeted mentoring/reverse mentoring initiative to address known barriers to retention and progression for staff from underrepresented groups (BAME, Disability and Sex).

Evidence/Update

- This scheme has been scoped out and has been piloted in Department of Built Environment among apprentices. The Learning and Organisational Development Team have enhanced this scheme to enable implementation to staff at all levels. It is currently being piloted by the current Lord Mayor and the Executive Director of Mansion House and CCC. (This has been completed but this objective will be revised in relation to the Tackling Racism Taskforce requirements and opened up to the wider workforce).

Outcome

- Up to 4 employees have been mentored (including reverse mentoring).
- The outcomes tracked for impact.

Cost implication: No

End Date: March 2020

RAG: Green

3. Objective and relevance to Corporate Strategy

To increase the level of equality data held on our staff to allow greater understanding of the underrepresented groups across the City of London's workforce.

Relevance to Corporate Strategy 2018-23: 3, 8, 9

Action 3.1

- Actively encourage employees to refresh their demographic data on City People especially where data held is low or there are large percentages in the unknown sections namely, Disability, Sexual Orientation and Ethnicity.
- Communications campaigns detailing why this information is needed and how it is stored and used.

Evidence/Update

The campaign to encourage staff to add and review their data is repeated annually and increases are as follows:

- Disability: 80% to 84%,
- Gender: 100% to 100%,
- Race: 84% to 86%,
- Religion and Belief: 74% to 81% and
- Sexual Orientation: 63% to 70% (Complete; this objective should remain and become an ongoing activity that is run annually, to increase the Corporation's ability to not only understand its workforce, but also monitor for possible inequalities among different protected characteristics).
- In addition, a targeted campaign specific to the three City Schools last year.

Outcome

- Improved capacity to increase diversity across the corporation as the level of diversity information about the workforce is held that will highlight the main areas for targeted consideration.
- Increased numbers of departments employing under-represented groups.

Cost implication: No

End Date: March 2020

RAG: Green

Action 3.2

- Utilise the influence of the Staff Networks to engage with their members to complete/update their information on City People.

Evidence/Update

- With the introduction of the Team site and the Diversity and Business Engagement Lead implementing monthly meetings with Chairs. The networks are very much an integral part of all communications going out to staff and can influence take up. (Complete).

Outcome

- Networks influence is highlighted, and membership is increased.

Cost implication: No

End Date: March 2020

RAG: Green

4. Objective and relevance to Corporate Strategy

To develop an inclusive and transparent approach to engagement.

Relevance to Corporate Strategy 2018-23: 3, 4, 9

Action 4.1

- Involve the Staff Networks in Equality and Inclusion stakeholder discussions including policy development as appropriate.

Evidence/Update

- The Networks have proved to be a fundamental asset to the Corporation's policy process and are able to challenge changes that they have collectively discussed and agreed upon. They were instrumental in the development of the Reasonable Adjustment Passport (RAP). They have also been involved in the revised application form, Redeployment Policy, revision of the Recruitment and Selection Policy and have been in discussions about the Bullying and Harassment Policy. (On-going).

Outcome

- Network members feel included in decision making and are encouraged to engage in policy development.
- Network members are able to really champion the networks and feel empowered to make real change across the Corporation.

Cost implication: No

End Date: March 2020

RAG: Green

Action 4.2

- Staff Networks to provide an annual report to the ED&I Board detailing past achievements to date and plan for future development.

Evidence/Update

- All Network Chairs have completed their annual report /business plan. They report on their progress at each Equality and Inclusion Board meeting quarterly and are regularly accompanied by their sponsor. (Complete).

Outcome

- Network Leads are able to utilise their roles as a learning and development opportunity with career building activity that can enhance their substantive role.

Cost implication: No
End Date: September 2019
RAG: Green

Action 4.3

- Create an induction booklet on equality and inclusion, including content from the Annual Report and the Staff Diversity Networks.

Evidence/Update

- This booklet was completed and distributed at the Equality and Inclusion event held at Guildhall by the Diversity and Business Engagement Lead. The content was well received and is being reformatted to become a digital booklet to form part of the new Staff Network webpages. This will enable the booklet to be updated annually or as necessary. (Complete).

Outcome

- Increased Internal and External Stakeholders engagement which shares best practice and encourages greater capacity for collaborative working.

Cost implication: Yes
End Date: July 2019
RAG: Green

5. Objective and relevance to Corporate Strategy

Utilise innovative and aspirational programmes to become leaders in Equality and Inclusion.

Relevance to Corporate Strategy 2018-23: 2, 3, 4, 10

Action 5.1

- Utilise the Stonewall Diversity Champions membership and Workplace Index process to assess the Corporations progress on the LGBTQ+ issues.

Evidence/Update

- This objective has been completed and the action plan has been developed using the feedback. A Task and Finish group was established in February 2020. However, as the index has been paused until 2021/22 this objective should be re-established with clear targets for change (Complete, enhance and update to ongoing).

Outcome

- Submission completed, identified areas for improvement developed into a workplan, with clearly identified future progress.

Cost implication: Yes
End Date: September 2019

RAG: Green

Action 5.2

- Build on the Disability Confident Employer's process to work towards achieving in the future 'Leader' status and Champion Disability Equality across the City.

Evidence/Update

- Work has begun to look at this accreditation, but little has been completed to justify movement to the next level (move to updated plan and continue as ongoing).

Outcome

Cost implication: No

End Date: March 2020

RAG: Amber

Action 5.3

- 'Race at Work Charter', committing the Corporation to sign up to a set of principles and actions on encouraging the recruitment and progression of BAME employees.

Evidence/Update

- This objective was completed. However, given the establishment of the Tackling Racism Taskforce, this objective should be updated with the actions as detailed in the charter any relevant actions that are approved by the taskforce (Complete, enhanced and updated to ongoing).

Outcome

Cost implication: No

End Date: December 2019

RAG: Green

6. Objective and relevance to Corporate Strategy

Managing an ageing workforce. One in seven workers are over the age of 65 across the UK. The changing needs of older employees with state pension age continuing to rise, the lifecycle of employees is changing.

Relevance to Corporate Strategy 2018-23: 2, 3, 4, 8

Action 6.1

- Produce a series of awareness programmes about flexibility in working practices. Promote greater emphasis on improved health support services and wellness initiatives and more suitable benefits packages targeted at the older demographic.

Evidence/Update

- The flexible retirement offer has gone ahead and has been broadened to include those 55 and over as at March 2021.

Outcome

- A series of awareness programmes about flexibility in working practices, greater emphasis on improved health support services and wellness initiatives that identifies more opportunities for greater personal fulfilment.

Cost implication: Yes

End Date: March 2021

RAG: Amber

Action 6.2

- Campaign to help remove the stigma surrounding conversations about the menopause, prostate cancer and mental health for example.

Evidence/Update

- Work towards this objective began. However due to COVID-19 activities such as Dementia awareness, menopause and prostate cancer have been rescheduled where possible. (Incomplete, carry over to updated action plan and change status to ongoing).

Outcome

Cost implication: Yes

End Date: March 2021

RAG: Amber

Key to Status

Red	No Progress to report
Amber	Action commenced
Blue	Action ongoing or Business as Usual
Green	Action completed

Twelve outcomes contained in the [Corporate Plan 2018 – 2023](#) (greyed out outcomes are out of scope)

Contribute to a flourishing society	Support a thriving economy	Shape outstanding environments
1. People are safe and feel safe.	5. Businesses are trusted and socially and environmentally responsible.	9. We are digitally and physically well-connected and responsive.
2. People enjoy good health and wellbeing.	6. We have the world's best legal and regulatory framework and access to global markets.	10. We inspire enterprise, excellence, creativity and collaboration.
3. People have equal opportunities to enrich their lives and reach their full potential.	7. We are a global hub for innovation in finance and professional services, commerce and culture.	11. We have clean air, land and water and a thriving and sustainable natural environment.
4. Communities are cohesive and have the facilities they need.	8. We have access to the skills and talent we need.	12. Our spaces are secure, resilient and well-maintained.

Equal Opportunities Recruitment Monitoring Form

The City of London Corporation is committed to recruiting, retaining and developing a workforce that is reflective of the diverse communities that we serve. It is vital that that we monitor and analyse diversity information so that we can ensure that our processes are fair, transparent, promote equality of opportunity for all staff.

Your cooperation in providing us with this data is voluntary. However, it will assist us, not only to meet our legal obligations under the Equality Act 2010 but enable us in designing and applying policies and processes that attract and retain a diverse, talented and motivated workforce.

This information will be treated as strictly confidential and will be used for statistical purposes only. It will not be seen by anybody directly involved in the selection process. No information will be published or used in any way which allows individuals to be identified.

How to complete this form:

Please mark your responses by clicking on the appropriate box and selecting your response.

1. I consider myself to be:

Male Female **Non-Binary** Prefer not to say

2. **Do you consider yourself to be trans?**

Yes **No** **Prefer not to say**

3. I consider myself to have a disability or health condition which has lasted or is expected to last for atleast 12 months:

Yes No Prefer not to say

4. I am a CITIZEN of _____ (please specify country e.g. UK)

5. What is your date of birth? _____ Prefer not to say

6. Are you married or in a civil partnership? Yes No Prefer not to say

7. I consider myself to be:

Bi Gay/Lesbian Heterosexual/Straight

I use another term: Prefer not to say

8. I am a member or follower of the following religious group:

No religion or belief Buddhist Christian Hindu
Jewish Muslim Sikh Prefer not to say
Other (please specify):

9. I would describe my racial or cultural origin as:

a Asian

Asian – Bangladeshi
Asian – British
Asian – Indian
Asian – Pakistani
Any other Asian
background
Please specify:

b Black

Black – African
Black – British
Black – Caribbean
Any other Black
background
Please specify:

c Chinese

Chinese

d Irish

Irish

e Mixed

Asian & White
Black & White
Any other Mixed
background
Please specify:

f White

White British
White European Union
Any other White background
Please specify:

g Other Ethnic Group

Other Ethnic Group
Please specify:

10. **Socio-economic background is a set of social and economic circumstances from which a person has come from including financial, cultural, geographical and educational that may have an impact on their progression.**

What type of school did you attend?

State Grammar Private (fee paying) Prefer not to say

Did you receive free school meals?

Yes No Prefer not to say

Were you the first in your immediate family to attend university?

Yes No Prefer not to say

I hereby give my consent to the City of London Corporation processing the information given above in accordance with the purposes stated above.

Signed:

Date: Click or tap to enter a date.