



Equality, Diversity & Inclusion Sub-Committee

Date: THURSDAY, 21 MARCH 2024
Time: 10.00 am
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members:

| | |
|--|------------------------------------|
| Deputy Andrien Meyers (Chairman) | Deputy Charles Edward Lord |
| Joanna Tufuo Abeyie (Deputy Chairman) | Deputy Alastair Moss |
| Deputy Randall Anderson | Deputy Brian Mooney |
| Alderman Sir Charles Bowman | Deputy Ann Holmes (Chief Commoner) |
| Deputy Peter Dunphy | Ruby Sayed |
| Mary Durcan | Catherine McGuinness |
| Caroline Haines (Ex-Officio Member) | Judith Pleasance |
| Florence Keelson-Anfu | |

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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES**

To approve the public minutes and non public summary of the meeting held on 11 December 2023.

For Decision
(Pages 5 - 8)

4. **CITY CORPORATION EQUALITY OBJECTIVES - 2024-2029**

Report of the Chief Strategy Officer.

For Decision
(Pages 9 - 26)

5. **TACKLING RACISM TASKFORCE UPDATE**

Report of the Chief Strategy Officer.

For Decision
(Pages 27 - 36)

6. **CITY OF LONDON CORPORATION EQUALITIES INFORMATION REPORT 2023**

Report of the Chief Strategy Officer.

For Decision
(Pages 37 - 82)

7. **COMPLIANCE HEALTH CHECK**

Report of the Chief Strategy Officer.

For Information
(Pages 83 - 88)

8. **SOCIAL MOBILITY INDEX REPORT**

Report of the Chief Strategy Officer.

For Information
(Pages 89 - 122)

9. **DIVERSITY CALENDAR 2024-2025**

Report of the Chief Strategy Officer.

For Information
(Pages 123 - 130)

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

11. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

12. **EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non Public Items

13. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential Items

15. **CONFIDENTIAL MINUTES**

To approve the confidential minutes of the last meeting held on 11 December 2023.

For Decision

16. **EDI TRANSITION**

Report of the Chief Strategy Officer.

For Discussion

EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE

Monday, 11 December 2023

Minutes of the meeting of the Equality, Diversity & Inclusion Sub-Committee held at Committee Rooms, West Wing, Guildhall on Monday, 11 December 2023 at 10.30 am

Present

Members:

Deputy Andrien Meyers (Chairman)
Deputy Randall Anderson
Alderman Sir Charles Bowman
Mary Durcan
Deputy Ann Holmes (Chief Commoner)
Catherine McGuinness

Officers:

| | |
|-------------------|--|
| Dionne Corradine | - Chief Strategy Officer |
| Shelagh Prosser | - Interim Director of EDI, Corporate Strategy & Performance Department |
| Micah Mclean | - Corporate Strategy & Performance Department |
| Siyka Radilova | - Corporate Strategy & Performance Department |
| Chris Pelham | - Department of Community and Children's Services |
| Cindy Vallance | - People & HR |
| Emma Green | - Barbican Centre |
| Genine Whitehorne | - Chamberlain's |
| Lisa Moore | - Chamberlain's |
| Kate Doidge | - Town Clerk's Department |

Public Items

1. APOLOGIES

Apologies were received from Deputy Brian Mooney.

Joanna Abeyie (Deputy Chair), Caroline Haines, Ruby Sayed, and Judith Pleasance observed the meeting virtually.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the previous meeting held on 4 September 2023 be approved as an accurate record.

4. **EXCLUSION OF THE PUBLIC**

The Chair informed Members that he would like to consider Item 16, EDI Transition, immediately following Item 3, Minutes, as it concerned information which was relevant to the agenda.

The Committee agreed to go into confidential session.

RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Confidential Items

5. **EDI TRANSITION**

The Committee heard a confidential verbal report of the Chief Strategy Officer, concerning an update on EDI Transition.

Following conclusion of this item, the Committee agreed to consider the public section of the agenda, with the public being re-admitted into the meeting.

Public Items

6. **OUTSTANDING ACTIONS**

The Committee received the Outstanding Actions. It was noted that there were two incomplete or outstanding actions.

7. **DRAFT EQUALITY OBJECTIVES FINAL REPORT**

Note: Following consultation with the Chair, this item was withdrawn from the agenda.

8. **COL CARE EXPERIENCED AS A PROTECTED CHARACTERISTIC POLICY APPROVAL**

The Committee received a report of the Director of Community and Children's Services concerning the City of London Corporation's recognition and approval of a policy for care experienced being recognised as a protected characteristic. The Committee heard that the report would be received at the Children's and Community Services Committee, then Policy & Resources Committee, and finally Court of Common Council. The Committee were asked to endorse the policy which was being adopted by other London-based Local Authorities and nationwide.

The Committee expressed its support and endorsement for the policy of recognising care experienced as a protected characteristic. It was raised that questions may be raised at Policy and Resources Committee on how the policy would fit in more widely with other policies. It was also commented that there were other potential protected characteristics that the Corporation could pursue in the future.

RESOLVED – That Members endorse the CoLC’s recognition of care experienced as if it were a protected characteristic where practicable and, in doing so, approve the CoLC’s policy, ‘Care Experienced as a Protected Characteristic’ (Appendix 1).

9. **EDI CHARTERS UPDATE REPORT 2023/2024**

Note: Following consultation with the Chair, this item was withdrawn from the agenda.

10. **TACKLING RACISM TASK FORCE (TRT) UPDATE**

The Committee received a report of the Chief Operating Officer concerning an update on the implementation of the Tackling Racism Taskforce’s (TRT) recommendations. The Committee noted some actions which had remained outstanding within the Business Workstream. The Committee heard that the outstanding actions would be raised with the relevant Chief Officers.

The Committee discussed conferences, events, data collection, and disclosure. It was agreed that these points would be taken away by officers and discussed with chief officers to ensure that there was awareness of the recommendations and that they were being addressed appropriately.

It was suggested by the Committee that the relevant departments attend future meetings to provide an update against the implementation of the recommendations.

RESOLVED – That the report be received and its contents noted.

11. **RESPONSIBLE PROCUREMENT UPDATE**

The Committee received a report of the Chamberlain, concerning an update on the Responsible Procurement Policy.

The Committee heard that the ISO brought in action sustainability to undertake a desktop review of procedures and policies on responsible and sustainable procurement. There was also a workshop with officers on procurement implementation. The ISO also had recommendations and actions for improvement. Commercial Services Senior Leadership Team and the Executive Leadership Board would be briefed on the actions.

Following questions, the Committee heard that there would now be an annual report to the Finance Committee on responsible procurement. The reduction of 16 commitments to 6 would ease the reporting process. There was an intention for the policy to impact on project delivery, and so would be received at the Projects & Procurement Sub-Committee. It would also be received at a future meeting of the Equality, Diversity, & Inclusion Sub-Committee for input.

The Committee heard that there was no formal training for officers on responsible procurement, but there were commercial academies offered for all officers with non-procurement language. There was also information on policies and procedures in place if a purchase was required. A review in early 2024 should show that the policies and procedures operated well, but there would be

further work required on practice and behaviours. It was commented and agreed by the committee that there was a limited amount of mandatory training, especially for responsible procurement, and that this is a matter that would be raised at the Policy & Resources Committee.

RESOLVED – That the report be received and its contents noted.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no public questions.

13. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There were no public items of urgent business.

14. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Non-Public Items

15. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the previous meeting held on 4 September 2023 be approved as an accurate record.

16. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no non-public questions.

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no other non-public business.

The meeting ended at 11.50 am

Chairman

Contact Officer: Kate Doidge
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Agenda Item 4

| | |
|--|---|
| Committee(s): Equality, Diversity, and Inclusion Sub Committee - For Decision Policy and Resources – For Decision | Dated: 21 st March 2024 18 th March 2024 |
| Subject: City Corporation Equality Objectives 2024 – 2029 | Public |
| Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? | All Corporate Plan Outcomes |
| Does this proposal require extra revenue and/or capital spending? | Online publication incurs no additional cost. However, communication and delivery of the Equality Objectives may incur costs. These will be funded from the corporate EDI budget with any shortfall sought from Transformation funds in agreement with the Chamberlain. |
| If so, how much? | TBC |
| What is the source of Funding? | As described above |
| Has this Funding Source been agreed with the Chamberlain’s Department? | As described above |
| Report of: Chief Strategy Officer | For Decision |
| Report authors: Shelagh Prosser, Interim Director of EDI Micah Maclean, EDI Officer | |

Summary

This report seeks approval to publish updated corporate Equality Objectives to meet our responsibilities under the Public Sector Equality Duty. Current Equality Objectives cover 2016-2020 and our statutory requirement is to publish one or more equality objectives every four years.

Draft Equality Objectives were developed in late 2022, with two public consultation exercises taking place between June and October 2023. Internal and external stakeholder feedback was received, indicating support for the objectives. However, feedback strongly highlighted the need for greater clarity and less overlap. This feedback was used to update the objectives; they have also been reviewed and adapted to align with the new Corporate Plan and People Strategy.

The updated Equality Objectives are:

- Inclusive and Trustworthy Leadership** (previously ‘Aspirational Leadership’). This objective recognises the City Corporation has an inward and outward leadership role in advancing equity, equality, diversity, and inclusion (EEDI). It aligns to the Corporate Plan 2024-2029 and People Strategy 2024-2029.

- **Inclusive and Diverse Community** (previously ‘Dynamic and Engaged Workforce’). This recognises it is essential to tackle unlawful discrimination, inequity and unfair bias and the need for systemic change.
- **Accessible and Excellent Services** (unchanged). This aligns to the Corporate Plan outcome focussed on providing excellent services and our ambition to be world class.
- **Socio-Economic Diversity** (unchanged). The focus is internal and external, including social mobility and social inclusion. It also aligns with aspirations in the Corporate Plan, People Strategy and our commitments through the Social Mobility Index.

The previous draft objective focussing on data (**Understanding our Communities**) has been refocussed as a cross-cutting objective to support overall delivery. This approach underlines the importance of being evidence based in respect of advancing EEDI. Supporting actions are draft; they are aligned to the Corporate Plan, People Strategy and other commitments and charters to reflect consultation feedback. These will be refined and confirmed post completion of a review into EEDI taking place later in 2024.

Recommendation(s)

Members of the Policy & Resources Committee are asked to:

- Endorse and approve the revised Equality Objectives to enable their publication (on our website and intranet) in March 2024, thereby fulfilling our responsibility under the Public Sector Equality Duty, subject to the review and endorsement by the Equality, Diversity, & Inclusion Sub-Committee on 21st March 2024.
- Agree to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of Policy & Resources Committee, to make any subsequent changes to the Equality Objectives recommended by the Equality, Diversity, & Inclusion Sub-Committee at its meeting on 21st March 2024, in order to meet the target publication date.
- Note the Equality Objectives (2024-2029) will cover a five-year period to coincide with the Corporate Plan and People Strategy. However, there will be a review in 2028 to comply with the duty of publishing every four years.
- Note that activity to develop relevant equity, equality, diversity and inclusion (EEDI) datasets for the Objectives is required to develop robust performance metrics.

Members of the Equality, Diversity, & Inclusion Sub-Committee are asked to:

- Endorse the revised Equality Objectives to enable their publication (on our website and intranet) in March 2024, thereby fulfilling our responsibility under the Public Sector Equality Duty.
- Note the Equality Objectives (2024-2029) will cover a five-year period to coincide with the Corporate Plan and People Strategy. However, there will be a review in 2028 to comply with the duty of publishing every four years.
- Note that activity to develop relevant equity, equality, diversity and inclusion (EEDI) datasets for the Objectives is required to develop robust performance metrics.

Main Report

Background

1. The Equality Act 2010 Public Sector Equality Duty requires public bodies to publish one or more equality objectives every four years. The current Equality Objectives were published in 2016 and cover the period 2016-2020.
2. The Equality Objectives 2016-2020 published on the City Corporation website are:
 - Increase community engagement and improve cohesion within our communities so that people feel safe.
 - Support the City's most disadvantaged groups and develop our understanding of our communities.
 - Improve the way we listen to our communities and respond to their feedback to improve our services.
 - Promote staff development and career progression to ensure equality of opportunity for promotion and the development of a workforce that reflects the make-up of our communities.
3. No evidence could be found of an action plan to take forward these Objectives or any performance measures. The City Corporation Equality Performance Report October 2019 – December 2020¹ did state that the Objectives would be reviewed and updated for the period 2021-2024. TOM restructuring and staffing changes meant this was delayed, pending expansion of and recruitment into the corporate EDI function.

Current Position

4. Draft Equality Objectives were produced in late 2022, aligning with the four improvement modules set out in the Local Government Association (LGA)

¹ <https://www.cityoflondon.gov.uk/assets/about-us/plans-and-policies/annual-equalities-inclusion-report-2020-21-appendix-1.pdf>

Equality Framework for Local Government (EFLG). This provides a structure to enable local authorities to meet their obligations under the Equality Act 2010 and to benchmark their performance against best practice.

5. In accordance with the EFLG framework, the draft Equality Objectives were as follows:

Equality Objective 1: Aspirational Leadership: Taking a broad and intersectional approach to equality, diversity and inclusion which appeals to people from all backgrounds.

Equality Objective 2: Dynamic and Engaged Workforce: Enabling career progression opportunities for all staff and the development of a suitably skilled workforce that reflects the composition of our communities.

Equality Objective 3: Accessible and Excellent Services: Creating a community-centred approach to service delivery bolstered by an inclusive community and stakeholder engagement strategy.

Equality Objective 4: Understanding Our Communities: Promoting a data-led and evidence-based approach to understanding and working with our communities and networks.

Equality Objective 5: Socio-Economic Diversity: Working collaboratively with our stakeholders to enable opportunities for everyone to flourish and reach their full potential regardless of their socio-economic background.

Each Objective included commitments and targets (see Appendix 1).

6. A revised set of draft Equality Objectives were discussed at EDI sub-committee on 7th March 2023 and approval as a basis to consult internal and external stakeholders. The first consultation, 01/06/23 - 31/08/23 received 109 unique responses. The second, 05/09/23 - 31/10/23 received 133 unique responses. Feedback for both consultation exercises was received from internal and external respondents (with more of the former).
7. Analysis of responses revealed broad support for the themes covered by the Objectives. However, feedback criticised lack of clarity, specificity, accountability and repetitiveness. It also highlighted that consultation content, language, presentation, terminology, and progress measures could be improved.
8. The headline descriptors for the draft Objectives have been updated to take account of stakeholder feedback and a summary of feedback and the lessons identified is included at Appendix 2.
9. The updated Objectives were also mapped against the Corporate Plan and the People Strategy, neither of which were agreed at the time of developing the draft Equality Objectives. They are also informed by ongoing programmes, commitments and charters including the Social Mobility Index and Tackling Racism Taskforce recommendations.

10. The revised Equality Objectives are:

- **Inclusive and Trustworthy Leadership (linked to the People Strategy)**

We are committed to making systemic change through championing and advancing equity, equality, diversity and inclusion (EEDI) in everything we do. To do this we will develop a community of leaders who:

- adopt values-based behaviours and are accountable for advancing EEDI, internally and externally
- confidently create and sustain an inclusive environment by understanding how conscious and unconscious bias impacts on decision making and take action to address this
- understand how the complexity and intersection of people's identities can impact on access to opportunities and experiences
- ensure stakeholder engagement is accessible and inclusive taking into account the diversity of the communities we serve
- provide public spaces and a cultural offering responsive to the diversity of the Square Mile and beyond
- demonstrate that decisions are evidence-based and measurable

- **Inclusive and Diverse Community**

Representation and experience ensure the City Corporation is an employer of choice where people thrive. Activities align with the People Strategy including:

- enhance our approach to attracting, developing and retaining excellent, diverse, local and national talent
- develop leadership capacity and capability to actively champion EEDI
- ensure that leaders take responsibility for creating a safe physical and psychologically safe working environment that is free from discrimination, harassment and bullying
- develop and review policies and procedures through an EEDI lens to ensure that they are fair, inclusive and are applied consistently.
- take action to improve the robustness of our workforce data and regularly analyse it to identify trends and use the data to inform action to ensure that the key stages of the employment lifecycle are fair and inclusive of all
- extend and enhance the EEDI training offer to focus on awareness raising, skills building and inclusive culture development
- embed EEDI considerations into general training
- create a total reward and recognition offer that is fair, inclusive and acknowledges individual contribution, performance and supports progression

- **Accessible and Excellent Services**

Consideration of equity, equality, equality, diversity and inclusion is integral in the design, development, implementation and evaluation of our services. This aligns to our Corporate Plan outcomes; activities to deliver this objective may include:

- strengthen the confidence and capability of our employees to have due regard to equality when planning services and evaluating their impact
 - ensure our public spaces are inclusive and accessible
 - take a community-centred approach, as set out in our Ethical Policy, to help us better understand the challenges our communities face and include them in our planning and decision-making processes.
 - Continue to ensure that our website and public documents adhere to accessibility standards
- **Socio-Economic Diversity**

Someone's socio-economic background should not limit their potential to flourish. Activities to address this may include, cognisant with the Social Mobility Index recommendations for improvement:

- continue to use our influence to advance socio-economic diversity across the City, building on the success of the Socio-Economic Diversity Taskforce report and its recommendations
- collaborate with a variety of communities to enable opportunities for those from lower socio-economic backgrounds to get in, get on, and belong in the City Corporation
- continue to measure our performance as an employer across the eight areas set out in the Social Mobility Index
- Closer working across the City of London Corporation family to collectively and holistically tackle barriers for underrepresented groups.

The original draft Equality Objective, '**Understanding our Communities**' focussing on data and evidence is repositioned as a cross-cutting activity to achieve the updated Equality Objectives. Robust data is integral to the effective delivery of EEDI; currently very little data exists meaning that an evidence base requires building from a very low baseline.

The Equality Objectives are positioned as a dynamic cross-cutting framework for advancing and integrating the City Corporation's commitment to advancing EEDI as a leader, employer and service provider. They will be collectively owned across all departments and institutions. Publishing these objectives is the starting point for continuous improvement.

11. To monitor progress, performance measures will be developed - these are predicated on setting up supporting data activity. These replace targets proposed alongside the original objectives and will provide a more effective long-term mechanism of measuring progress that simultaneously supports our statutory reporting requirements on EEDI data. The EDI team will work with colleagues across the organisation to develop appropriate performance indicators for the Equality Objectives.
12. Once agreed, the Equality Objectives will be published on our website and intranet on 25th March, thereby meeting our legal responsibility.

Corporate & Strategic Implications

Strategic implications – All Corporate Plan Outcomes and the five Themes of the People Strategy will be impacted by the agreement and implementation of the Equality Objectives. There is also a relationship to a number of other key corporate strategies.

Financial implications - Agreeing the Equality Objectives does not require additional funding. Communication and delivery of the Equality Objectives may incur costs.

Resource implications –The EDI directorate is a small cross-cutting function which exists to advise and support the City Corporation in its equity, equality, diversity and inclusion ambitions and obligations under equalities legislation. The effective delivery of the Equality Objectives is dependent on all City Corporation departments, services and institutions taking action. Consequently, each department and institution should consider the human and financial resources required.

Legal implications – Public Sector Equality Duty (s.149 of the Equality Act 2010) requires public bodies to develop and publish one or more Equality Objectives every four years.

Risk implications – not publishing Equality Objectives poses legal and reputational risks.

Equalities implications – The Equality Objectives provide a cross-cutting framework by which the City Corporation can respond to the requirement to have due regard to the three aims of the Public Sector Equality Duty: to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; to foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Climate implications – None

Security implications – None

Conclusion

13. The Equality Objectives described in the report provide a response to the legal requirement on the City Corporation to publish one or more equality objectives every four years. This requirement is currently unmet.
14. The Equality Objectives presented in the report have been updated reflecting the consultation feedback and make more explicit the relationship between the Equality Objectives and the outcomes of the Corporate Plan 2024-2029 and the themes of the People Strategy 2024-2029. This is to ensure that advancing EEDI is integral to those strategies that will shape and drive the organisation over the next five years.
15. The Equality Objectives provide a direction of travel not a destination and reflect the fact that we are at an early stage in taking a systemic evidence-based approach to EEDI.

Appendices

Appendix 1 - Original draft Equality Objectives with commitments and targets

Appendix 2 - Equality Objectives – Consultation Summary and Lessons Learned

Background Papers

- EDI Subcommittee 12th December 2022
- Policy & Resources Committee 19th January 2023
- EDI Subcommittee 7th March 2023
- EDI Subcommittee 4th September 2023 (verbal)
- EDI Subcommittee 12th December 2023

Shelagh Prosser
Interim Director of Equality, Diversity & Inclusion
Corporate Strategy & Performance Team
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Appendix 1: The original draft Equality Objectives that were consulted on.

Equality Objective 1: Aspirational Leadership

Taking a broad and intersectional approach to equality, diversity and inclusion which appeals to people from all backgrounds.

| We Will | Our Five Targets |
|---|---|
| <p>Ensure that our senior leaders are well-equipped to lead the EDI agenda and to act as EDI ambassadors.</p> <p>Enable and empower our staff networks to act as a catalyst for change in the workplace and within the communities they live and work in.</p> <p>Ensure that the work of the City Corporation's departments and institutions (e.g, business planning) is characterised by a shared commitment to our equality objectives and to tackling discrimination in all its forms</p> <p>Ensure that our health equalities initiative overseen by the City and Hackney Health and Care Board fully embeds our equality objectives.</p> <p>Take part in regular Equality Framework for Local Government, annual Social Mobility Employers Index assessments and other agreed benchmarks</p> <p>Set aspirational EDI targets and metrics (e.g, recruitment and retention) that will enable us to evaluate EDI programmes and demonstrate impact.</p> <p>Ensure that our EDI Sub-Committee has an overview of all our equalities related work through our EDI governance structure.</p> | <ol style="list-style-type: none"> 1. Our Equality Framework for Local Government assessment rates our EDI work as excellent. 2. Our Social Mobility Employers Index assessment places our EDI work in the top-50 category. 3. Our EDI work is recognised through year-on-year improvement in the Stonewall Workplace Equality Index ranking, Race at Work Charter, Women in Finance submission, by recognition as a Disability Confident leader and other agreed national benchmarks. 4. Our key decisions are informed by our equality impact assessments guidance and forms. 5. Our EDI Sub-Committee is satisfied that there is a coherent approach to implementing our equality objectives across the work of the City Corporation, its institutions, and its services as set out in our EDI governance structure |

Equality Objective 2: Dynamic and Engaged Workforce

Enabling career progression opportunities for all staff and the development of a suitably skilled workforce that reflects the composition of our communities

| We Will | Our Five Targets |
|--|--|
| <p>Conduct regular staff surveys covering the City Corporation and our institutions.</p> <p>Ensure our <i>people strategy</i> informs, and is informed by, these equality objectives.</p> <p>Ensure we gather and share annual workforce data on the make-up of our staff including all staff employed by our institutions</p> <p>Monitor the variety of other workers we have such as casual, temporary, voluntary, and other hidden workforce.</p> <p>Provide annual and regular EDI data informed workforce reporting.</p> <p>Introduce targeted strategies and mitigations to reduce pay gaps and address other inequalities.</p> <p>Ensure work is accessible, both physically and digitally, for all employees.</p> <p>Review and strengthen EDI learning and organisational development programmes to enhance our inclusive workplace culture.</p> <p>Encourage our departments and institutions to commit to this objective in the context of their own work by developing action plans and sharing best practice.</p> | <ol style="list-style-type: none"> 1. Staff survey results show improved outcomes in engagement, ability to influence work and sense of wellbeing across all staff and our respective staff networks 2. Annual workforce data on staff recruitment and retention shows similar recruitment and career progression rates for staff across underrepresented groups. 3. HR data on pay and grade gaps shows an improving picture across all underrepresented groups. 4. Year-on-year increases in the proportion of staff who self-declare their diversity characteristics. 5. HR data shows a reduction in the number of sickness absence reported and grievances made by staff for reasons related to protected characteristics and an increased confidence in how such cases are managed. |

Equality Objective 3: Accessible and Excellent Services

Creating a community centred approach to service delivery bolstered by an inclusive community and stakeholder engagement strategy

| We Will | Our Five Targets |
|--|---|
| <p>Ensure that our services (both physical and digital) across our departments and institutions are accessible and co-created with service users and stakeholders through an agreed approach to consultation, co-production, and engagement. As set out in our statement of Ethical Policy, our community-centred approach will help us to better understand the challenges our communities face and include them in our planning and decision-making processes.</p> <p>Strengthening equality impact analysis in service planning, decision making and impact evaluation across the City Corporation's departments and its institutions.</p> <p>Agree a corporate approach to understanding who our stakeholders are and how we can most effectively communicate and engage with them.</p> <p>Ensure that all direct services provided by the City Corporation's departments and our institutions are informed by our equality objectives and evaluated against them.</p> <p>Improve the systems we use to identify who is using our services and how satisfied they are with them.</p> | <ol style="list-style-type: none"> 1. All our schools and family of schools we support are judged to be good or outstanding for their work designed to reduce the attainment gap between groups of pupils. 2. Regular surveys of City Corporation's department and institution services by service users show increased response rates and increased levels of satisfaction. 3. At least one credible offer of accommodation and support is made to homeless households and those sleeping rough in the City. 4. An increase in the percentage of City of London residents who describe their health as "very good" and "good" in Census 2021. 5. Our departments, institutions and stakeholders are aware of this objective and can evidence how it has been considered and responded to in ways that match their context |

Equality Objective 4: Understanding our Communities

Promoting a data-led and evidence-based approach to understanding and working with our communities and networks.

| We Will | Our Five Targets |
|--|--|
| <p>Develop a key data set that enables the City Corporation, its institutions, and stakeholders to evaluate progress on achieving our equality objectives.</p> <p>Report, annually, on progress being made on achieving our targets and consider how our equalities work can be further strengthened by an evidence-based approach. This will include use of focus groups, surveys, group interviews and other research methodologies.</p> <p>Work with the communities associated with our institutions and stakeholders to secure commitment to our data-led approach to understanding our communities. This will include the use of Census 2021 data and other trustworthy data.</p> <p>Evaluate and strengthen the City Corporation's arrangements for consulting, understanding, and working with our communities, including four residents' meetings a year (a morning and evening session, twice a year) and the development of a wider community engagement and stakeholder strategy.</p> <p>Consider the recommendations in the <i>Delivering better health outcomes for hidden workers</i> report 2022 and how to implement the recommendations internally and promote them to other businesses across the City.</p> | <ol style="list-style-type: none"> 1. Key data set in place post the analysis of the 2021 Census results. 2. Strengthened arrangements for consulting, and working with, our residents, communities and stakeholders are in place. 3. First annual report on progress in meeting these targets considered by EDI sub-committee a year after approval. 4. Survey of our stakeholders communities and residents show increased confidence in their ability to shape our work. 5. Increased percentage of residents who live within the Square Mile and/or who live outside it but use our facilities and services, say they have the information they need to influence our work. |

Equality Objective 5: Socio-Economic Diversity

Working collaboratively with our stakeholders to enable opportunities for everyone to flourish and reach their full potential regardless of their socio-economic background

| We Will | Our Five Targets |
|--|--|
| <p>Ensure the <i>Five-Point Pathway</i> recommended by the Socio-Economic Diversity Taskforce report published in November 2022 is implemented. This commits us to: assigning an executive-level social mobility champion; collecting data on socio-economic background; monitoring socio-economic diversity at senior levels; setting organisational targets for socio-economic diversity; and publishing data and sharing best practice with external partners.</p> <p>Encourage our external partners to conduct regular workforce surveys to ascertain progress against this objective.</p> <p>Encourage our departments and institutions to initiate targeted outreach programmes to address barriers for underrepresented groups.</p> <p>Support our maintained schools, independent schools we either own or support to achieve good or outstanding for their work designed to reduce the attainment gap between groups of pupils. Encourage City of London Academies Trust, which we sponsor, to ensure that its academies are good or outstanding.</p> <p>Review progress and work in partnerships with departments, institutions and other stakeholders on projects that assist in meeting socio-economic diversity targets.</p> | <ol style="list-style-type: none"> 1. An executive-level champion for socio-economic diversity is appointed to oversee an officer's working group responsible for implementing our Social Mobility strategy 2018 to 2028. 2. Our quarterly diversity disclosure campaigns result in an increased proportion of staff who self-declare their socio-economic background and other diversity data. 3. Financial and professional services organisations in the City monitor their progress against the Socio-Economic Diversity Taskforce's recommendations. 4. All our schools and family of schools we support are judged by Ofsted to be good or outstanding for their work designed to reduce the attainment gap between groups of pupils. 5. We sign up to the Care Leavers' Compact developed by the London Innovation and Improvement Alliance (LIIA) and its local authority partners. |

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Appendix 2

Equality Objectives – Consultation Summary and Lessons Learned

Internal and external feedback on the draft Equality Objectives was sought through the following methods, for the period 1 June to 31 October 2023. In total, 242 responses were received.

- 1 June to 31 August 2023.
 - 109 responses
 - 80 submitted by employees of the City Corporation.
 - 29 were submitted by a range of external respondents, including residents of the Square Mile, City workers, and stakeholders.
- A two-hour workshop was held in July 2023.
 - 52 individuals attended the workshop. Attendees may also have participated in the consultation survey.
 - 34 attendees were affiliated with the City of London Corporation and its Institutions.
 - 18 attendees represented a range of external stakeholders, including representatives from other London local authorities, central government, employment and policing.
- At the request of the Equality, Diversity, and Inclusion Sub-Committee, a second consultation survey was conducted from 5 September to 31 October 2023.
 - 133 responses
 - 117 were submitted by employees of the City Corporation, with 100 stating that the respondents had not previously participated in the consultation on the draft Equality Objectives.
 - 16 were submitted by external respondents, primarily City workers. All responses stated that the respondent had not previously participated in the consultation on the draft Equality Objectives.
 - Respondents were invited to submit collective responses to the survey, indicating how many individuals a response was on behalf of. However, as these figures are unverifiable.
- 3 written submissions received, two from external stakeholder groups, and one from a department of the City Corporation.

Initial Consultation

- The consultation delivered sufficient data and contextual information from stakeholder responses to refine and test the draft equality objectives. The results are sufficient to support publication of the revised draft equality objectives.
- There were more internal than external respondents and the volume of staff responses from across City Corporation highlight the demand and the need for robust staff engagement and activity on EDI.
- The objectives are relevant to the majority of external respondents, whether they work or reside within the City of London or are stakeholders or visitors.
- Structure and presentation of the consultation negatively impacted on user-friendliness, and consequently data quality.
- Overall feedback on the draft objectives is positive but some areas of the draft objectives can be significantly improved by making them clearer.
- Feedback highlighted a lack of clarity on how progress would be measured and concerns around weak measures or targets. Also, the absence of detail regarding how the Equality Objectives would work in practise and alignment to ongoing programmes of activity so as not to work in isolation.
- Some feedback raised concerns about the processes by which the draft Equality Objectives were formulated.
- Consultation content, language, presentation and terminology lacked clarity; respondents repeatedly highlight that draft objectives were unclear and/or repetitious and hard to follow in places.
- Themes respondents considered to be priorities for EDI:
 - Ensuring inclusivity and equality of opportunity
 - Dignity, Equity, and Respect
 - Social mobility
 - Increase diversity of City Corporation
 - Tackling bias and discrimination in City Corporation and in wider City of London communities.

Second Consultation

- Dignity, Equity, and Respect and Pay and Conditions were the most cited priorities across responses (72.2% and 57.1% of responses respectively); the next most cited responses all have all around 20-30% support.
- Whilst there is some synergy between consultations, social mobility barely featured as a priority in the second consultation, whereas it was one of the most cited priorities previously.

- Over 75% of priority citations aligned with Equality Objectives 1 and 2 (Aspirational Leadership and Dynamic and Engaged Workforce). Virtually no priorities could be mapped onto Equality Objectives 3 and 4 (Understanding our Communities and Socio-Economic Diversity). This may be related to the number of internal versus external respondents.
- Free text comments largely related to concerns about the HR processes in City Corporation, or concerns about the content and form of the draft Equality Objectives or the survey itself.

Lessons Identified

1. Policy development should involve key stakeholders and groups (Members, Chief Officers, Staff Networks, Equality Reps etc) prior to launching a consultation to: ensure content is consistent with City Corporation policy, messaging and direction.
2. Expertise in engaging and activating a variety of communities and groups should be used to widen and deepen participation.
3. Design of surveys and other methods of information collection should be done in close collaboration with corporate functions with expertise in data analysis. Doing this in the design phase will ensure surveys are well structured, methodologically sound, and contain questions which will provide the required information. This will assist with subsequent analysis, allowing for the valuable, data-driven insights to be extracted and applied to the drafting process. The integration of the EDI portfolio into the Corporate Strategy and Performance Team is an important first step in moving this forward.
4. Writing and design of materials for consultation (surveys, consultation documents, publicity material), should be done in close collaboration with the Communications and External Affairs and other communication professionals across the City Corporation on all elements of accessibility. This includes:
 - a. Language and supporting material is clear, technical terms are defined, and organisational jargon is avoided.
 - b. Materials are all well-structured and flow together, ensuring respondents can easily navigate and fully engage with them.
 - c. All the relevant information required to participate is easily accessible to both internal and external audiences.
 - d. Documents are designed to be accessible to internal and external audiences with diverse needs.

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Agenda Item 5

| | |
|---|--------------------------------|
| Committee(s): Equality, Diversity & Inclusion Sub Committee | Dated: 21 March 2024 |
| Subject: Tackling Racism Taskforce Update | Public |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | All Corporate Plan outcomes |
| Does this proposal require extra revenue and/or capital spending? | N/A |
| 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: Chief Strategy Officer | For Decision |
| Report authors: Shelagh Prosser, Interim Director of EDI & Micah Maclean, EDI Officer | |

Summary

The Tackling Racism Taskforce (TRT) was a Member and Officer led group active between June 2020 and December 2021. A final report with recommendations to be implemented was approved by the Policy and Resources Committee in January 2021. The TRT was dissolved and overseeing progress against its recommendations passed to the Equality, Diversity and Inclusion (EDI) Sub-Committee - four progress reports on the TRT recommendations have been received to date.

This report provides a further update and recommendations to close the TRT recommendations that remained outstanding. Chief Officers have confirmed recommendations are completed, now 'business as usual', or have been integrated into work across the Corporation to tackle racism and advance race equality.

The TRT provided a call to action in 2020 for the Corporation to focus attention on racism in all its forms and its legacy will be taken forward through the ongoing commitment to ensure the Corporation is an anti-racist and inclusive organisation. Closure of the TRT would not signal a weakening of the Corporation's commitment to tackle race equality. This remains a priority for all departments and institutions and members will be updated as and when appropriate.

Recommendation

Members of the Equality, Diversity, & Inclusion Sub-Committee are asked to:

- Endorse the recommendation to close the TRT as a discreet activity as all recommendations have been completed or progressed by departments as part of wider activities to advance race equality.

Main Report

Background

1. The Tackling Racism Taskforce (TRT) was established in June 2021 following the murder of George Floyd and the Black Lives Matter protests with a remit to tackle racism in all its forms and assess action to further promote economic, educational, and social inclusion. Member and Officer led, it originally had 6 workstreams: Business; Culture; Education; Governance; Police; Staffing. A final report with recommendations was approved by the Policy and Resources Committee in January 2021 with an agreement to implement these recommendations.
2. A report to the Policy and Resources Committee in February 2021 on the recommendations within the Culture workstream, led to this workstream being subsumed into a member-led Statues Working Group. The TRT meet until December 2021. At the Policy & Resources Committee in March 2022, it was agreed to dissolve TRT and recommendations overseen by the Equality, Diversity and Inclusion (EDI) Sub-Committee. The Sub-Committee has received four progress reports on the TRT recommendations.
3. At the EDI subcommittee in December 2023 members requested that outstanding TRT recommendations be raised with the relevant Chief Officers and an update be provided at the March subcommittee meeting.

Current Position

4. As of January 2024, of the 30 recommendations agreed for the 5 remaining TRT workstreams, 15 were completed, 10 TRT remained in progress and 6 required updates.
5. Chief Officers advised on whether the outstanding recommendations should:
 - remain open and/or replaced with an action that reflected the current situation.
 - close because it had been implemented.
 - close because the recommendation had been integrated into activities and interventions focusing on advancing race equality.
6. Where a recommendation was integrated into another programme of activity Chief Officers were asked to summarise the mechanism for delivery and reporting.
7. The outstanding recommendations were discussed at the Executive Leadership Board in February. Progress on the 6 recommendations requiring updates is below:
 - i. **To formally support the Change the Race Ratio campaign and the Race Fairness Commitment (but not to become full signatories to these) – Business Workstream.**

This will form part of the review of EDI and action previously requested by members to reflect on the rationale and purpose related to charters and accreditations that City Corporation is or plans to be a signatory to. A paper will be presented to EDI Sub-Committee later in 2024.

It is therefore requested that this TRT recommendation be closed.

- ii. **To actively discourage all-white panels by creating a policy for our own events to always have a diverse mix (of all protected characteristics) on panels and, when City Corporation representatives are invited to speak on panels organised by external stakeholders, to encourage others to consider adopting a similar policy.**

This is now 'business as usual' for the City Events team and is being advanced through an EDI and Events Officer working group which will:

- work across the Corporation identifying opportunities to enhance and develop an approach to EDI and events that is inclusive across all protected and unprotected characteristics (e.g. socio-economic diversity).
- agree best practice for the development and implementation of inclusive events.
- recommend enhancements to existing events and event planning policies and procedures to ensure events are as inclusive as possible.
- evaluate events to help inform and continuously improve EDI policies and procedures.

A verbal update on EDI and Events is planned at the Civic Affairs Sub-Committee in April with a follow-up paper in July. Updates will be shared with EDI Sub-Committee for information where relevant.

It is requested that this TRT recommendation be closed as it has been actioned and is now integrated into wider work.

- iii. **The City Corporation should support the #10000Black Interns initiative by identifying at least one area of activity that could develop and host an intern programme, committing to offer at least one paid internship.**

Attracting talent from a diverse pool is priority across the organisation and is at the heart of the People Strategy. HR & People are integrating this recommendation into the work planned on internships. When the People Strategy 2024-2029 is effective (1 April 2024), progress will be reported as part of the People Strategy implementation overseen by Corporate Services Committee. Updates will be shared with EDI Sub-Committee for information where relevant.

It is requested that this TRT recommendation be closed as internships will be progressed as part of the People Strategy.

- iv. **The City Corporation should write to individual firms, promoting the ambitions of the Financial Services Skills Commission (FSSC) in encouraging more data collection, disclosure and reporting.**

The then Chair of Policy and Resources, Catherine McGuinness, wrote a joint letter with the Chairman of the FSSC, Mark Hoban, in October 2021 following the TRT recommendations to both support the work of the Socio-Economic Diversity Taskforce and, to promote the ambitions of the FSSC in encouraging more data collection, and reporting. The joint letter was an example of the Corporation working closely with the FSSC to improve the measurement of inclusion across the financial services sector and to driving tangible, practical

actions that will help firms to attract, retain, and progress the skilled people needed for the sector. The letter specifically asked firms to create the UK's first baseline for socio-economic diversity, to enable employees to progress according to performance, not background.

The correlation between low socio-economic status and race inequality had been evidenced in Bridge Group research and so, although the letter did not specifically ask firms to record ethnicity data it was acknowledged that improving socio-economic outcomes would very likely lead to an uplift in racial equity in senior levels.

The Socio-economic diversity taskforce (SED) aimed to respond to the recommendations laid out in a [Bridge Group report](#) (that we need more data, accountable leadership, more role models, to fix processes not people and to work collaboratively). Over 100 organisations across a range of sub sectors and regions were involved. Launching two landmark reports, [Breaking the Class Barrier Recommendations Report](#) and [Who Gets Ahead: The Business Case](#). In 2022 the SED Taskforce launched Membership body Progress Together, Chaired by Alderman Vincent Keaveny, focusing on progression, retention and socio-economic diversity in the financial services sector. This key relationship with FSSC, and now Progress Together, is embedded in ongoing work and stakeholder engagement. Members are therefore asked to agree that this recommendation be closed and that its aims be taken forward through Innovation and Growth's ongoing relationship with the FSSC. Updates on how the FSSC and Progress Together are advancing EDI within the sector will be shared with EDI Sub-Committee for information where relevant.
It is requested that this recommendation be closed noted that IG continues to support FSSC in its EDI agenda.

- v. **Schools ensure recruitment and retention of a diverse range of staff and governors, as well as career progression. Consideration should be given to the introduction of teacher apprenticeships.**

School Governing Bodies/committees are responsible for their individual staff recruitment policies and processes. Work has been done to help the City Family of Schools in recruiting and retaining diverse and skilled governors. For example, as part of the Tackling Racism Taskforce Action training on equality and inclusion, as well as difficult conversations training, was provided by the Education Strategy Unit in 2021 across the City Family of Schools and was repeated on February 22 based on demand from governors and senior leadership in schools.

At the Education Board in October 2022, a report provided guidance and recommendations for Local Governing Boards (LGBs) across the City Family of Schools on recruiting skilled and diverse governors. As part of the guidance, the report highlighted national guidance on recruiting skilled and diverse governors whilst also putting forward recommendations for LGBs to adopt to ensure there remains strong governance frameworks and appointment processes across the City Family of Schools. Guidance on recruiting diverse and skilled governors was also highlighted in several Forums, hosted by the Education Strategy Unit attended by staff and governors across the City Family

of Schools, and further signposted Chairs of Governors as well as Headteachers to relevant bodies and organisations who specialise in the recruitment of governors from a diverse range of backgrounds. More recently, the Education Strategy Unit's offer to support CoLAT with governor recruitment has been accepted in part (putting together a recruitment brochure).

Schools and Department for Community and Children's Services have integrated the TRT recommendations into wider EDI work and are continuing to work in this area by following best practice. A new Education Strategy is currently being developed and will agree priorities and outcome measures to ensure that we promote EDI, tackle disproportionality, and promote inclusion. **It is requested that this recommendation be closed.**

vi. **A revised HR policy on bullying and harassment be developed at the City Corporation. (Already approved at Establishment Committee in September 2020)**

Harassment and bullying guidance for staff and an accompanying procedure is in place and available on the intranet. Policy development is a priority in the People Strategy (Theme 3 Talent and Development and Theme 5 Building Brilliant Basics). In recognition of the need to have robust up to date policies, a new senior Policy Manager role has been created to lead on this work and a person appointed who will start in late March. A specific Harassment and Bullying Policy will be considered as part of their work that is required. Progress will be reported Corporate Services Committee. Updates will be shared with the EDI subcommittee as relevant.

It is requested that this recommendation is closed as it is integrated into the People Strategy.

8. Regarding the 10 recommendations previously recorded as 'in progress', departments have confirmed action was taken, or recommendations have been subsumed into wider strategic activity. A summary is provided below:

i. **To consider offering invitations to interested groups to host 2021 Awards and Events in our venues (such as The Investing in Ethnicity Awards, the Black British Business Awards and the Empower Gala Dinner). These connections could be maintained to invite relevant and senior diverse business leaders to future City Corporation events and dinners.**

The City Events team has continued to deliver an events programme that appeals to a wide demographic of people that reflects current society. In addition, since 2021 they have increased Black, Asian and Minority Ethnic focused events for example, Black History Month Breakfasts and religious festivals. The team work in collaboration with the City Belonging Project to broaden access to diverse groups including City businesses. The team work in collaboration with this Committee and the CLEAR Network to identify potential guest speakers and attendees.

It is requested that this recommendation be noted as business and usual and closed.

- ii. **To change our own criteria for investments to include a specific target on diversity (as we have done on climate action).**

This recommendation was not pursued by the TRT and the Chamberlain has confirmed is not compatible with our policies and processes regarding investments. City Bridge Foundation define their own investment strategy and the Pension Fund is tied by regulation. The City Corporation has an Ethical Policy agreed at Court of Common Council and tests are applied including to investments.

The recommendation therefore should be removed.

- iii. **To write to asset managers asking them how they manage diversity within their organisation and to explore with the asset managers how diversity is captured within their investment process and how this can be reported.**

In 2021 the Chamberlain's department wrote to all equity and multi asset managers within the financial investment portfolio seeking information around how they manage diversity within their organisation and how they capture this within their investment process. Responses were received and evaluated at the time. Whilst fund managers reported efforts to attract and retain a diverse staff base and promote diversity at Board level, it was patchier when it came to investment decisions. It was clear that any standards applied within the sector were embryonic compared to climate action targets. The 2022 Finance for Impact: Industry-led recommendations to advance finance for social impact, produced jointly by KPMG and City of London, identified that fund managers were struggling to measure the social impact. Social impact (S) has been split into two areas:

- People: Delivering a positive impact for people by creating a diverse and safe environment, and a workforce fit for the future; and
- Prosperity: Delivering a positive economic and societal impact for all, through innovation, positive contribution, employment and financial investments

In nearly all of the cases reviewed for the study, the S was reliant on measures from the people side. The People side included Inclusion, Diversity and Equality. Until S targets have been identified it will be difficult to set diversity targets. Chamberlain's and IG are working together to influence in this space.

This specific TRT recommendation should be noted as completed and closed.

- iv. **TRT endorse the good work that the City of London Police are already doing in the area of improving diversity of the Force but note there are some areas where there could be improvement. TRT would encourage the City of London Police to sign up to the 40 % recruitment target that the Metropolitan Police had recently announced. TRT would also recommend the City of London Police set a retention target of Black, Asian and Minority Ethnic officers. It was recommended that the staffing initiatives already approved and listed in this report be adopted by the City of London Police.**

City of London Police (CoLP) has a Race Action Plan aligned to the National Police Chiefs' Council National Race Action Plan - launched in November 2023. Professionalism and Trust are taking the lead to deliver this plan within CoLP. In regard to the 40% recruitment target, the City of London Policing Plan sets out an ambition to build a diverse workforce that reflects the communities we serve. Recruitment activity to improve this is a performance measure monitored internally and through the Police Authority Board. Recent recruitment initiatives have targeted under-represented groups and include a variety of outreach and positive action initiatives. The latest intake of student officers entering the force through the degree holder entry route had a representative breakdown of 34%. City of London Police has introduced initiatives to develop and retain staff from ethnic minorities including a positive action leadership scheme, buddy scheme, sponsorship scheme, and an inclusivity programme for all staff. CoLP's overall approach to retention has been recognised as innovative practice by His Majesty's Inspectorate of Constabulary Fire & Rescue Service.

It is requested that this TRT recommendation be closed. Work on race equality is being coordinated through the Police Race Action Plan and is integrated into the Equity, Diversity, & Inclusion Strategy.

- v. **Anonymised recruitment across all grades (not just at senior levels) be introduced at the City Corporation. (Approved at Establishment Committee in September 2020)**

To date, anonymised recruitment has been done for senior roles and other roles recruited locally in departments. Extending this to all recruitment activity is contingent on having a new Enterprise Resource Planning (ERP) system. This will be implemented through the People Strategy, My Talent and Development' theme and implementation of the new ERP system in 2025/26.

It is requested that this TRT recommendation be closed as the work is being taken forward under the People Strategy.

- vi. **Mentoring and reverse mentoring schemes be developed at the City Corporation. (Already approved at Establishment Committee in September 2020)**

Mentoring and reverse mentoring pilots have been introduced in several departments and through staff networks. Corporation wide mentoring will be implemented through the People Strategy My Talent and Development to create a comprehensive EDI training offer in collaboration with the EDI team commencing 2024/25.

It is requested that this TRT recommendation be closed as the work is being taken forward under the People Strategy.

- vii. **All local training budgets at the City Corporation are amalgamated to HR, and professional and technical training, which supports service delivery, is funded from local risk.**

This recommendation was dependent on a full review of all central and decentralised training budgets monitored by Chamberlains and in consultation with HR and Chief Officers . A comprehensive review of

training budgets will only be possible through the implementation of the ERP system which will connect people and finance data, with implementation of the system commencing in 2025/26.

It is requested that this TRT recommendation be closed as the work is being taken forward under the People Strategy and any solution need to reflect lessons learned from the Target Operating Model about centralisation Vs departmental and institution operational independence.

- viii. **A scheme be developed at the City Corporation that provides and defines a “safe space” for staff and provides clarity on the terms of reference(s) for meetings convened to discuss tackling racism with staff. Training be given to key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis.**

The Dignity at Work Advisors (DAWA) scheme was set up in June 2021 in response to this recommendation. The Andrea Adams Consultancy (AAC) has worked with the City of London Corporation on this scheme since 2021 training over a dozen DAWAs. In 2023, AAC provided refresher training for DAWAs. The DAWA scheme is currently promoted to staff via the intranet and in all staff communications.

It is requested that this recommendation be closed as completed as it is now ‘Business as Usual’.

- ix. **Current and possible schemes that support work experience programmes with schools and young adults in the City of London be explored. (Already approved at Establishment Committee in September 2020)**

This recommendation is well underway and will continue to be progressed as part of the 2024/25 People and HR business plan through the continuing enhancements and expansion of apprenticeships, along with a new graduate scheme and work experience programme in 2024/25. This work fits broadly under the People Strategy time of My Talent and Development.

It is requested that this recommendation be closed and noted as integrated into on-going People and HR work.

- x. **Consideration be given as to how the City Corporation could better utilise the collected, published data and information on diversity of its workforce at all levels (including the introduction of a peer review).**

This recommendation will be implemented through the People Strategy Building Brilliant Basics theme through a plan of continuing and comprehensive communications as determined in collaboration with the EDI team, and with a focus on collecting and reporting on missing EDI data, commencing in 2024/25. The introduction of a peer review was not taken forward as due to resource pressures at the time but will be revisited as part of taking forward data improvements.

It is requested that this recommendation be closed and noted as integrated into the People Strategy.

9. The TRT provided a foundation for tackling racism in all its forms and focus continues as demonstrated by the all-staff event 'Let's talk About Racism' (December 2023) and follow-up activities. The Executive Leadership Board led by the Town Clerk committed to four actions post event through a race lens;
 - a) review policies, processes and systems at local, Dept and cross Corp levels.
 - b) ensure seamless and consistent reporting and monitoring procedures to enable data-driven activities.
 - c) integrate race into mainstream Learning and Development programmes and review unconscious bias provision.
 - d) Identify delivery owners for actions at different levels (i.e. departmental senior teams, line managers, all staff; not all sitting with the EDI Team or HR to action) and ensuring cohesive collective ELB commitment to ELB level actions.
10. Progress will be discussed at ELB on 21st March to identify gaps and any areas of duplication. This work reinforces the commitment that building an anti-racist and inclusive organisation remains an ongoing priority.

Proposal

11. Tackling racism is a City Corporation wide responsibility where functions and activities are viewed routinely through an anti-racist lens. This responsibility is on-going. Evidence shows that all of the original TRT recommendations agreed in 2021 have been delivered or have been integrated into wider activity by departments. It is therefore proposed that the Tackling Racism Taskforce Recommendations be closed as a standalone project and impact noted.
12. Updates on Corporation wide activities to advance race equality will be shared with EDI Sub-Committee for information where relevant.

Corporate & Strategic Implications

Strategic implications – Tackling racism is integral to the effective delivery of the Corporate Plan. Activity that builds on the work of the TRT will support this aim. Equity, equality, diversity and inclusion are woven into the outcomes and themes of the Corporate Plan 2024-2029 and People Strategy 2024-2029. Activities and measures informed by evidence will be developed over the coming months in addition to work on organisation-wide values and culture change. This strategic and intersectional approach to tackling racism will enable the Corporation to make lasting change.

Financial implications – N/A

Resource implications – N/A

Legal implications – Race is a protected characteristic under the Equality Act 2010 and is covered by all forms of prohibited conduct set out in the Act are relevant.

Risk implications - A failure to tackle racism in all its forms has legal and reputational risks.

Equalities implications – Activities to tackle racism enables the Corporation to comply with the three aims of the Equality Act 2010 Public Sector Equality Duty 2010

Climate implications – N/A

Security implications – N/A

Conclusion

1. The TRT emerged in response to the calls in 2020 for organisations to take action to tackle racism in all its forms. The TRT was dissolved in December 2021 and progress against the recommendations made has been made.
2. The recommendations were reviewed by Chief Officers and based on their feedback, the paper proposes that members agree to close the TRT in recognition that all recommendations have been delivered or are integrated into wider action on race equality.
3. Closure of the TRT would not signal a weakening of the Corporation's commitment to tackle race equality. This remains a priority for all departments and institutions and members will continue to be updated on progress.

Appendices

None

Background Papers

- Policy & Resources Committee 21st Jan 2021
- Corporate Services Committee 27th Jan 2021
- Policy & Resources Committee 18th February 2021
- Court of Common Council 9th December 2021
- EDI Sub-Committee 26 September 2022
- EDI Sub-Committee 7th March 2023 (verbal update)
- EDI Sub-Committee 7th July 2023
- EDI Sub-Committee 4th September 2023
- EDI Sub-Committee 11th December 2023

Shelagh Prosser
Interim Director of EDI, CSPT
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| Committee(s): Equality, Diversity and Inclusion Sub-Committee | Dated: 21/03/2024 |
| Subject: Equality Information Report 2023 | Public |
| Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? | All Corporate Plan outcomes |
| Does this proposal require extra revenue and/or capital spending? | Online publication incurs no additional cost |
| If so, how much? | £ |
| What is the source of Funding? | N/A |
| Has this Funding Source been agreed with the Chamberlain’s Department? | N/A |
| Report of: Chief Strategy Officer | For Decision |
| Report authors: Shelagh Prosser, Interim Director of EDI Alice Reeves, Assistant Director of Corporate Performance & Analysis Joshua Jones, Corporate Performance Officer Niki Parr, Head of HR Systems & Management Info Gonzalo Reategui, Performance Analyst, DCCS | |

Summary

This report seeks approval to publish the City Corporation’s 2023 Equality Information Report to meet our responsibilities under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017¹. This requires the Corporation to publish annually, in a manner that is accessible to the public, information relating to the protected characteristics of its employees and other persons affected by its policies and practices. The deadline for publishing the report is 30th March 2024.

Robust equality information is integral to the effective delivery of the Corporation’s equity, equality, diversity and inclusion (EEDI) ambitions and as such, improving data has been proposed as a cross-cutting Equality Objective for the period 2024 to 2029.

The Equality Information Report covers the period 1st April 2022 to 31st March 2023 with the workforce profile snapshot data taken as at 31st March 2023.

¹ [The Equality Act 2010 \(Specific Duties and Public Authorities\) Regulations 2017 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

Recommendation(s)

Members are asked to:

- Endorse the 2023 Equality Information report provided at Appendix 1 to enable its publication (on our website and intranet) by 30th March thereby fulfilling our legislative responsibility.
- Note that improving the quality of the equality data for employees and service users will be a priority activity going forward.
- Note that Gender Pay Gap information for the Corporation will be published on the Government portal by 30th March 2024, as required by the legislation, with a report to the Corporate Services Committee in April.

Main Report

Background

1. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires the Corporation to publish annually, in a manner that is accessible to the public, information relating to the protected characteristics of its employees and other persons affected by its policies and practices. The deadline for publishing the annual report is 30th March.
2. An Equalities and Inclusion Monitoring report 2020-2021 can be found in the Equality and Inclusion area of website. This provides employee data relating to six of the nine protected characteristics but does not include any other information. Employee Profile reports with equalities data as at March 2021 and March 2022 were received by the Corporate Services Committee in July 2023 and by the EDI sub-committee in September 2023. These two reports are not easily accessible on the Corporation website.

Current Position

3. An Equality Information Report 2023 is provided in Appendix 1. This includes an employee profile in respect of the nine protected characteristics² set out in the Equality Act 2010 and some service user equalities data in respect of Adult Social Care, Childrens Social Care, Rough Sleeping, Housing and Homelessness, Education, Adult Skills and Education. The Report covers the period 1st April 2022 to 31st March 2023.
4. The employee profile data reflects the workforce as at 31st March 2023 and includes all employees of the Corporation, its institutions and the independent schools that the Corporation supports. It does not include data for City of London Police Officers and support employees as this is reported separately to the Policy Committee.

² Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual Orientation

5. Employee information is drawn from basic payroll and HR information system data. Additional sensitive information is added on a voluntary basis by employees through the employee self-service facility on the HR information system. Because employees are not required to provide all personal and sensitive information, this means that not all the categories include 100% data capture. The total data capture is indicated under each heading in the Report. In other cases, the employee has specifically recorded 'not stated' or 'declined to specify' on employee self-service and this is indicated accordingly.
6. Due to the unusual reach of the Corporation, publicly available data is used to provide an understanding of the demographics and protected characteristics of the communities which constitute the different groups of persons affected by our services and policies. Much of the data used to understand our impacts is collected from the 2021 Census. At the time of writing, the data for the Scottish Census (conducted in 2022) has not been released. Therefore, rather than consider the UK, the Report considers "England" and "England and Wales". We believe 2021 data to be adequate for comparison, as shifts in population data occur at a relatively slow pace.
7. Where numbers are extremely low in respect of employee groupings and the different groups of persons affected by our services and policies the numbers have not been published to ensure individuals are not identifiable.
8. The workforce profile for the Corporation in respect of the nine protected characteristics is summarised below.
 - **Age:** Age data is held on 100% of the workforce and the distribution is essentially unchanged since 2022 with the majority of employees aged 35 to 54 years. The makeup of our resident population is different to that of London overall or of England and Wales, with notably fewer very young and old residents, but a proportionately higher population between 20-64. This resembles the overall workforce in the City of London where approximately 61% of workers are aged between 22 and 39, compared to England and Wales with 40%.
 - **Disability:** Disability data is held on 78% of the workforce and this indicates that 4.9% have stated that they have a disability. This is a slight increase on the previous year (4.7%). The percentage of non-disabled residents in the City of London is higher than London and national levels. No disability data is available for workers in the City of London. However, by comparison 23% of people of working age in the UK reported having a disability between January and March 2023.
 - **Gender Reassignment:** As the largest response group (90%) is 'Not Known' it is difficult to draw any concrete conclusions in respect of Gender Reassignment data. The 2021 Census featured for the first time a question on Gender Identity which asked was '*is the gender you identify with the same as your sex registered at birth?*'. The question was voluntary and was only asked of people aged 16 years and over.
 - **Marriage and Civil Partnership:** 'Not Known/Not Specified' makes up the highest proportion of responses relating to Marriage and Civil Partnership for those employed by the Corporation, at 36.5%. Where there is a

response, the largest groups are married or in a civil partnership (31.0%) and Single (27.8%). Previous Equality Information Reports did not include data for this protected characteristic.

- **Pregnancy and Maternity:** 101 employees were on maternity leave between April 2022 and March 2023. Previous Equality Information Reports did not include data for this protected characteristic.
 - **Race:** Ethnicity data is held on 82.2% of the workforce and the ethnicity profile has remained broadly the same since the previous year. With the largest ethnic groups after White (61.5%) being Black or Black British and Asian (7.6% and 6.6% respectively). The City of London shows higher levels of Minority Ethnic groups than the national breakdown and lower levels than those seen for London overall.
 - **Religion or Belief:** Religion and belief information is held on 78% of the workforce. Of those who provided information 34.5% stated that they have 'none/no religion or belief' (a slight decrease on last year). The subsequent highest response was from those who identified as Christian (30.2%), followed by Muslim (3.1%). In the 2021 Census, the most common response from City of London residents was also 'no religion' (43.8%) followed by 'Christian' (34.7%) and then 'Muslim' (6.3%).
 - **Sex:** The virtually even split in the proportion of females and males directly employed by the City Corporation remains similar to the previous year. By comparison, the City of London has notably fewer female residents than male, by a factor of ten percentage points. This is contrary to wider London and national trends. The City of London worker numbers⁶ reflects an even larger difference between female and male employees (36% and 64% respectively).
 - **Sexual Orientation:** Sexual orientation information is held on 65% of the workforce. Of these responses 59.2% of those directly employed stated that they were heterosexual (a drop of 2% on the previous year) and 5.8% stated that they were Lesbian, Gay or Bisexual (5.4% for the previous year). It should be noted that of the 35% employees whose sexual orientation is unknown, this includes 5.3% who actively declined to specify. Overall, the City of London has a slightly higher proportion of LGB+ residents than London as a whole (10.4% and 4.2% respectively)
9. Whilst the Equality Information Report 2023 includes a wide range of data it is recognised that there is a need to improve the quality of the data. Data and taking an evidence-based approach in respect of advancing EEDI has been proposed as a cross-cutting Equality Objective and we are preparing to do more extensive work on equalities data capture to allow us to better understand our stakeholders and those affected by our policies and practices, in order to improve our overall service offering and delivery.
10. Continuing to improve data and insights, including improving data gathering and reporting on all protected characteristics, and social mobility, disaggregated where possible by identity data, will be a major activity over the five years of the People Strategy.

11. Improving the robustness of employee equality data is dependent on encouraging more individuals to share their personal information. This requires a 'hearts and minds' communication campaign that focuses on the 'Why, What, How' in respect of equality monitoring in order to build trust and understanding. Individuals volunteer their personal equalities information and therefore will always be given the option of 'Prefer Not To Say'.
12. The 2023 Equality Information Report does not include equalities data in respect of Recruitment, Starters and Leavers or Pay Gap data for Gender, Ethnicity and Disability. People and HR will separately report this information later in the year.
13. The Gender Pay Gap information for the Corporation will also be reported and published on the Government portal by 30th March 2024, as required by the legislation.

Corporate & Strategic Implications

Strategic implications – All Corporate Plan Outcomes and the five Themes of the People Strategy will be impacted by the provision of equality information.

Financial implications - Agreeing the Equality Information Report 2023 does not require additional funding.

Resource implications - The effective delivery of the City Corporation's EEDI ambitions as an employer and as a service provider is dependent on adopting an evidence-based approach that is informed by robust equalities data. All departments, services and institutions should consider the human and financial resources required to achieve this.

Legal implications - Public Sector Equality Duty (s.149 of the Equality Act 2010) requires public bodies to publish annually, an Equality Information Report.

Risk implications - Not publishing an annual Equality Information Report in an accessible way poses legal and reputational risks.

Equalities implications – The Equality Information Report 2023 provides an overview of the diversity of the Corporation's employees and service users in respect of the protected characteristics set out in the Equality Act 2010. Equalities information is integral to the Corporation having due regard to the three aims of the Public Sector Equality Duty: to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; to foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Climate implications - None

Security implications - None

Conclusion

14. The Equality Information Report 2023 provides an insight into the diversity of our employees and communities. It acknowledges where there are gaps and there will be concerted effort over the coming months to start to address these.
15. The effective delivery of the City Corporation's EEDI ambitions as an employer and as a service provider is dependent on adopting an evidence-based approach that is informed by robust equalities data.

Appendices

Appendix 1: City of London Corporation Equality Information Report 2023

Background Papers

- Annual Employee Profile Report 2021 – Corporate Services Committee July 2023 and EDI sub-committee September 2023
- Annual Employee Profile Report 2022 – Corporate Services Committee July 2022 and EDI sub-committee September 2023

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City of London Corporation

Equality Information Report 2023

1 April 2022 to 31 March 2023



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Introduction

The Equality Act 2010 (Public Sector Equality Duty) requires the Corporation to publish annually an equality information report relating to persons who share a relevant protected characteristic who are employees and other persons affected by our policies and practices.

Scope

The analysis provides information on all employees, both full-time and part-time, and directly employed temporary employees. Casual and agency workers, contractors and consultants are not included.

As well as City of London Corporation employees, this report also includes employees from our institutions: the Barbican Centre, the City Bridge Foundation, the Guildhall School of Music & Drama, and the independent schools that the City Corporation supports - City of London Freeman's School, City of London School, City of London School for Girls, and the City Junior School. City of London Police Officers and support employees have not been included as this data is reported separately to the Police Committee.

The employee profile data reflects the workforce recorded as at 31 March 2023, unless otherwise stated. Information is drawn from basic payroll and HR information system data. Additional sensitive information is added on a voluntary basis by employees through the employee self-service facility on the HR information system. Because employees are not required to provide all personal and sensitive information, this means that not all the categories include 100% data capture. This is indicated under each heading. In other cases, the employee has specifically recorded 'not stated' or 'declined to specify' on employee self-service and this is indicated accordingly.

In accordance with the General Data Protection Regulations and the Data Protection Act 2018, all employees have been sent a privacy notice describing how the City Corporation as a data controller collects and uses personal information during and after employment with the City Corporation.

Employee Profile and Protected Characteristics

This data covers the nine protected characteristics identified in the Equality Act 2010:

1. **Age:** This refers to a person belonging to a particular age or range of ages
2. **Disability:** A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.
3. **Gender Reassignment:** This is where a person is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning their sex.
4. **Marriage and Civil Partnership:** This encompasses both marriage (between a man and a woman or same-sex couples) and civil partnerships. Civil partners must not be treated less favourably than married couples
5. **Pregnancy and Maternity:** Protection extends to pregnancy and the period after childbirth. Discrimination against breastfeeding women is also covered
6. **Race:** A race is a group of people defined by their colour, nationality (including citizenship), ethnicity, or national origins. For instance, Black British is a distinct racial group.
7. **Religion or Belief:** Religion refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief and includes a lack of belief.
8. **Sex:** Refers to being a man or a woman.
9. **Sexual Orientation:** This pertains to an individual's sexual attraction toward their own sex, the opposite sex, or both sexes

Where numbers in relation to protected characteristics are very small these have been grouped together (where it is appropriate to do so) to maintain the integrity of the data and ensure that no individual/s are easily identifiable.

Who we are

The City of London Corporation is the governing body for the geographic area of the City of London, also known as the City or Square Mile on behalf of all who live, study, work and visit. City Corporation provides local government services for our 8,600 residents¹, and 614,500 City workers² based in the Square Mile. Most of our workers and visitors are residents of other London boroughs, elsewhere in the UK or are overseas visitors.

City Corporation promotes the interests of people and organisations across London and the UK, and plays a valued role on the world stage. We aim to support London's communities through responsible business, charitable giving, improving the capital's air quality, providing education and skills for young people, and delivering affordable housing across London.

City Corporation operates more than 2,700 housing properties across six London boroughs, the Heathrow Animal Reception Centre, three food markets and are the largest port health authority in the UK. We protect public health by preventing infectious disease, ensuring water quality, making vessel inspections, and enforcing environmental controls.

City Bridge Foundation, the charity for which the City Corporation is the sole trustee, maintains five of London's key bridges and provides financial, philanthropic, and non-financial support to London's communities. We protect and conserve 19 major green spaces in London and southeast England, including Hampstead Heath and Epping Forest, and over 200 smaller ones in the Square Mile.

The City of London Corporation is involved in education across London; it has one maintained primary school, and ten sponsored academies as part of the City of London Academies Trust, and supports three independent schools, collectively known as the City of London Family of Schools.

City Corporation has a role within the UK financial and professional services (FPS) sector. The Square Mile is at the heart of the UK FPS and we seek to strengthen the UK as the world's leading global hub for the financial and professional services (FPS) sector and to drive economic growth. We also have a global reach in this sector - Our Lord Mayor acts as an international ambassador for the FPS sector, driving the position of the Square Mile as a global business hub for FPS.

As at 31 March 2023 there were a total of 4017 employees across the departments and functions in scope, covering a wide range of service areas.

Data relating to those affected by services and policies

Due to the unusual reach of City Corporation, publicly available data is used to provide an understanding of the demographics and protected characteristics of the communities which constitute the different groups of persons affected by our services and policies. Much of the data we use to understand our context and impact is collected from the 2021 Census by protected characteristics for the geographic areas outlined above. We believe the 2021 data to be adequate for comparison, as shifts in population data occur at a relatively slow pace.

The 2021 Census indicated that the City of London has a population of 8,600 residents (to the nearest 100), an increase of 16.4% from 7,400 in the 2011 Census. This population growth, whilst small in numeric size, is significantly higher as a percentage increase than the 7.7% increase across London and 6.6% increase across England.

¹ Census 2021

² Office for National Statistics 2022

There are 615,000 workers³ in the City of London, over half of which are based in financial and professional services sector. Although not a protected characteristic, the City of London has one of the most international workforces across the globe, with 42% of City workers coming from the European Economic Area (EEA) or the rest of the world.

Data related to those affected by our statutory services and policies is also included below, wherever possible, though noting that in some areas numbers are extremely low so have not been published to ensure data is not identifiable.

Please note that, as the City of London has a small population, relatively small numerical changes may cause large percentage changes, making any analysis less robust than looking at a larger population. 2021 Census data, and comparative data for 2011, has been taken from the ONS website: [Census - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk).

We also reference research on jobs within the City of London, based on research regularly published by City Corporation⁴. This data is based on research to February 2023, but is still relevant in giving a comparative understanding of the persons affected by our policies and practices.

As part of our draft equality objectives, we are preparing more extensive work on equalities data capture to allow us to better understand our stakeholders and those affected by our policies and practices, in order to improve our overall service offering and delivery.

³ [City of London Factsheets February 2023](#)

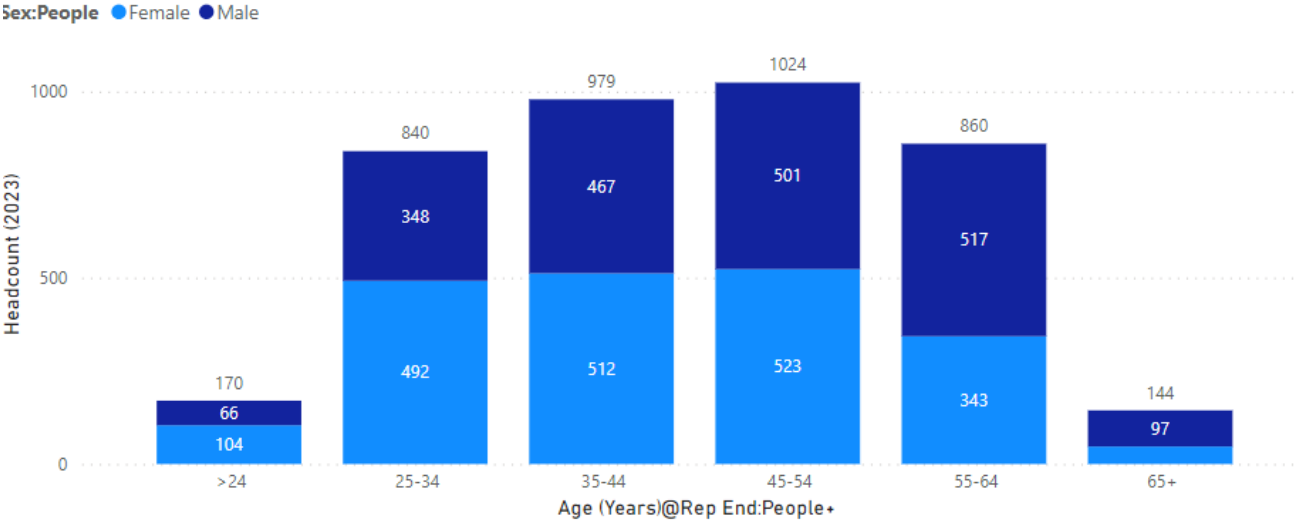
⁴ [City of London Factsheets February 2023](#)

A. Equality Information Overview

1. Age

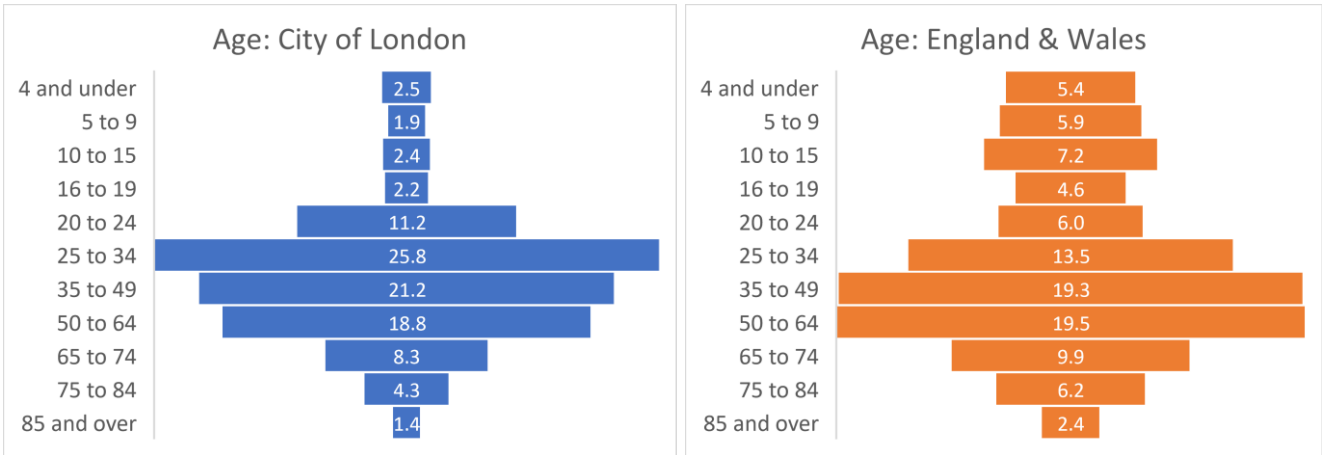
Age data is held on 100% of the workforce, with distribution essentially unchanged since last year.

92.2% of those directly employed by the City Corporation are aged between 25 and 64 years, with the majority (71.3%) aged 35 to 54 years.



| Age Band (years) | 2021/22 % Female | 2021/22 % Male | 2022/23 % Female | 2022/23 % Male | 2022/23 % Total Workforce |
|------------------|------------------|----------------|------------------|----------------|---------------------------|
| Aged 16 to 19 | <1% | <1% | <1% | <1% | <1% |
| Aged 20 to 24 | 4.2% | 2.74% | 4.7% | 3.0% | 3.9% |
| Aged 25 to 34 | 23.9% | 16.2% | 25.3% | 17.4% | 20.9% |
| Aged 35 to 49 | 38.0% | 36.0% | 37.6% | 35.0% | 36.4% |
| Aged 50 to 64 | 30.9% | 40.5% | 30.5% | 39.3% | 34.9% |
| Aged 65 to 74 | 2.4% | 4.3% | 2.3% | 4.7% | 3.5% |
| Aged 75 to 84 | 0% | 0% | 0% | <1% | <1% |

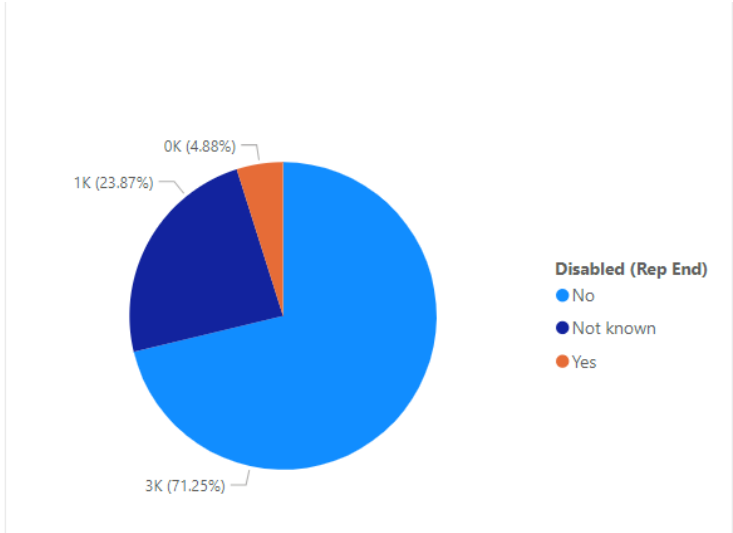
The makeup of our resident population is different to that of London overall or of England and Wales, with notably fewer very young and old residents, but a proportionately higher population between 20-64. This resembles the overall workforce in the City of London where approximately 61% of workers are aged between 22 and 39, compared to than England and Wales with 40%.



| Age Band (years) | City of London Corporation Employees (March 2023) | City of London (Census 2021) | London (Census 2021) | England (Census 2021) | England and Wales (Census 2021) |
|------------------|---|------------------------------|----------------------|-----------------------|---------------------------------|
| Aged 4 & under | n/a | 2.5% | 6.0% | 5.4% | 5.4% |
| Aged 5 to 9 | n/a | 1.9% | 6.0% | 5.9% | 5.9% |
| Aged 10 to 15 | n/a | 2.4% | 7.2% | 7.2% | 7.2% |
| Aged 16 to 19 | <1% | 2.2% | 4.4% | 4.6% | 4.6% |
| Aged 20 to 24 | 3.9% | 11.2% | 6.7% | 6.0% | 6.0% |
| Aged 25 to 34 | 20.9% | 25.8% | 18.1% | 13.6% | 13.5% |
| Aged 35 to 49 | 36.4% | 21.2% | 22.7% | 19.4% | 19.3% |
| Aged 50 to 64 | 34.9% | 18.8% | 16.9% | 19.4% | 19.5% |
| Aged 65 to 74 | 3.5% | 8.3% | 6.5% | 9.8% | 9.9% |
| Aged 75 to 84 | <1% | 4.3% | 3.8% | 6.1% | 6.2% |
| Aged 85 & over | 0.0% | 1.4% | 1.6% | 2.4% | 2.4% |

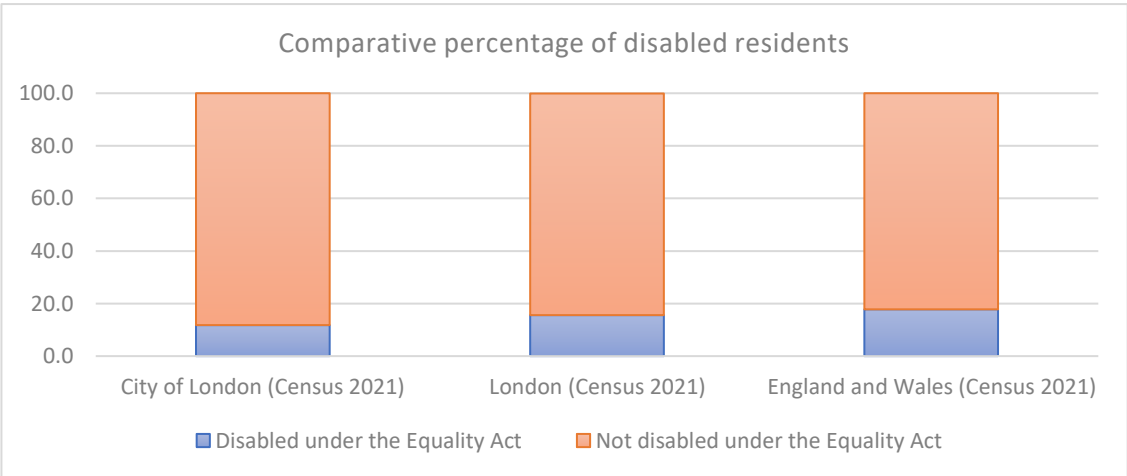
2. Disability

Disability data is held on 78% of the workforce. Employees are asked to indicate whether they have a disability on the HR information system; similarly, job applicants are asked to indicate Yes or No to the statement of “I consider myself to have a disability” (no third option not to disclose is available). Therefore, this indicator does not accurately measure whether an employee meets the definition of “disability” under the Equality Act 2010. Data indicates that 4.9% of the total workforce have declared themselves as having a disability.



| Disability | 2021/22 Headcount | 2021/22 % | 2022/23 Headcount | 2022/23% |
|--------------|-------------------|------------|-------------------|------------|
| No | 2880 | 74.3% | 2862 | 71.3% |
| Not Known | 814 | 21% | 959 | 23.9% |
| Yes | 182 | 4.7% | 196 | 4.9% |
| Total | 3876 | 100 | 4017 | 100 |

The percentage of non-disabled residents in the City of London is higher than London and national levels. The below table shows the full percentage breakdown. No disability data is available for workers in the City of London. However, by comparison 23% of people of working age in the UK reported having a disability between January and March 2023.



| Group | City of London (Census 2021) | London (Census 2021) | England & Wales (Census 2021) |
|-------------------------------------|------------------------------|----------------------|-------------------------------|
| Disabled under the Equality Act | 11.8% | 15.6% | 17.8% |
| Not disabled under the Equality Act | 88.2% | 84.3% | 82.2% |

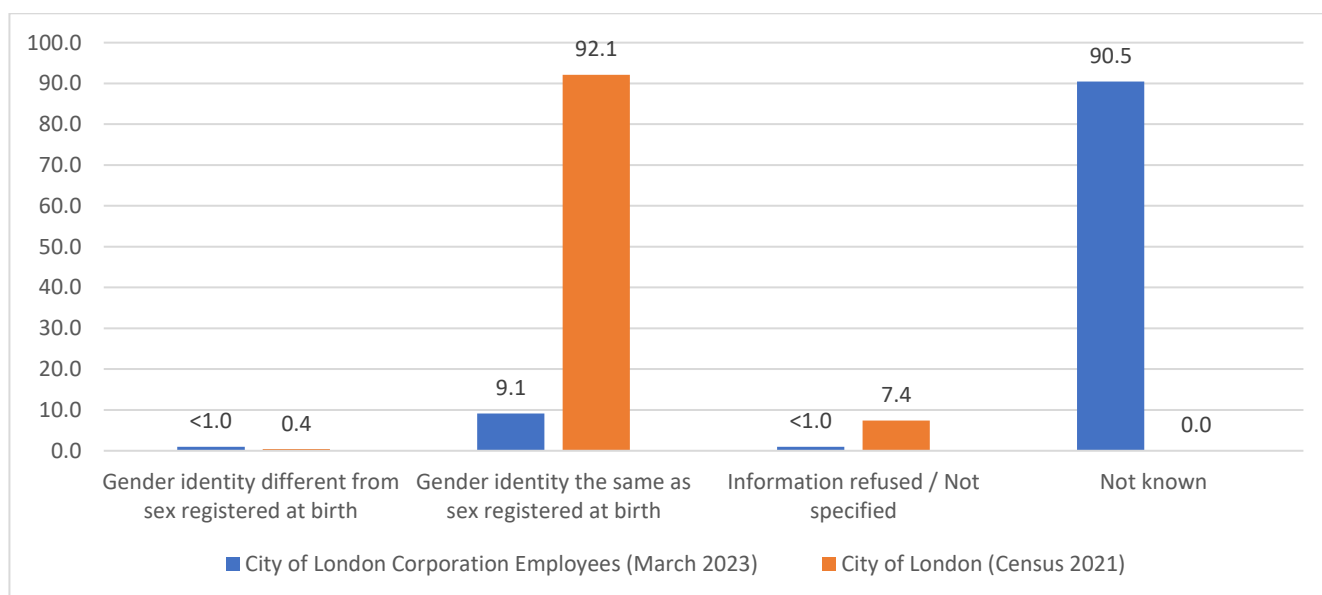
3. Gender Reassignment

Not Known is the largest response group (over 90%) when it comes to data relating to Gender Reassignment. This makes it very difficult to draw any concrete conclusions using this data.

Gender Reassignment

The 2021 Census featured for the first time a question on Gender Identity which asked was 'is the gender you identify with the same as your sex registered at birth?'. The question was voluntary and was only asked of people aged 16 years and over. The City of London broadly follows the national trend. The percentage breakdown for 2021 is displayed below.

| Group | City of London Corporation Employees (March 2023) | City of London (Census 2021) | London (Census 2021) | England (Census 2021) | England and Wales (Census 2021) |
|--|---|------------------------------|----------------------|-----------------------|---------------------------------|
| Gender identity different from sex registered at birth | <1% | 0.4% | 1.0% | 0.5% | 0.5% |
| Gender identity the same as sex registered at birth | 9.1% | 92.1% | 91.2% | 93.5% | 93.5% |
| Information not disclosed / Not specified | <1% | 7.4% | 7.9% | 6.0% | 6.0% |
| Not known | 90.5% | 0.0% | 0.0% | 0.0% | 0.0% |



4. Marriage and Civil Partnership

Not Known/Not Specified makes up the highest proportion of responses relating to Marriage and Civil Partnership for those employed by the City Corporation, at 36.5%. Where there is a response, the largest groups are married or in a civil partnership (31.0%) and never married and never registered a civil partnership [recorded as being single or having a partner] (27.8%).

| Group | City of London Corporation Employees (March 2023) | City of London (Census 2021) | London (Census 2021) | England (Census 2021) | England and Wales (Census 2021) |
|--|---|------------------------------|----------------------|-----------------------|---------------------------------|
| Divorced or civil partnership dissolved | 3.1% | 7.0% | 7.3% | 9.1% | 9.1% |
| Married or in a registered civil partnership | 31.0% | 30.4% | 40.0% | 44.7% | 44.6% |
| Never married and never registered a civil partnership | 27.8% | 57.4% | 46.2% | 37.9% | 37.9% |
| Not known | 34.2% | 0.0% | 0.0% | 0.0% | 0.0% |
| Not specified | 2.3% | 0.0% | 0.0% | 0.0% | 0.0% |
| Separated, but still legally married or still legally in a civil partnership | 1.2% | 2.1% | 2.3% | 2.2% | 2.2% |
| Widowed or surviving civil partnership partner | <1% | 3.0% | 4.2% | 6.1% | 6.1% |



5. Pregnancy and Maternity

101 employees of the City of London Corporation have been on maternity leave in the 12 months between April 2022 and March 2023.

The 2021 Census did not collect any data with respect to pregnancy and/or maternity leave, nor do the ONS produce regular data on these subjects. Therefore, this report uses NHS England data on maternity, published as part of the Maternity Services Dashboard, to provide relevant comparative information⁵. The table below displays aggregated monthly data for the twelve months from April 2022 to March 2023, on the number of antenatal appointments booked and the number of deliveries, across three geographic dimensions: those with the City of London as their local authority of residence, bookings/deliveries within the London Commissioning Region, and bookings/deliveries across all the areas reporting to NHS England.

| Group | Local Authority of Residence: City of London (Apr22-Mar23) | London Commissioning Region (Apr22-Mar23) | NHS England (Apr22-Mar23) |
|---------------------------------------|---|--|----------------------------------|
| Antenatal Appointment Bookings | 70 | 129,235 | 658,915 |
| Deliveries | 60 | 101,550 | 528,570 |

⁵ [Maternity Services Monthly Statistics - NHS Digital](#)

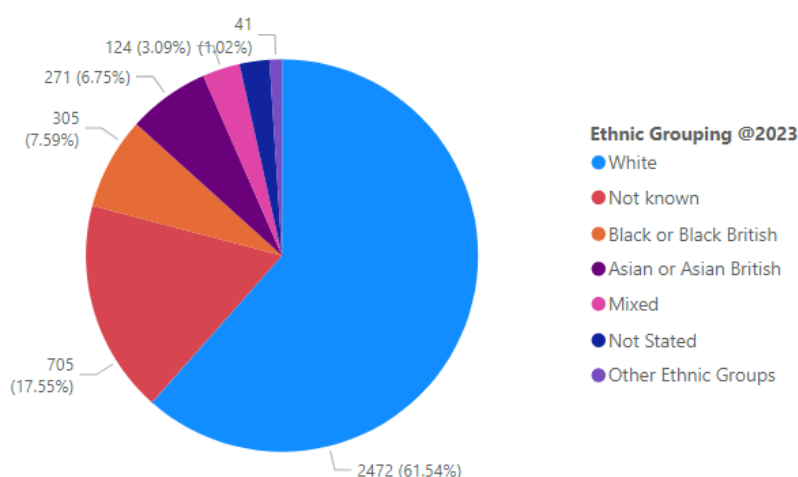
6. Race

For the purpose of this analysis employees are classified as belonging to the ethnic groups described below. These are the standard classifications on the HR Information System and allow for comparison with other London Councils:

- **White:** White - British, White - EU, White - other European, White - Any other White background, Irish
- **Asian or Asian British:** Asian - Bangladeshi, Asian - British, Asian - Indian, Asian - Pakistani, Asian - Any other Asian background
- **Black or Black British:** Black – African, Black – British, Black – Caribbean, Black - Any other Black background
- **Mixed:** Mixed - Asian & White, Mixed - Black & White, Mixed - Any other Mixed background
- **Other Ethnic Groups:** Chinese, Any other background, Any other ethnic group

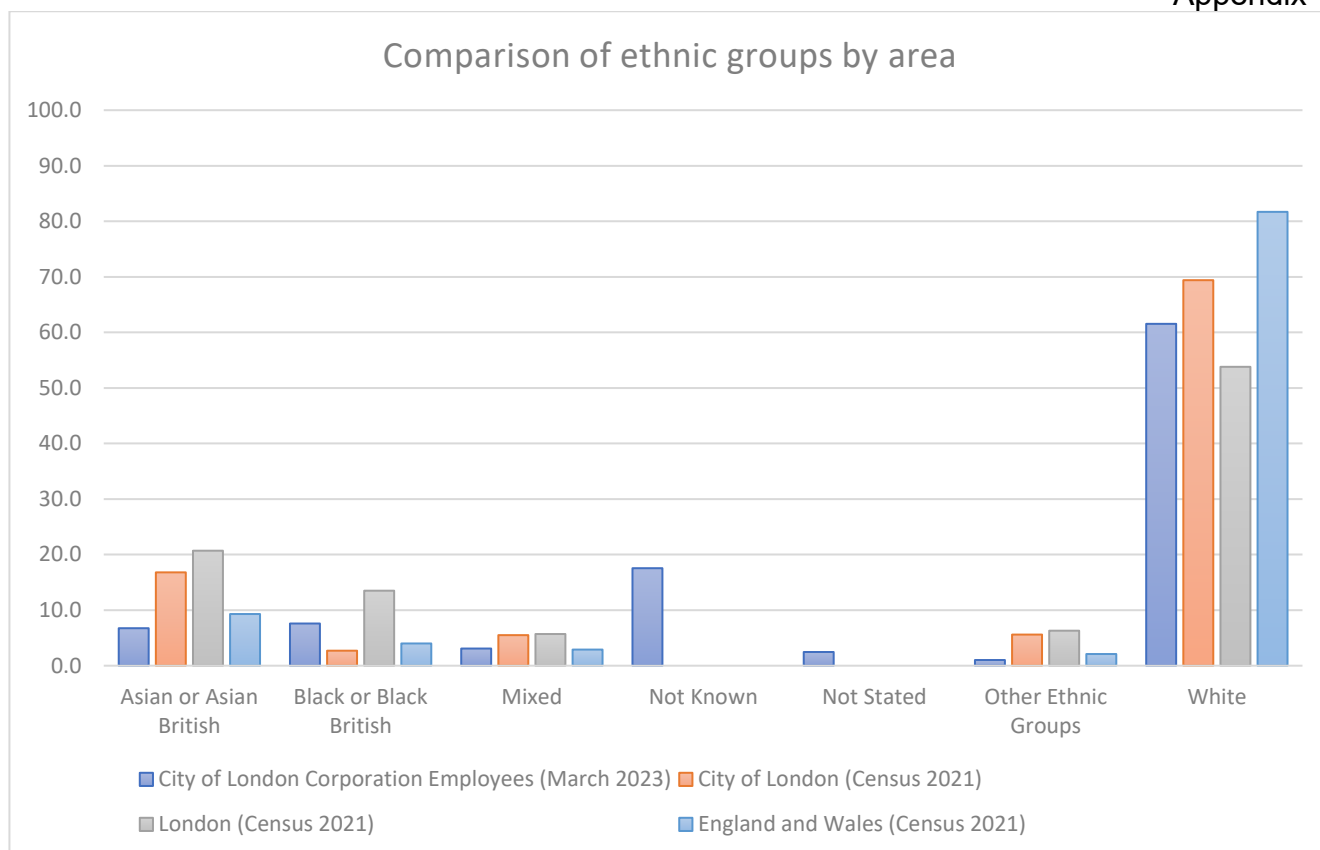
Ethnicity data is held on 82.2% of the workforce. The ethnicity profile has broadly remained the same since last year.

Headcount 2023 by Ethnic Grouping @2023



| Ethnic Group | 2021/21 Headcount | 2021/21 % | 2022/23 Headcount | 2022/23 % |
|---------------------------------|-------------------|-------------|-------------------|-------------|
| Asian or Asian British | 246 | 6.6% | 271 | 6.6% |
| Black or Black British | 285 | 7.6% | 305 | 7.6% |
| Mixed or Multiple Ethnic Groups | 112 | 2.9% | 124 | 3.1% |
| Not Known | 571 | 14.7% | 705 | 17.6% |
| Not Stated | 94 | 2.4% | 99 | 2.5% |
| Other Ethnic Group | 33 | <1% | 41 | 1.0% |
| White | 2535 | 65.4% | 2472 | 61.5% |
| Total | 3876 | 100% | 4017 | 100% |

The City of London shows higher levels of Minority Ethnic groups than the national breakdown and lower levels than those seen for London overall.

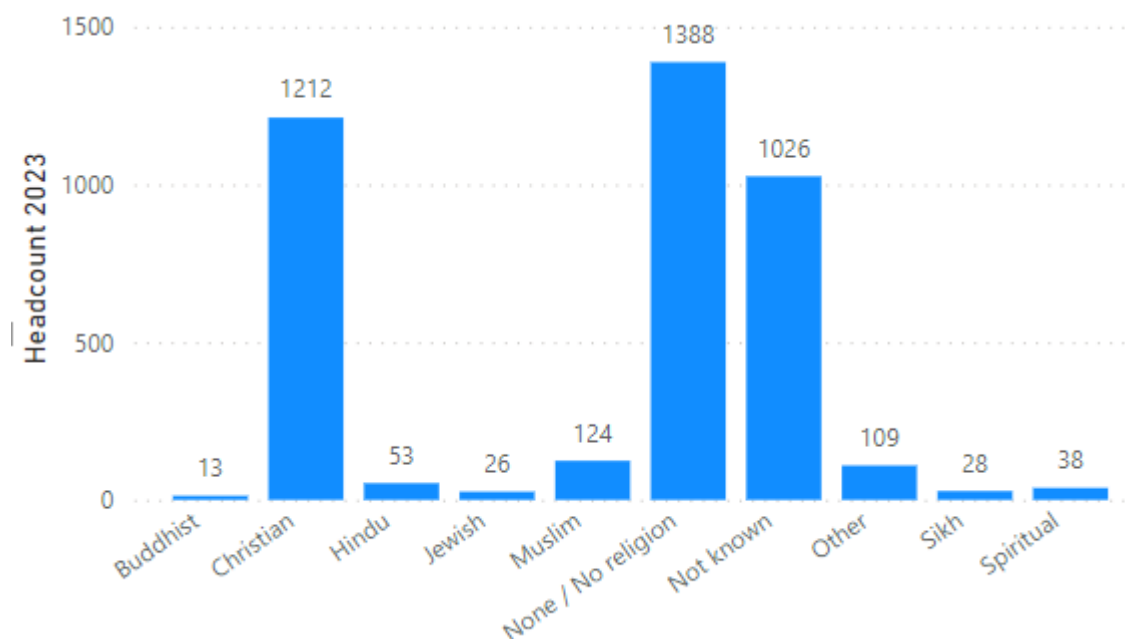


| Ethnic Group | CoLC Employees (March 2023) | City of London (Census 2021) | London (Census 2021) | England and Wales (Census 2021) |
|--|-----------------------------|------------------------------|----------------------|---------------------------------|
| Asian or Asian British | 6.7% | 16.8% | 20.7% | 9.3% |
| Black or Black British | 7.6% | 2.7% | 13.5% | 4.0% |
| Mixed or Multiple Ethnic Groups | 3.1% | 5.5% | 5.7% | 2.9% |
| Not Known | 17.6% | 0.0% | 0.0% | 0.0% |
| Not Stated | 2.5% | 0.0% | 0.0% | 0.0% |
| Other Ethnic Groups | 1.0% | 5.6% | 6.3% | 2.1% |
| White | 61.5% | 69.4% | 53.8% | 81.7% |

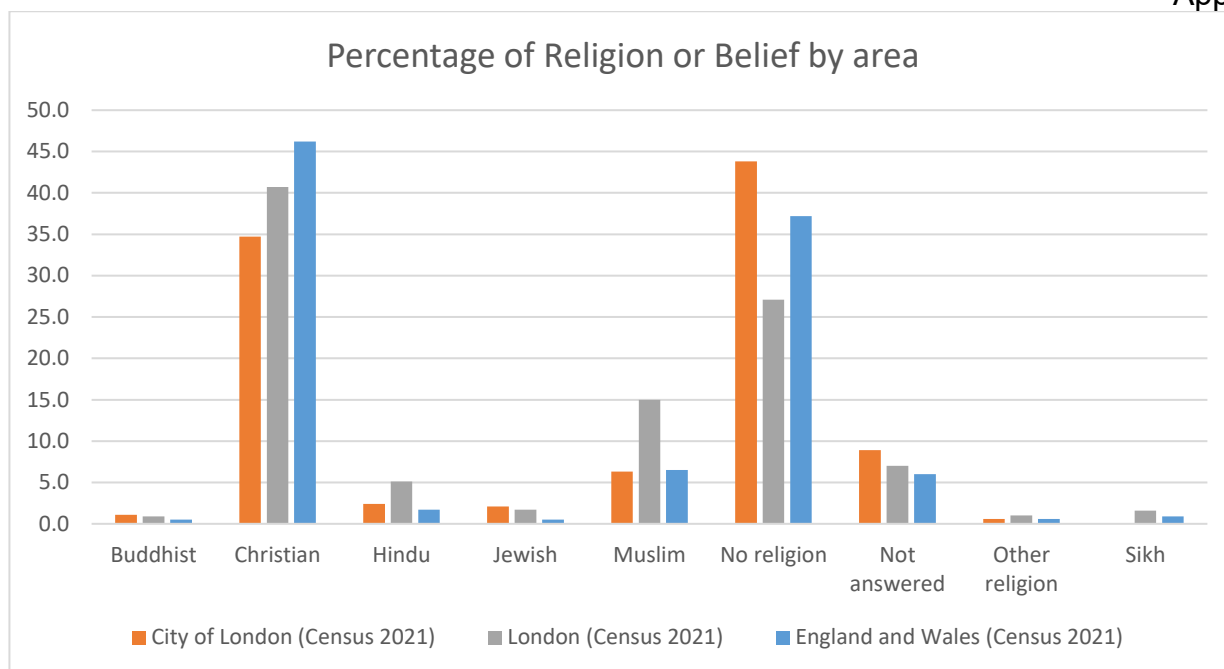
7. Religion or Belief

Religion and belief information is held on 78% of the workforce. Of this group who provided information 30.2% identified as Christian. 34.5% stated that they have none/no religion or belief (a slight decrease on last year).

Comparatively, in the 2021 census, the most common response from City of London residents was also 'no religion (43.8%)'. Unlike for the City of London, Christian remained the largest response group nationally and in London.



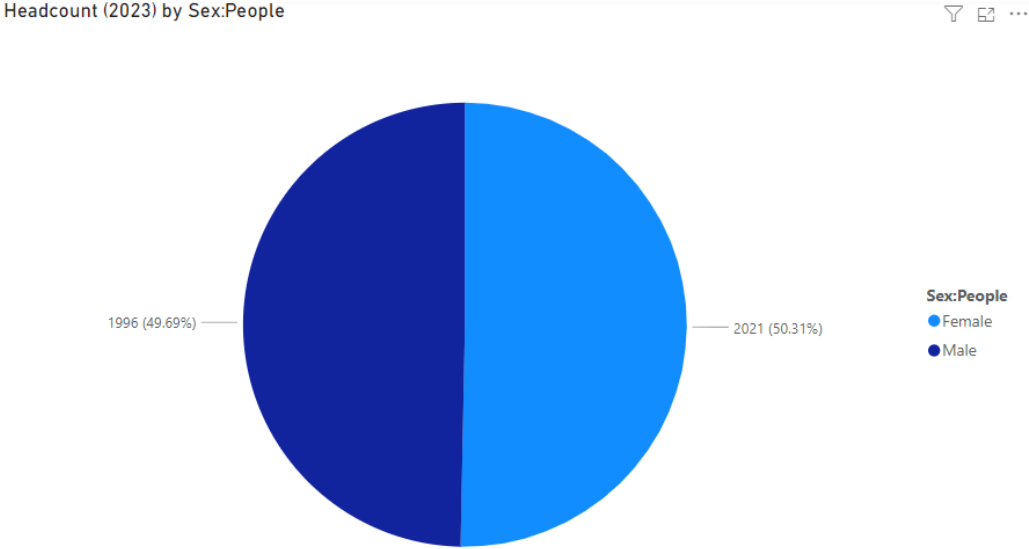
| Religion / Belief | 2021/22 Headcount | 2021/22% | 2022/23 Headcount | 2022/23% |
|-------------------|-------------------|-------------|-------------------|-------------|
| Buddhist | 13 | <1% | 13 | <1% |
| Christian | 1259 | 32.5% | 1212 | 30.2% |
| Hindu | 46 | 1.1% | 53 | 1.3% |
| Jewish | 23 | <1% | 26 | <1% |
| Muslim | 112 | 2.9% | 124 | 3.0% |
| None/No Religion | 1353 | 34.9% | 1388 | 34.5% |
| Not known | 890 | 23.0% | 1026 | 25.5% |
| Other | 116 | 3.0% | 109 | 2.7% |
| Sikh | 25 | <1% | 28 | <1% |
| Spiritual | 38 | 1.0% | 38 | 1.0% |
| Total | 3875 | 100% | 4017 | 100% |



| Religion / Belief | CoLC Employees (March 2023) | City of London (Census 2021) | London (Census 2021) | England and Wales (Census 2021) |
|--|-----------------------------|------------------------------|----------------------|---------------------------------|
| Buddhist | <1% | 1.1% | 0.9% | 0.5% |
| Christian | 30.2% | 34.7% | 40.7% | 46.2% |
| Hindu | 1.3% | 2.4% | 5.1% | 1.7% |
| Jewish | <1% | 2.1% | 1.7% | 0.5% |
| Muslim | 3.1% | 6.3% | 15.0% | 6.5% |
| No religion | 34.6% | 43.8% | 27.1% | 37.2% |
| Not known | 25.5% | 8.9% | 7.0% | 6.0% |
| Other religion (inc. Spiritual) | 3.7% | 0.6% | 1.0% | 0.6% |
| Sikh | <1% | 0.1% | 1.6% | 0.9% |

8. Sex

The virtually even split in the proportion of females and males directly employed by the City Corporation remains similar to the previous year. By comparison the City of London has notably fewer female residents than male, by a factor of ten percentage points. This is contrary to wider London and national trends. The City of London worker numbers⁶ reflects an even larger difference between female and male employees.



| Sex | Headcount 2021/2022 | % 2021/2022 | Headcount 2022/2023 | % 2022/2023 |
|--------|---------------------|-------------|---------------------|-------------|
| Female | 1939 | 50.03% | 2021 | 50.31% |
| Male | 1937 | 49.97% | 1996 | 49.69% |

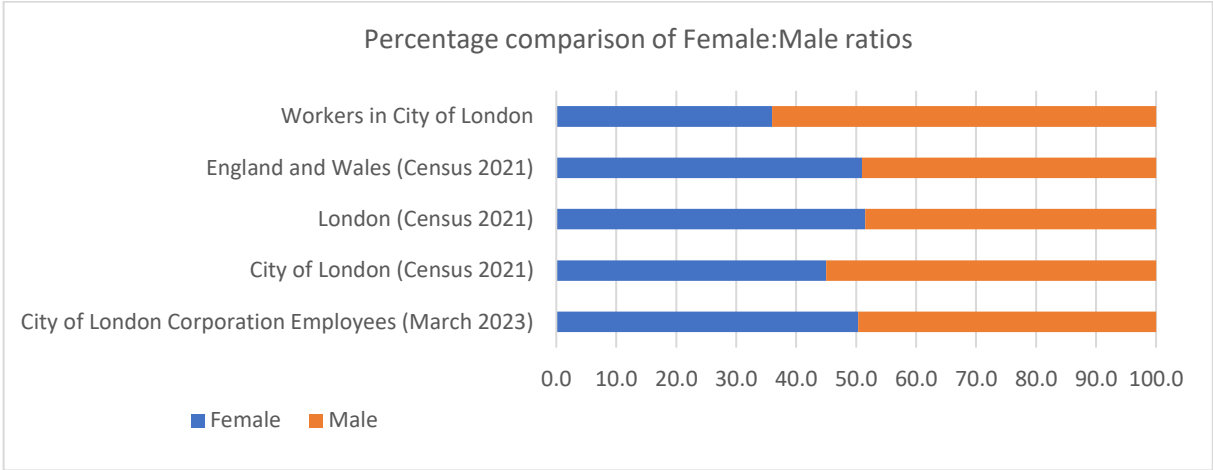


Figure - Gender breakdown comparison

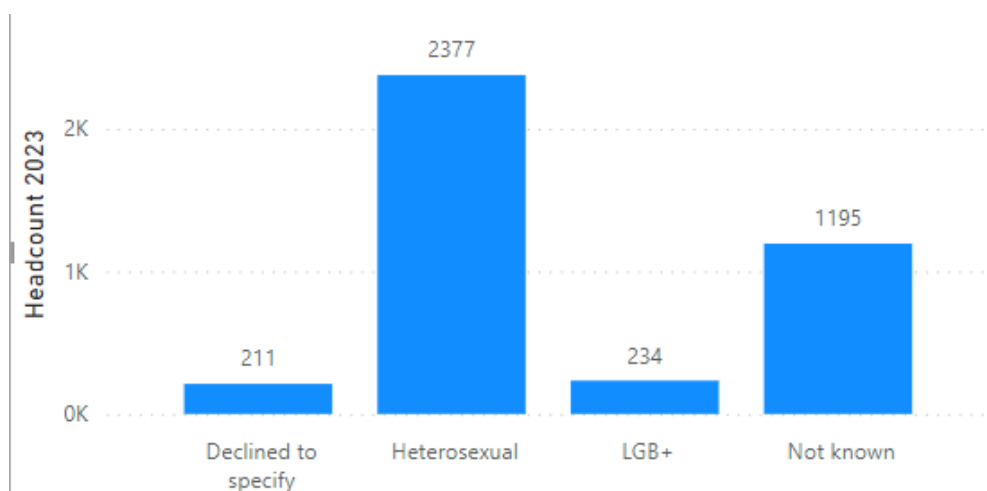
| Sex | CoLC Employees (March 2023) | City of London (Census 2021) | London (Census 2021) | England & Wales (Census 2021) | Workers in City of London (2022) |
|--------|-----------------------------|------------------------------|----------------------|-------------------------------|----------------------------------|
| Female | 50.3% | 45.0% | 51.5% | 51.0% | 36.0% |
| Male | 49.7% | 55.0% | 48.5% | 49.0% | 64.0% |

⁶ [City of London Factsheets February 2023](#)

9. Sexual Orientation

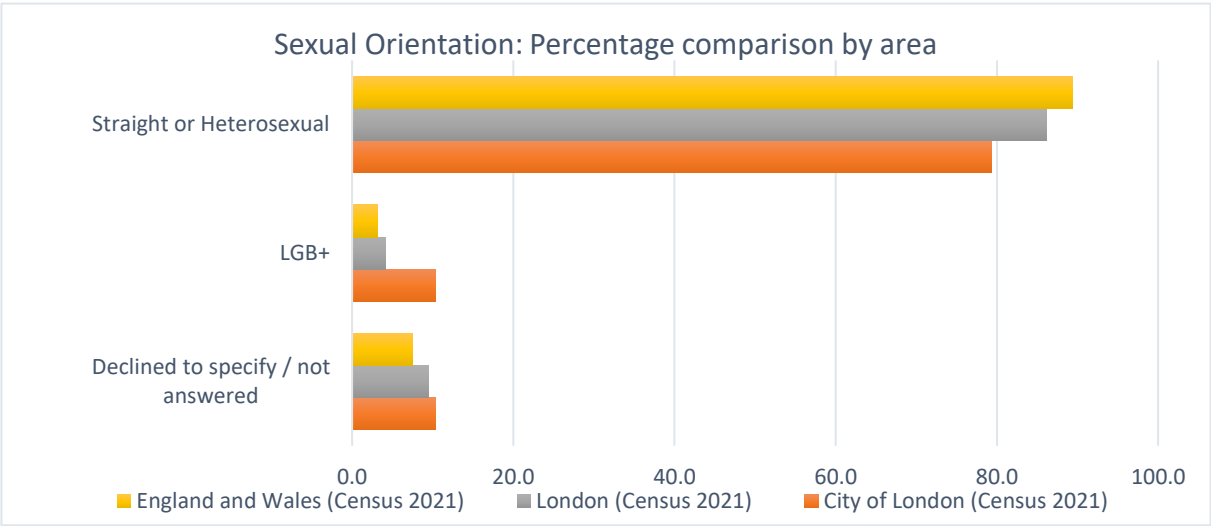
Sexual orientation information is held on 65% of the workforce. There has been a significant increase in data capture since last year; numbers remain broadly similar to the previous year. It should be noted that of the 35% employees whose sexual orientation is unknown, this includes 5.3% who actively declined to specify. This protected characteristic is therefore still lower than other self-reported protected characteristic information. Heterosexual makes up the largest proportion of response (over 50%).

The Government uses a figure of 5 to 7% of the population as Lesbian, Gay, Bisexual, Trans (LGBT)⁷ Overall, the City of London has a slightly higher proportion of LGB+ residents than London and England & Wales.



| Sexual Orientation | 2021/22 Headcount | 2021/22 % | 2022/23 Headcount | 2022/23 % |
|---------------------|-------------------|-------------|-------------------|-------------|
| Declined to specify | 213 | 5.5% | 211 | 5.3% |
| Heterosexual | 2372 | 61.2% | 2377 | 59.2% |
| LGB+ | 211 | 5.4% | 234 | 5.8% |
| Not known | 1080 | 27.9% | 1195 | 29.8% |
| Total | 3876 | 100% | 4017 | 100% |

⁷ Considered a reasonable estimate by LGBT charity Stonewall



| Group | CoLC Employees (March 2023) | City of London (Census 2021) | London (Census 2021) | England & Wales (Census 2021) |
|------------------------------------|-----------------------------|------------------------------|----------------------|-------------------------------|
| Declined to specify / not answered | 6.1% | 10.4% | 9.5% | 7.5% |
| LGB+ | 5.8% | 10.4% | 4.2% | 3.1% |
| Not known | 30.8% | 0.0% | 0.0% | 0.0% |
| Straight or Heterosexual | 57.3% | 79.3% | 86.2% | 89.4% |

B. Salary / Grade Profile Data

This section provides details of salary and gradings in relation to protected characteristics. Areas that are not currently included (pregnancy & maternity /salary and gender reassignment / salary) do not have enough robust data for GDPR compliant disclosure.

1.City of London Corporation Salary Scales

The pay of City Corporation employees is determined locally. This differs from most other Local Authorities whose pay is governed by the National Joint Council for Local Government (NJC). Figures exclude London Weighting and other allowances.

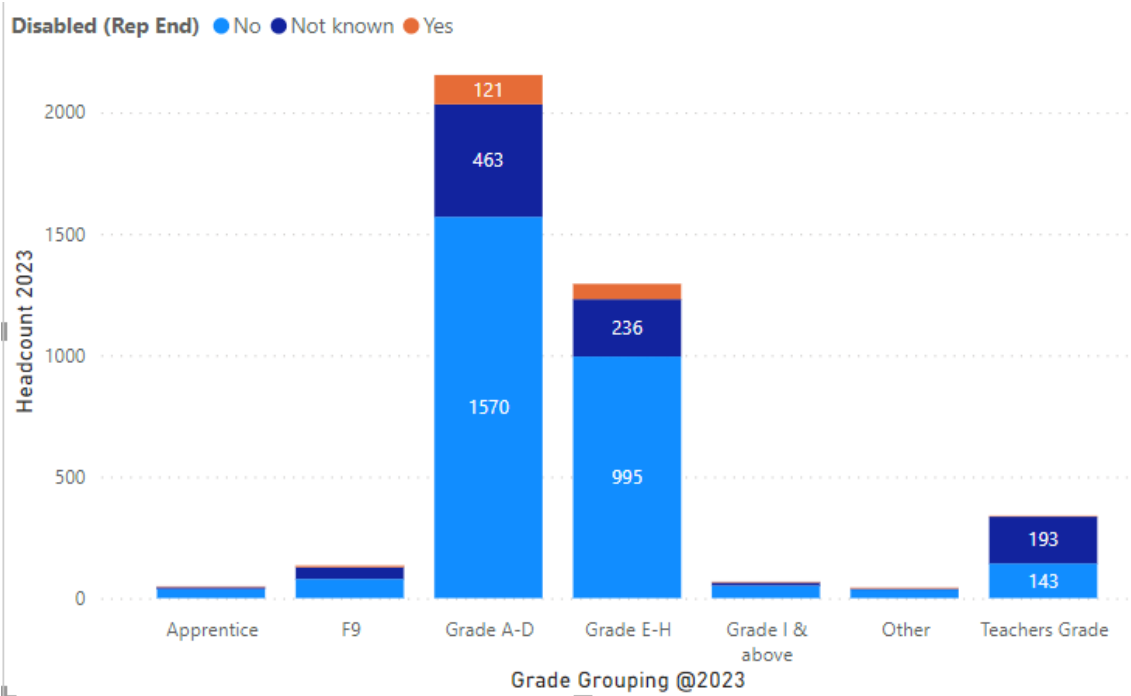
| Grade | Min Salary (£) | Max Salary (£) | 2022/23 Workforce headcount | 2022/23 Workforce % | 2022/23 Female Headcount | 2022/23 Female % | 2022/23 Male Headcount | 2022/23 Male % |
|-----------------|-----------------|-----------------|-----------------------------|---------------------|--------------------------|------------------|------------------------|----------------|
| Apprentice | 20,170 | 20,570 | 48 | 1.2% | 25 | 52.1% | 23 | 47.1% |
| Grade A | 14,840 | 18,720 | 108 | 3.3% | 29 | 26.9% | 79 | 73.1% |
| Grade B | 16,170 | 22,350 | 550 | 13.7% | 189 | 34.4% | 361 | 65.6% |
| Grade C | 21,110 | 29,170 | 788 | 19.6% | 425 | 53.9% | 363 | 46.1% |
| Grade D | 26,070 | 36,070 | 711 | 17.7% | 406 | 57.1% | 305 | 42.9% |
| Grade E | 30,210 | 41,830 | 572 | 14.2% | 311 | 54.4% | 261 | 45.6% |
| Grade F | 38,300 | 53,040 | 416 | 10.4% | 221 | 53.1% | 195 | 46.9% |
| Grade G | 45,760 | 63,290 | 209 | 5.2% | 105 | 50.2% | 104 | 49.8% |
| Grade H | 53,040 | 73,360 | 102 | 2.5% | 32 | 31.4% | 70 | 68.4% |
| Grade I | 61,470 | 85,070 | 31 | <1% | - | 48.4% | 16 | 51.6% |
| Grade J | 73,360 | 101,600 | 22 | <1% | - | 22.7% | 17 | 77.3% |
| Chief Officers* | 84,240 | 258,970 | 14 | 0.4% | 7 | 50% | 7 | 50% |
| F9 Grade | No fixed values | No fixed values | 134 | 3.3% | 68 | 50.7% | 66 | 49.3% |
| Teachers | 29,490 | 89,780 | 339 | 8.4% | 201 | 59.3% | 339 | 40.7% |

*Chief Officers have individual salary scales within this range and includes Head Teachers

2. Age and Grade Profile

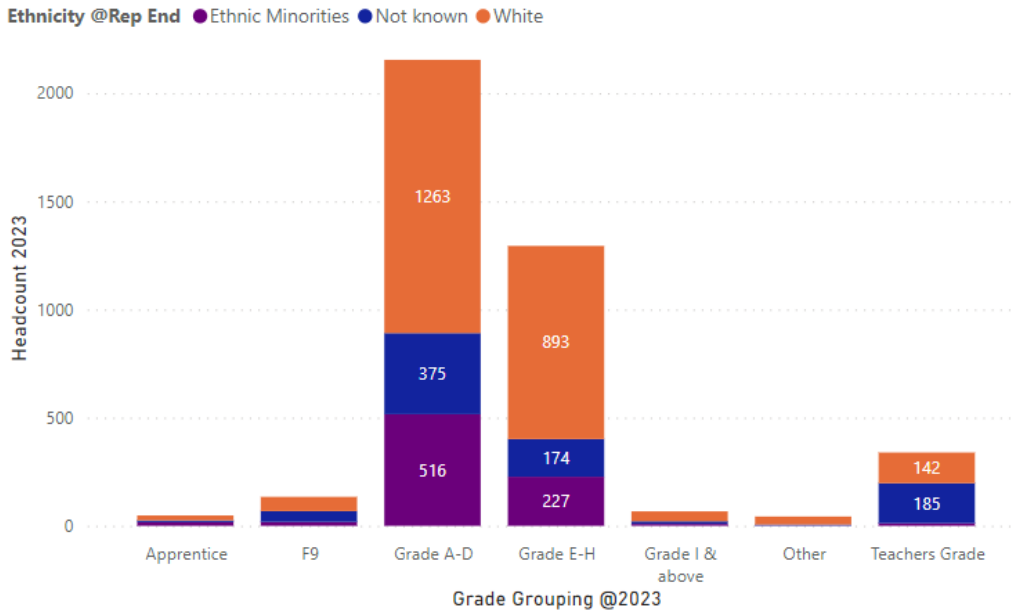
| Grade Grouping | 16 to 19 Years | 20 to 24 Years | 25 to 34 Years | 35 to 49 Years | 50 to 64 Years | 65 to 74 Years | 75 to 84 Years |
|-----------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Apprentice | <1% | <1% | <1% | <1% | <1% | 0% | 0% |
| Grade A-D | <1% | 2.79% | 12.67% | 17.15% | 18.65% | 2.19% | <1% |
| Grade E-H | 0% | <1% | 5.78% | 13.87% | 11.75% | <1% | <1% |
| Grade I & above | 0% | 0% | <1% | <1% | <1% | <1% | 0% |
| Other | 0% | 0% | 0% | <1% | <1% | <1% | 0% |
| F9 | 0% | <1% | <1% | <1% | 1.27% | <1% | <1% |
| Teachers Grade | 0% | <1% | 1.64% | 4.01% | 2.59% | <1% | 0% |
| All Staff Total 22/23 | <1% | 3.86% | 20.91% | 36.37% | 34.90% | 3.51% | <1% |
| All Staff Total 21/22 | <1% | 3.46% | 20.05% | 37.02% | 35.68% | 3.35% | <1% |

3. Disability Indicator and Grade Profile



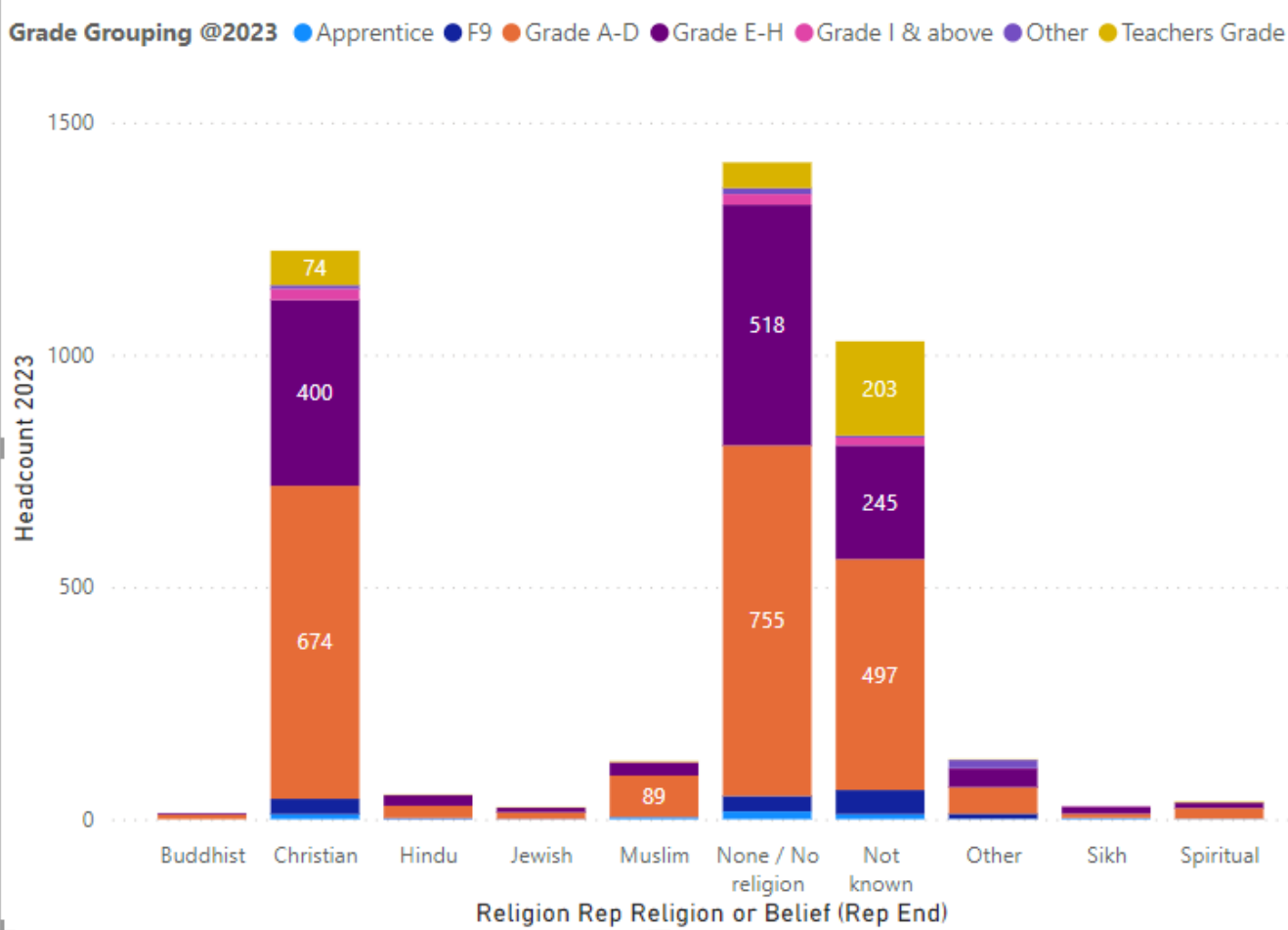
| Grade Grouping | No | Not Known | Yes |
|-----------------------|--------|-----------|-------|
| Apprentice | 79.17% | 14.58% | 6.25% |
| Grade A-D | 72.89% | 21.49% | 5.62% |
| Grade E-H | 76.89% | 18.24% | 4.87% |
| Grade I+ | 77.61% | 17.91% | 4.48% |
| F9 | 58.96% | 35.82% | 5.22% |
| Other | 83.72% | 6.98% | 9.30% |
| Teachers | 42.18% | 56.93% | <1% |
| All Staff Total 22/23 | 71.25% | 23.87% | 4.88% |
| All Staff Total 21/22 | 74.30% | 21.00% | 4.70% |

4. Race and Grade Profile



| Grade Grouping | Ethnic Minorities | Not known | White |
|------------------------------|-------------------|---------------|---------------|
| Apprentice | 35.42% | 16.67% | 47.92% |
| Grade A-D | 23.96% | 17.41% | 58.64% |
| Grade E-H | 17.54% | 13.45% | 69.01% |
| Grade I+ | 13.43% | 17.91% | 68.66% |
| F9 | 13.43% | 37.31% | 49.25% |
| Other | 2.33% | 11.63% | 86.05% |
| Teachers | 3.54% | 54.57% | 41.89% |
| All Staff Total 22/23 | 19.84% | 20.06% | 60.09% |
| All Staff Total 21/22 | 18.76% | 17.16% | 64.09% |

5. Religion/Belief and Grade Profile

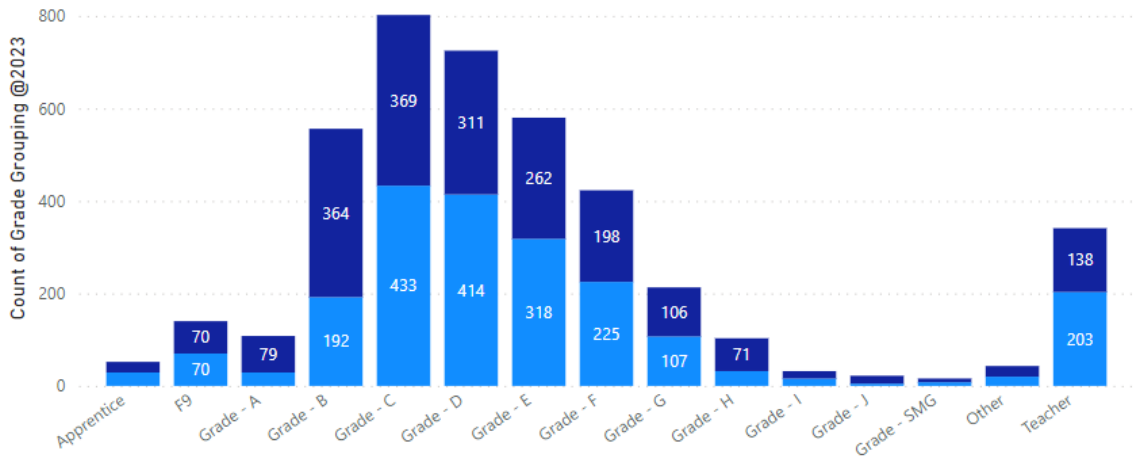


| Grade Grouping | Buddhist | Christian | Hindu | Jewish | Muslim | None / No religion | Not known | Other | Sikh | Spiritual |
|-------------------------|----------|-----------|-------|--------|--------|--------------------|-----------|-------|------|-----------|
| Apprentice | 0% | 22.9% | 2.1% | 0% | 8.3% | 35.4% | 22.9% | 2.1% | 4.2% | 2.1% |
| Grade A-D | <1% | 31.3% | 1.2% | <1% | 4.1% | 35% | 23% | 2.7% | <1% | 1.1% |
| Grade E-H | <1% | 30.9% | 1.8% | <1% | 2.2% | 40% | 18.9% | 3.1% | 1.2% | <1% |
| Grade I & above | 0% | 35.8% | 0% | 0% | 1.5% | 34.3% | 25.4% | 1.5% | 1.5% | 0% |
| F9 | 0% | 22.9% | 1.5% | <1% | <1% | 24.6% | 38.8% | 8.2% | <1% | 0% |
| Other | 0% | 18.6% | 0% | 0% | 0% | 30.2% | 9.3% | 41.9% | 0% | 0% |
| Teachers Grade | 0% | 21.8% | <1% | <1% | <1% | 16.2% | 59.9% | <1% | 0% | <1% |
| All Staff Total 2022/23 | <1% | 30.2% | 1.3% | <1% | 30.1% | 34.6% | 25.5% | 2.7% | <1% | 1.0% |
| All Staff Total 2021/22 | <1% | 32.5% | 1.1% | <1% | 2.9% | 34.9% | 23.0% | 3.0% | <1% | 1.0% |

6. Sex and Grade Profile

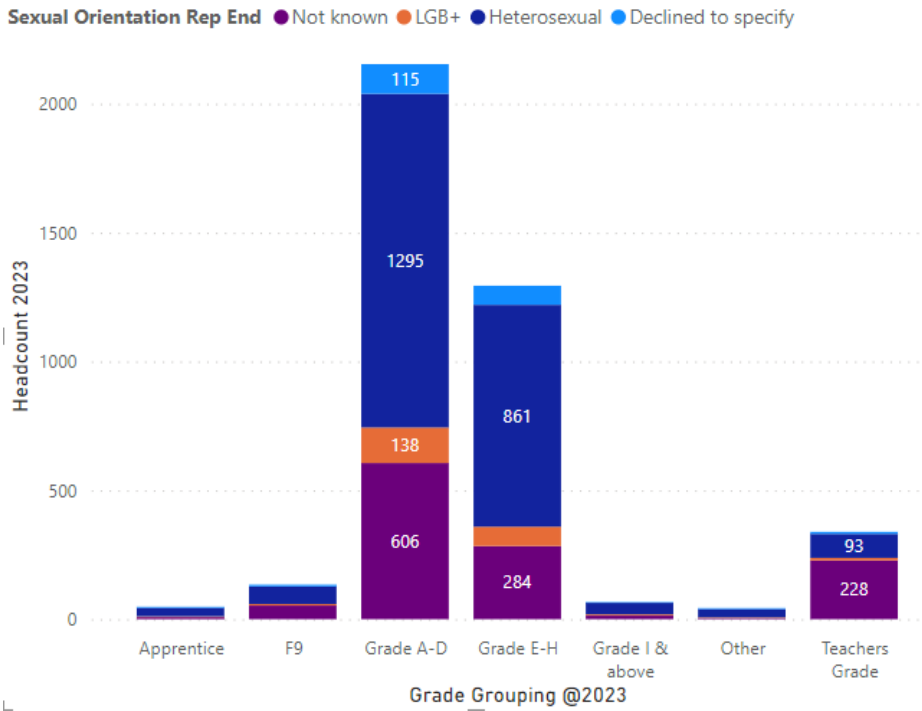
Count of Grade Grouping @2023 by Grade @2023 and Sex:People

Sex:People ● Female ● Male



| Grade Grouping | 2021/22 Female Headcount | 2021/22 Female % | 2021/22 Male Headcount | 2021/22 Male % | 2022/23 Female Headcount | 2022/23 Female % | 2022/23 Male Headcount | 2022/23 Male % |
|----------------|--------------------------|------------------|------------------------|----------------|--------------------------|------------------|------------------------|----------------|
| Apprentice | 35 | 64.8% | 19 | 35.2% | 25 | 52.1% | 23 | 47.9% |
| A-D | 1015 | 48.2% | 1093 | 51.8% | 1046 | 48.6% | 1108 | 49.4% |
| E-H | 612 | 50.1% | 609 | 49.9% | 665 | 51.4% | 629 | 48.6% |
| I and above | 22 | 37.3% | 37 | 51.7% | 27 | 40.3% | 40 | 49.7% |
| F9 | 69 | 56.6% | 53 | 43.4% | 68 | 50.8% | 66 | 49.2% |
| Other | 21 | 50.0% | 21 | 50.0% | 20 | 46.5% | 23 | 53.5% |
| Teachers | 194 | 59.5% | 132 | 40.5% | 201 | 59.2% | 138 | 40.7% |

7. Sexual Orientation & Grade Profile



| Grade Grouping | Declined to specify | Heterosexual | LGB+ | Not Known |
|--------------------------------|---------------------|--------------|-------------|--------------|
| Apprentice | 8.3% | 68.8% | 6.3% | 16.7% |
| Grade A-D | 5.3% | 60.1% | 6.4% | 28.1% |
| Grade E-H | 5.7% | 66.5% | 5.8% | 21.6% |
| Grade I & above | 4.5% | 67.2% | 7.5% | 20.9% |
| F9 | 5.2% | 50.8% | 4.5% | 39.6% |
| Other | 9.3% | 74.4% | 6.9% | 9.3% |
| Teachers Grade | 2.4% | 27.4% | 3.0% | 67.3% |
| All Staff Total 2022/23 | 5.3% | 59.2% | 5.8% | 29.8% |
| All Staff Total 2021/22 | 5.5% | 61.2% | 5.4% | 27.9% |

8. Top 5% Earner data

By Age

| Age band ⁸ | 2022/23 % | 2022/23 All Staff % |
|-----------------------|-----------|---------------------|
| 16 to 19 Years | 0% | <1% |
| 20 to 24 Years | 0% | 3.9% |
| 25 to 34 Years | 3.3% | 20.9% |
| 35 to 49 Years | 41.5% | 36.4% |
| 50 to 64 Years | 51.4% | 34.9% |
| 65 to 74 Years | 3.3% | 3.5% |
| 75 to 84 Years | <1% | <1% |

⁸ Age banding has changed since 2021/22; for older data please refer to previous disclosures on the CoLC website

By Disability Indicator

| Disability | 2021/22 % | 2022/23 % | 2022/23 All Staff % |
|-------------------|------------------|------------------|----------------------------|
| No | 77.0% | 82.0% | 71.3% |
| Not Known | 18.5% | 15.3% | 23.9% |
| Yes | 4.5% | 2.7% | 4.9% |

By Race

| Ethnic Group | 2020/21 % | 2022/23 % | 2022/23 All Staff % |
|---------------------|------------------|------------------|----------------------------|
| Ethnic Minorities | 9.6% | 10.9% | 18.4% |
| Not Known | 10.2% | 15.3% | 20.0% |
| White | 80.2% | 73.8% | 61.5% |

By Religion and Belief

| Religion / Belief | 2021/22 % | 2022/23 % | 2022/23 All Staff % |
|--------------------------|------------------|------------------|----------------------------|
| Buddhist | 0.6% | 0% | <1% |
| Christian | 46.9% | 38.3% | 30.2% |
| Hindu | 0.0% | 0.6% | 1.3% |
| Jewish | 0.6% | 1.1% | <1% |
| Muslim | 1.1% | 1.6% | 3.0% |
| None/No Religion | 32.2% | 34.4% | 34.5% |
| Not Known | 17.0% | 22.4% | 25.5% |
| Other | 1.1% | 1.1% | 2.7% |
| Sikh | 0.6% | 0.6% | <1% |
| Spiritual | 0.0% | 0% | 1.0% |

By Sex

| Sex | 2021/22 % | 2022/23 % | 2022/23 All Staff % |
|------------|------------------|------------------|----------------------------|
| Female | 32.2% | 35.5% | 50.3% |
| Male | 67.8% | 64.5% | 49.7% |

By Sexual Orientation

| Sexual Orientation | 2021/22 % | 2022/23 % | 2022/23 All Staff % |
|---------------------------|------------------|------------------|----------------------------|
| Declined to specify | 7.9% | 6.0% | 5.3% |
| Heterosexual | 71.2% | 68.9% | 59.2% |
| LGB+ | 6.2% | 4.9% | 5.8% |
| Not known | 14.7% | 20.2% | 29.8% |

C. Service User Data

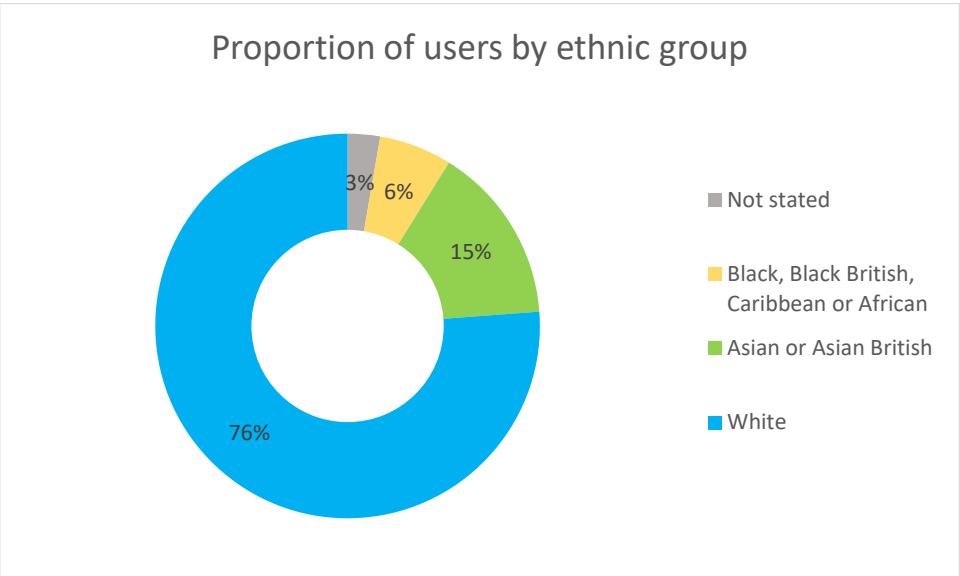
This section captures equalities data on people who are affected by the City of London Corporation policies and services.

1. Adult Social Care

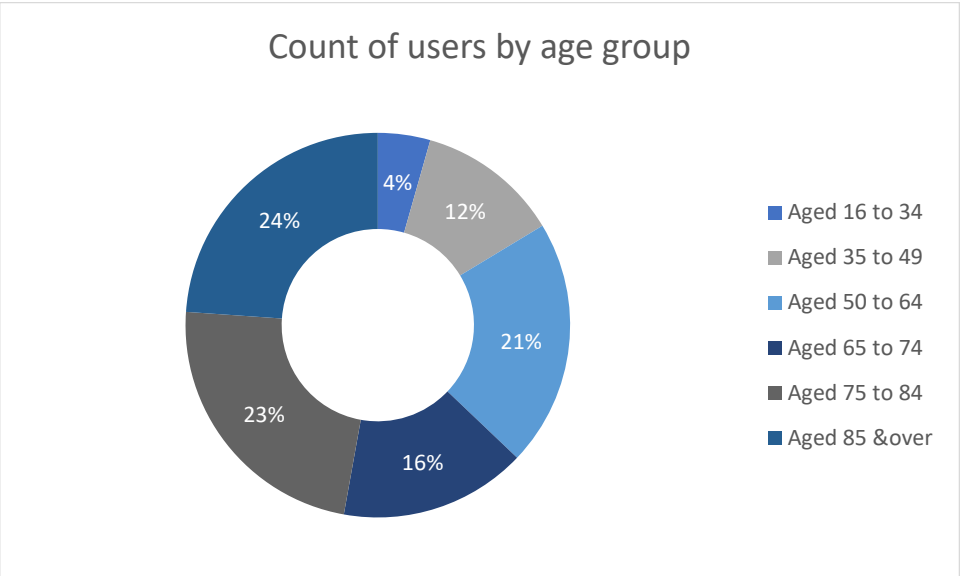
Our user base primarily consists of individuals from White backgrounds. The second-largest category is represented by users from Asian or Asian British backgrounds, followed by users from Black, Black British, Caribbean, or African backgrounds. A small number have chosen not to specify their ethnicity.

As per the previous section, groups consist of:

- **White:** White - British, White - EU, White - other European, White - Any other White background, Irish
- **Asian or Asian British:** Asian - Bangladeshi, Asian - British, Asian - Indian, Asian - Pakistani, Asian - Any other Asian background
- **Black or Black British:** Black – African, Black – British, Black – Caribbean, Black - Any other Black background
- **Mixed:** Mixed - Asian & White, Mixed - Black & White, Mixed - Any other Mixed background
- **Other Ethnic Groups:** Chinese, Any other background, Any other ethnic group

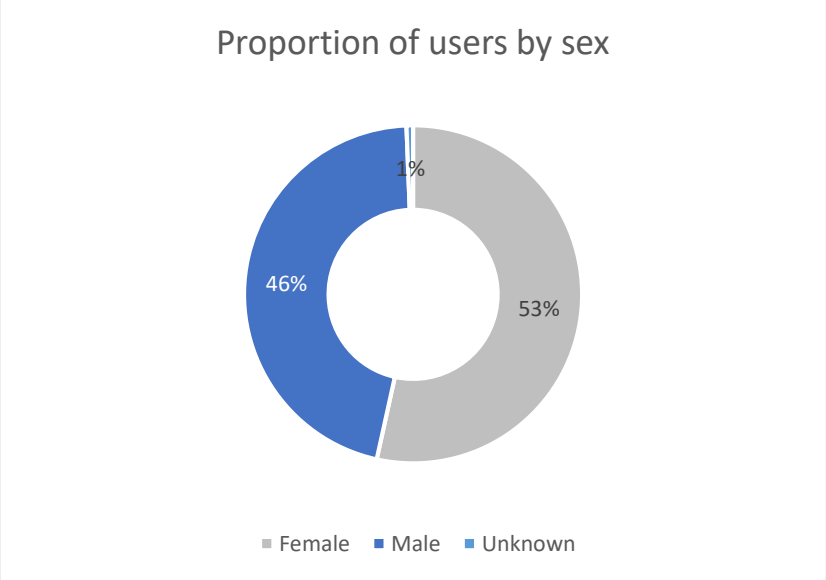


Nearly half of our users (47%) are aged 75 years and above; we also have a substantial portion of users aged between 50 and 74 years old (37%). A minority of our user base (16%) is 49 or under.

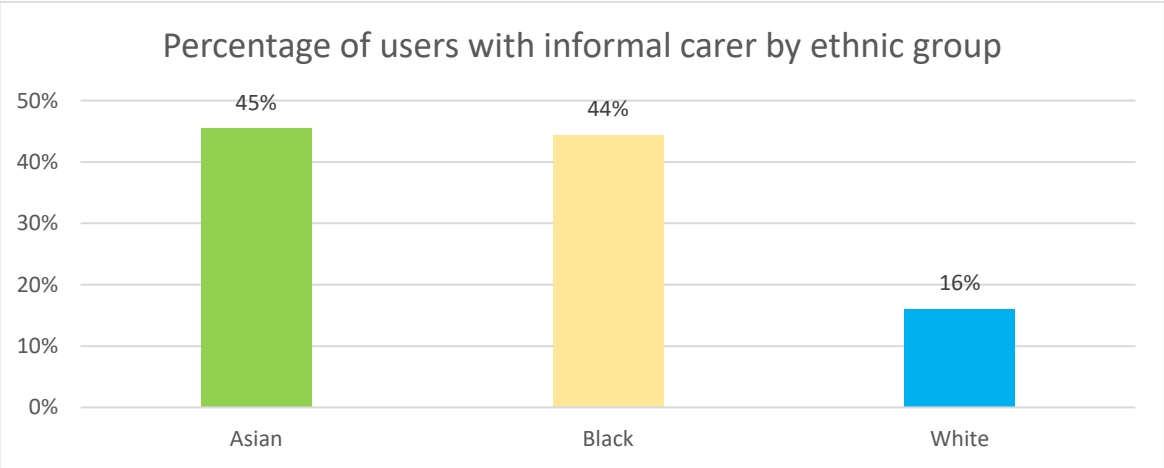


Comparatively, our White users (generally older individuals seeking our services) have the highest average age at 71; Black users have a comparatively lower average age at 65; Asian users have the lowest average age at 60.

The majority of our users are female (53%); males make up 46%; 1% did not specify.



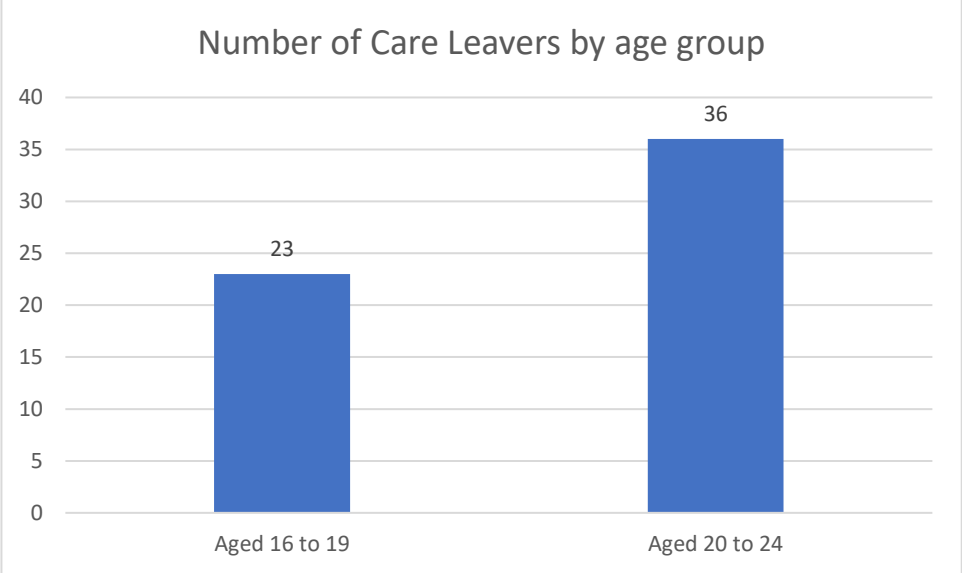
45% of Asian users and 44% of Black users indicate having an informal carer, compared to 16% of white users.



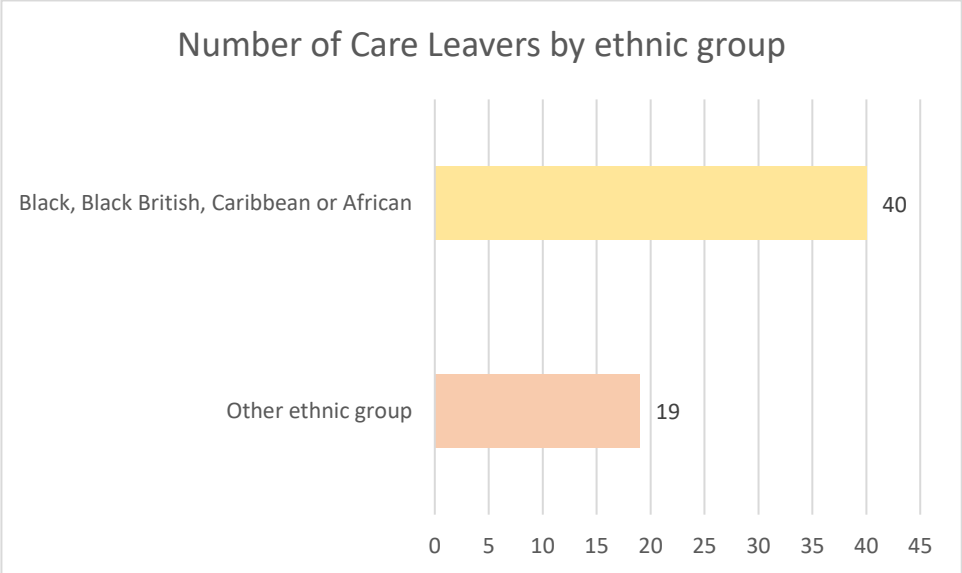
2. Childrens Social Care

Care Leavers

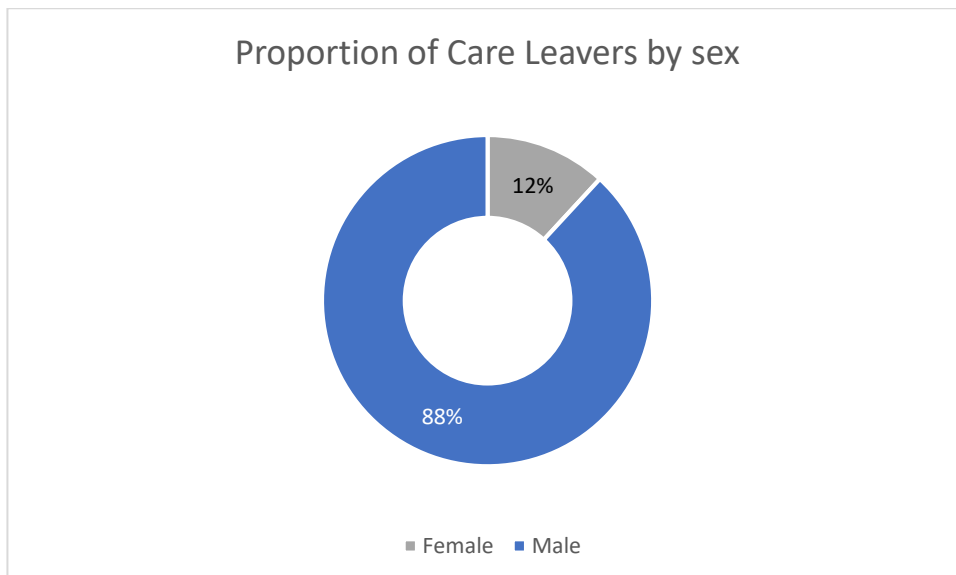
A care leaver is defined as any adult who has experienced time in care. The legal definition, outlined in The Children (Leaving Care) Act 2000, specifically identifies a care leaver as someone who has been in the care of the Local Authority for a duration of 13 weeks or more, spanning their 16th birthday. The information from the Care Leavers section is accurate as of March 2023.



The substantial majority, comprising 40 out of 59 care leavers, are from Black, Black British, Caribbean, or African backgrounds. The remaining 19 care leavers belong to other diverse backgrounds.

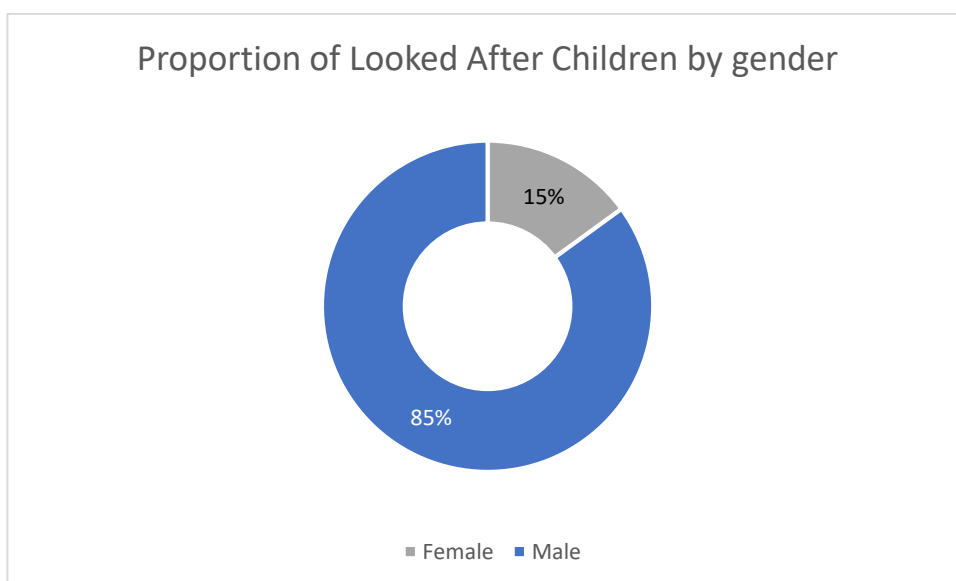


Approximately 90% of Care Leavers are male.



Children Looked After (CLA)

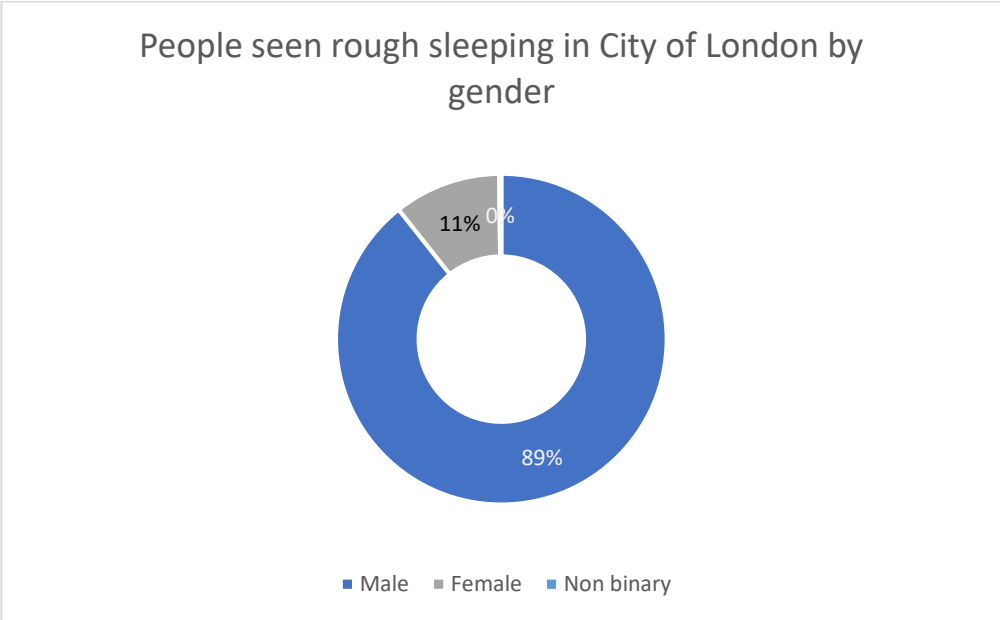
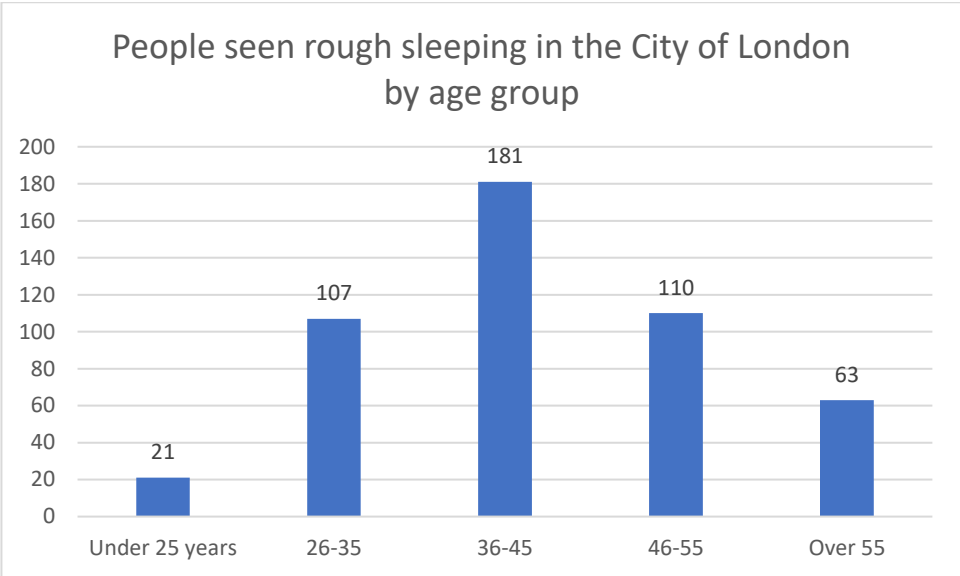
A child who has been in the care of their local authority for more than 24 hours is referred to as a 'looked after' child. Looked after children are also often referred to as children in care, a term which many children and young people prefer. The information from the CLA includes all the cases from April 2022 to March 2023. Due to the extremely low numbers of looked after children we are unable to disclose equality data, other than that most looked after children were male.



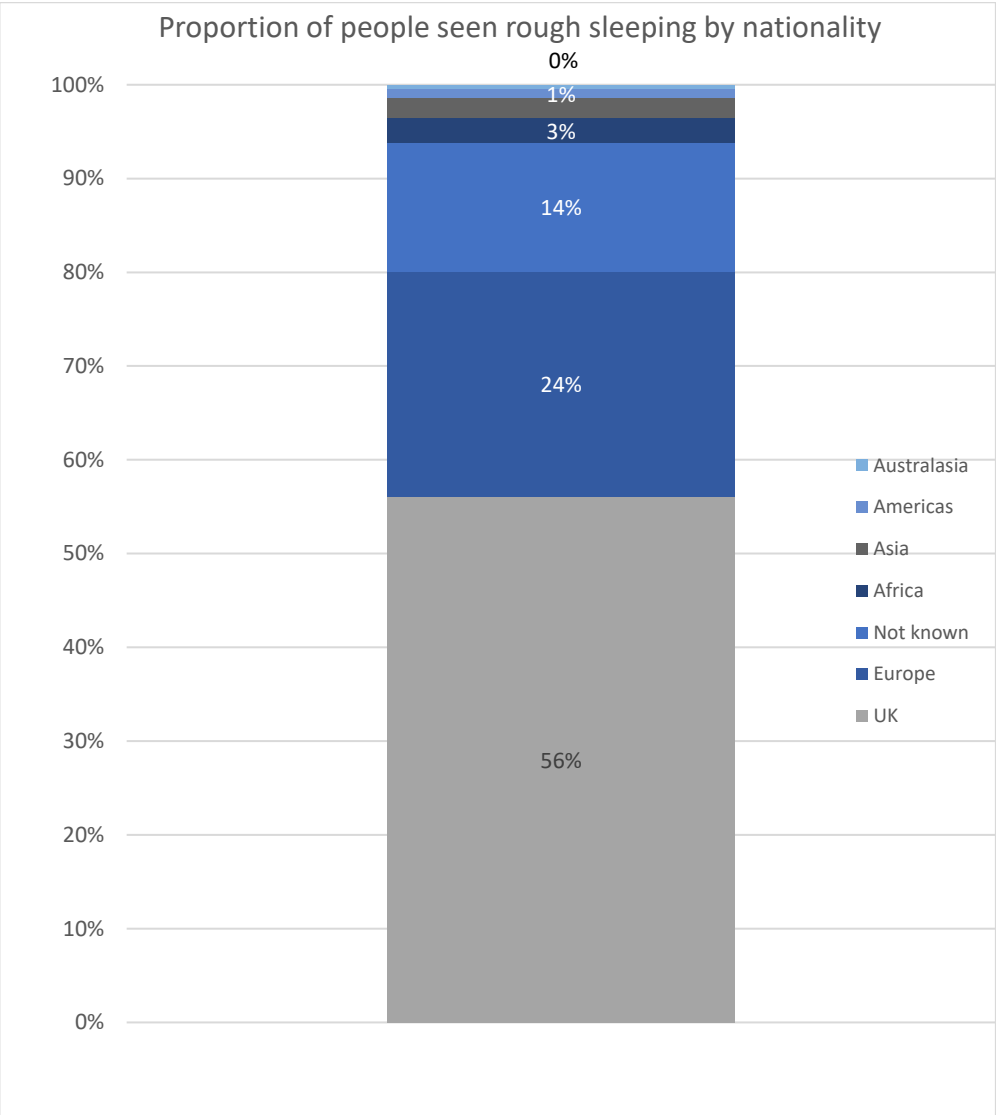
3. Rough sleeping

The Combined Homelessness and Information Network (CHAIN) reports information about people seen rough sleeping by outreach teams in London. Information in the report is derived from a multi-agency database recording information about rough sleepers and the wider street population in London and is the UK's most detailed and comprehensive source of information about rough sleeping.

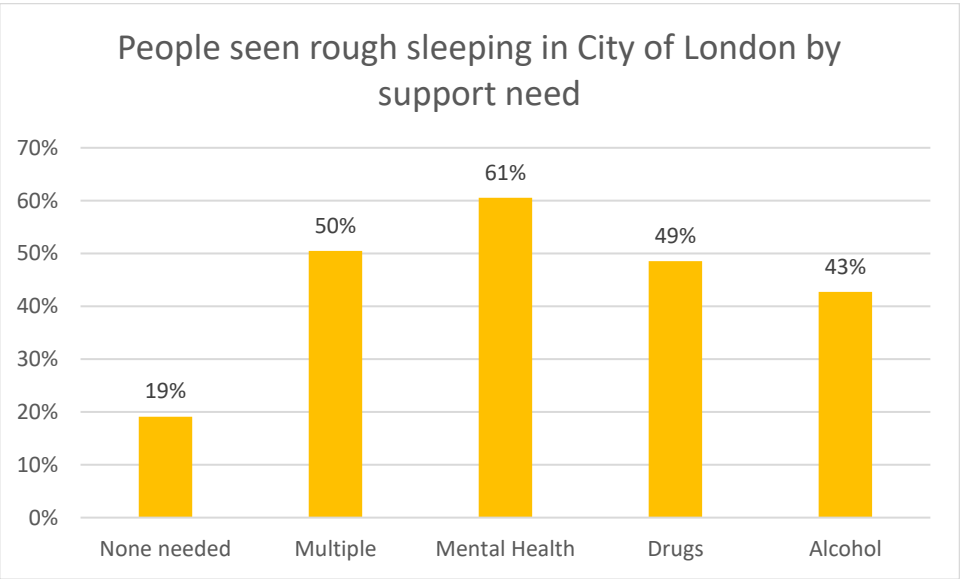
The information from this section includes all the cases from April 2022 to March 2023 (482 cases in total). Almost two in five rough sleepers (38%) in 2022/23 were aged between 36 to 45 years old; more than a third were older than 46 years old (36%); an overwhelming majority were male (89%).



56% of individuals experiencing rough sleeping were of British origin. 24% hailed from European nations, while 14% were categorized as Unknown. The remaining proportion originated from diverse international backgrounds.



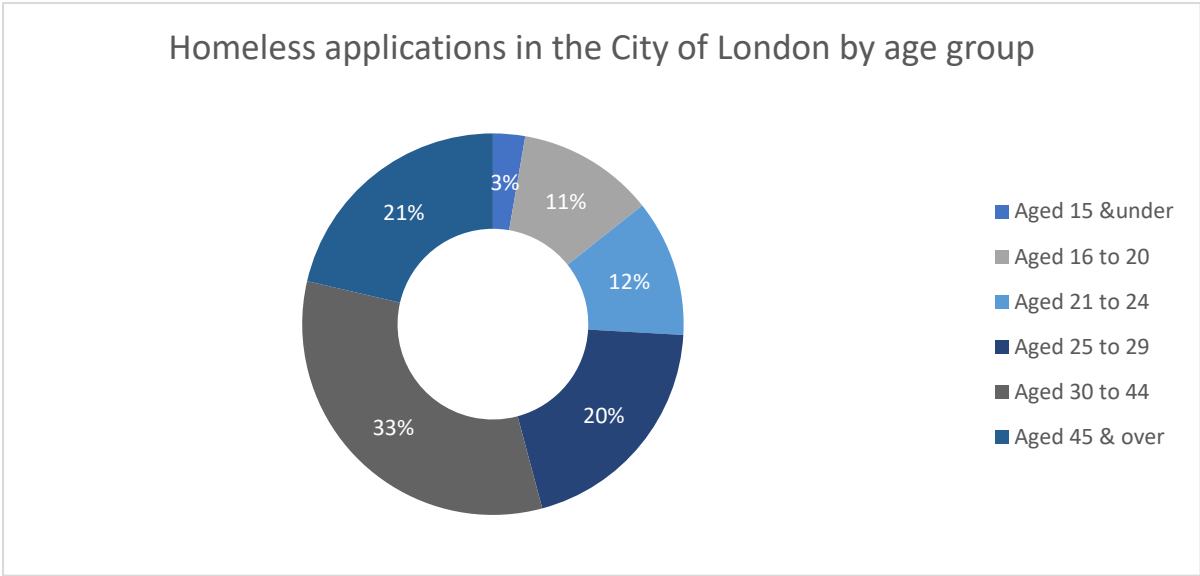
Among the rough sleepers observed in the City of London during the 2022/23 period, 61% exhibit mental health needs, representing the most prevalent support requirement. 50% of these individuals manifest multiple needs, while 49% specifically express a demand for assistance with drug-related issues, and 43% report support needs related to alcohol. 19% of rough sleepers did not articulate any specific support needs.



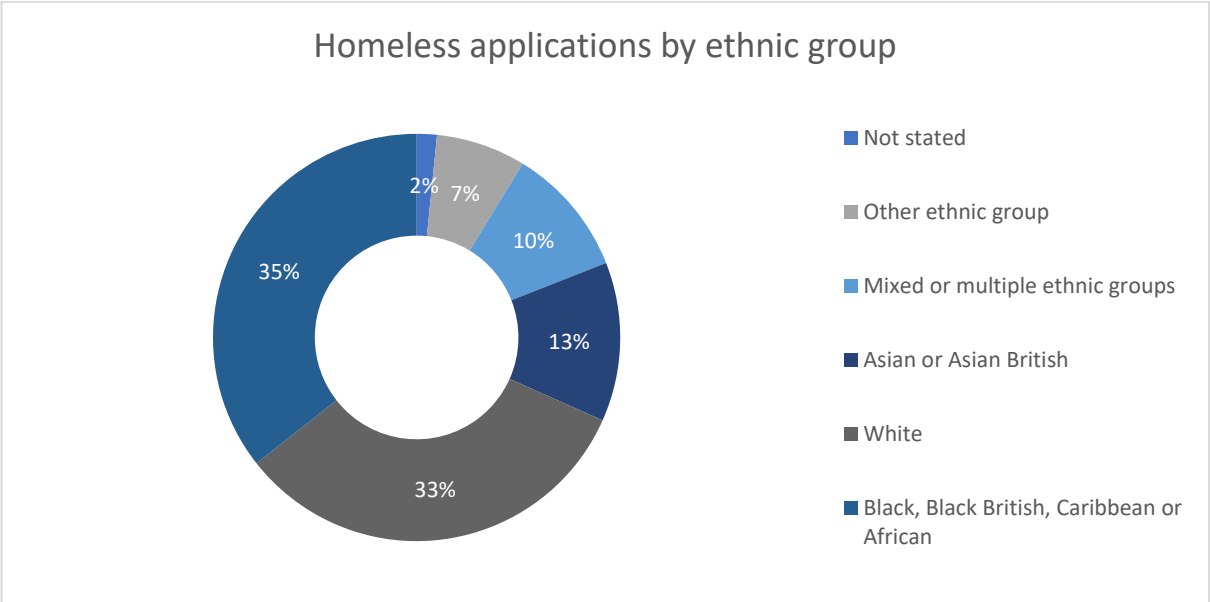
4. Housing and homelessness

This section covers all homeless applications, including requests for assistance pursuant to Part 7 of the Housing Act 1996 from individuals presently homeless or facing homelessness within the next 56 days. These applications extend beyond seeking housing specifically within the City of London, and cover any housing solution in various locations. Data within these reports encompasses all individuals on the application, including children and other relatives, offering a comprehensive overview of the households.

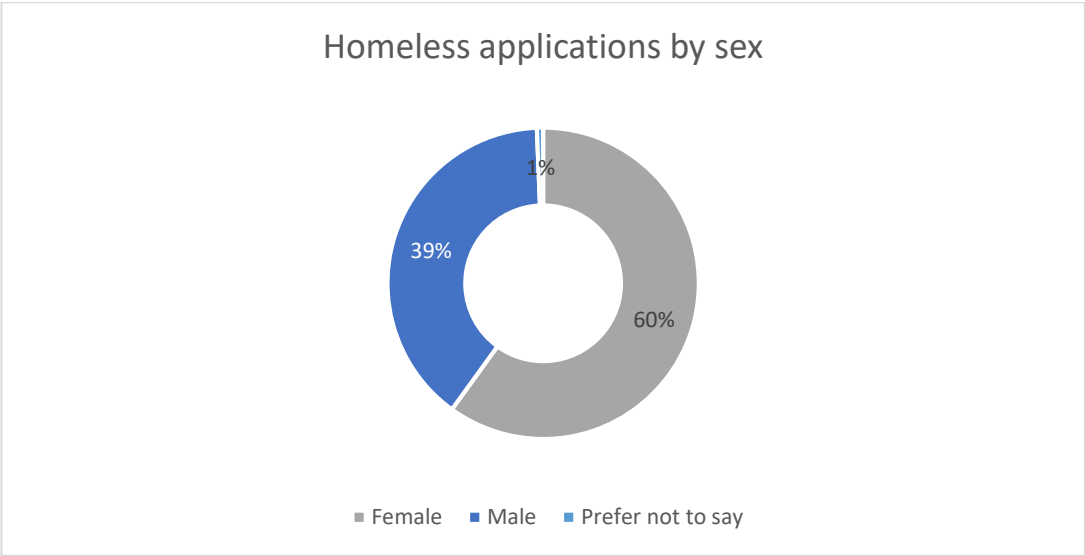
During the 2022/23 fiscal year, the majority of individuals (53%) applying for assistance with housing were between 25 to 44 years old.



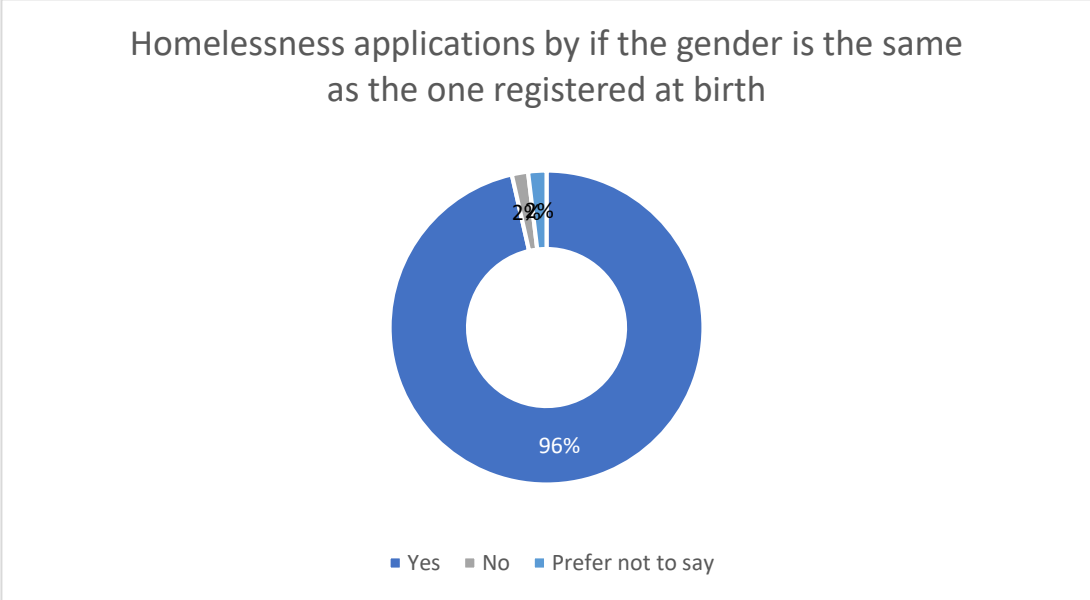
The largest group identified themselves with Black, Black British, Caribbean, or African ethnicity, followed closely by those reporting White ethnicity.



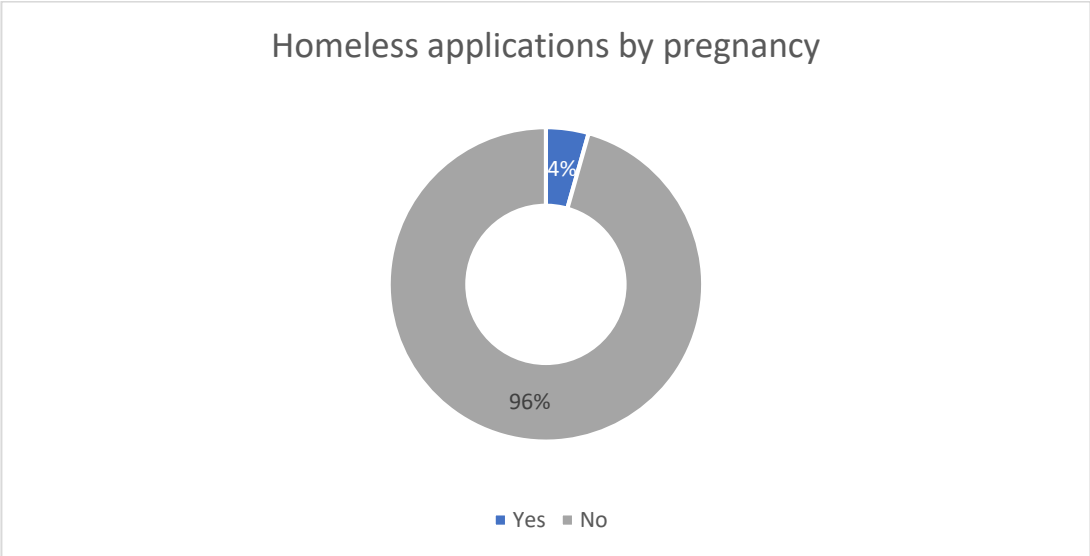
60% of applicants for housing were female, 39% male.



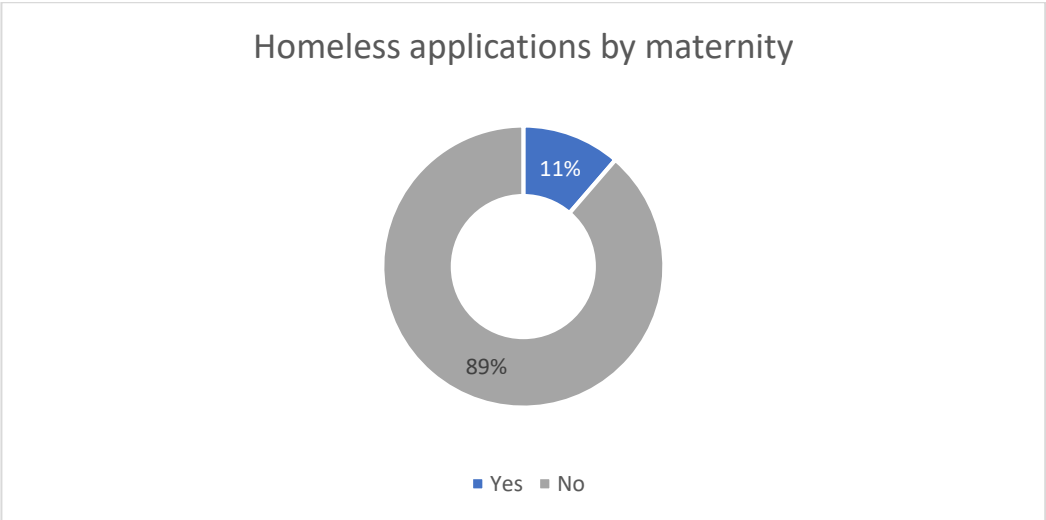
Ninety-six percent of the individuals identified with the same gender as that registered at birth.



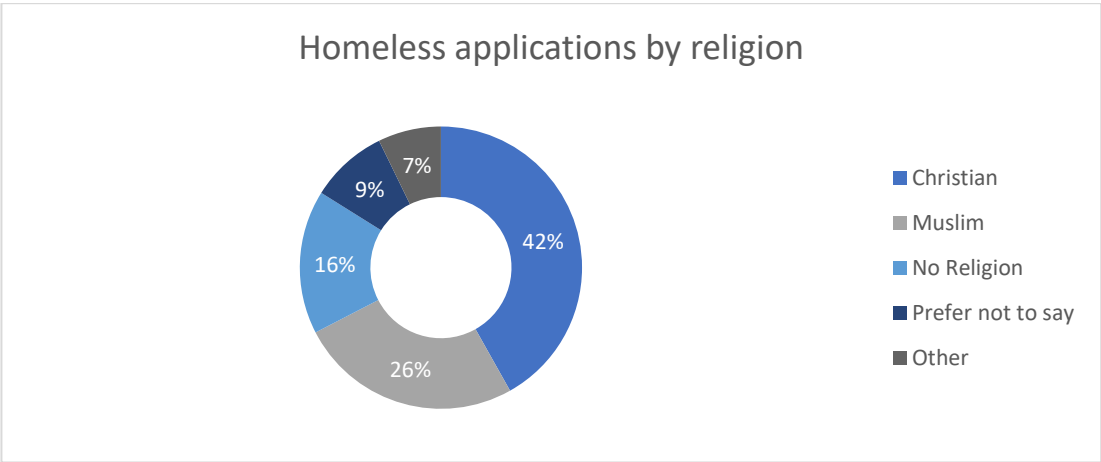
Only four percent of individuals were pregnant at the time of contact.



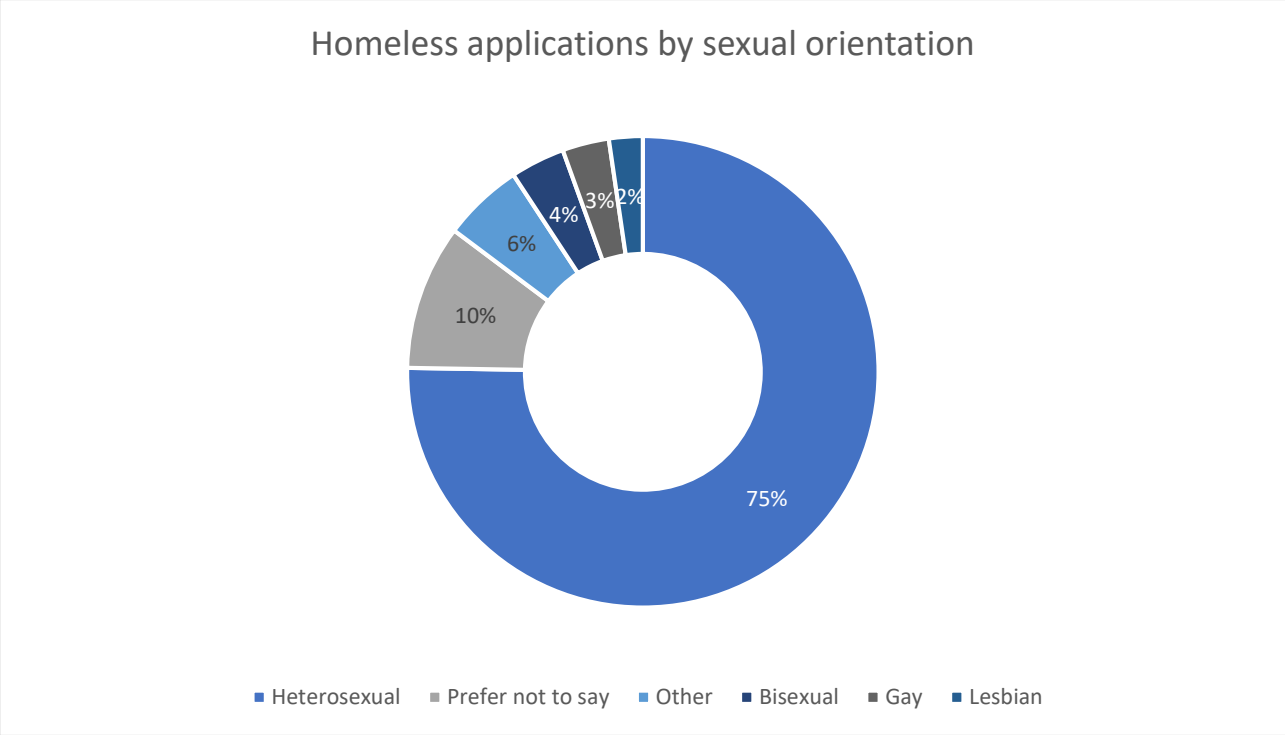
1 in 10 individuals have given birth in the last 12 months.



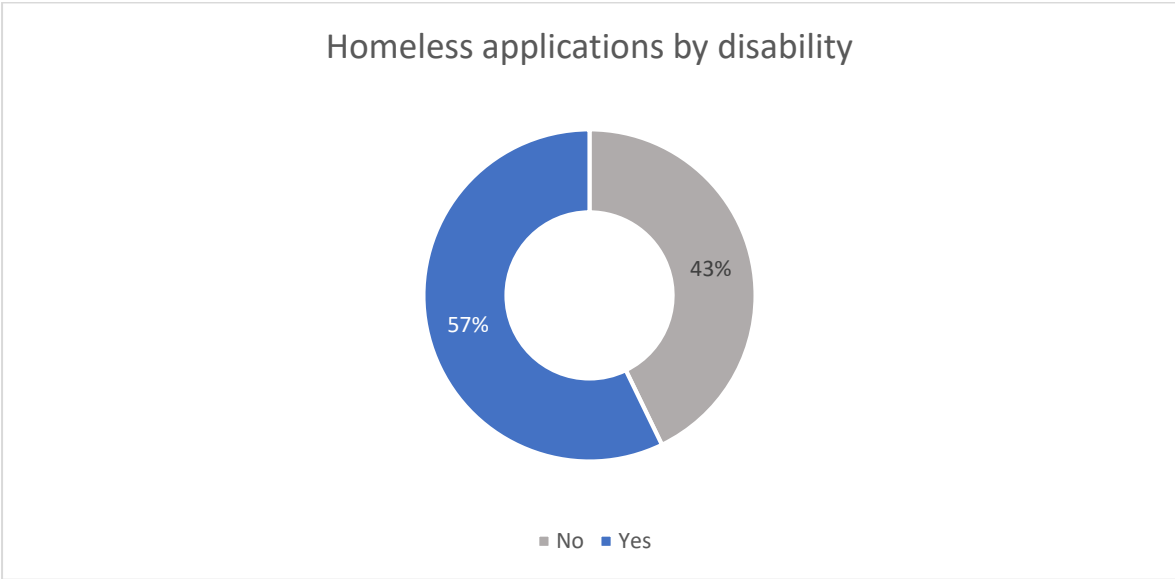
The majority of individuals who applied for assistance under Part 7 Housing Act 1996 identified as Christians (42%). The next largest group were Muslims (26%), followed by those reporting no religion (16%).



Three-quarters of individuals identified as heterosexual, while 10% preferred not to state their sexual orientation. The remaining 15% reported other sexual orientations, including bisexual, gay, lesbian, or other.



43% of individuals reported no disabilities; almost 60% of them reported at least one disability.

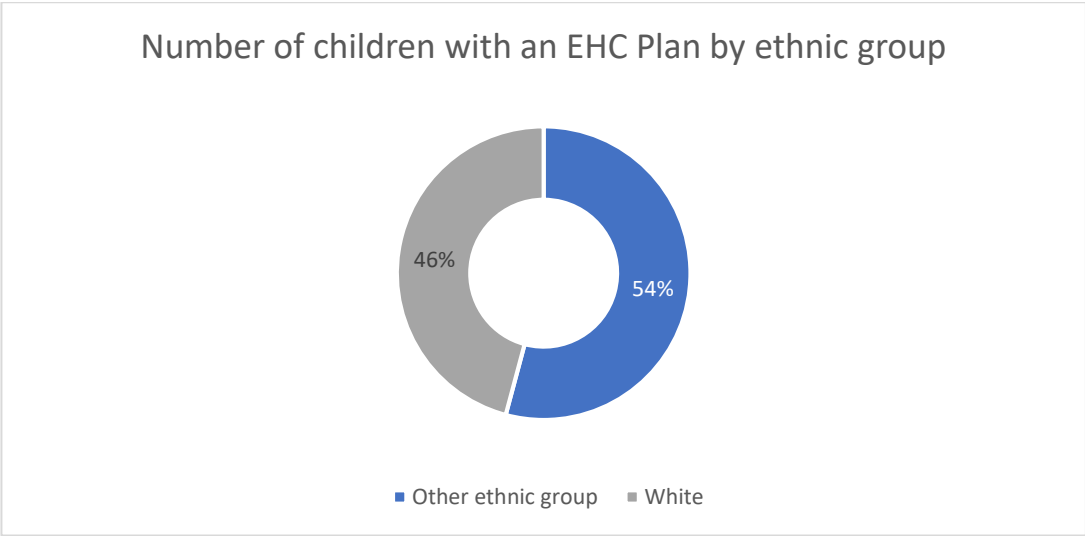


5. Education

Education, Health, and Care (EHC) Plan

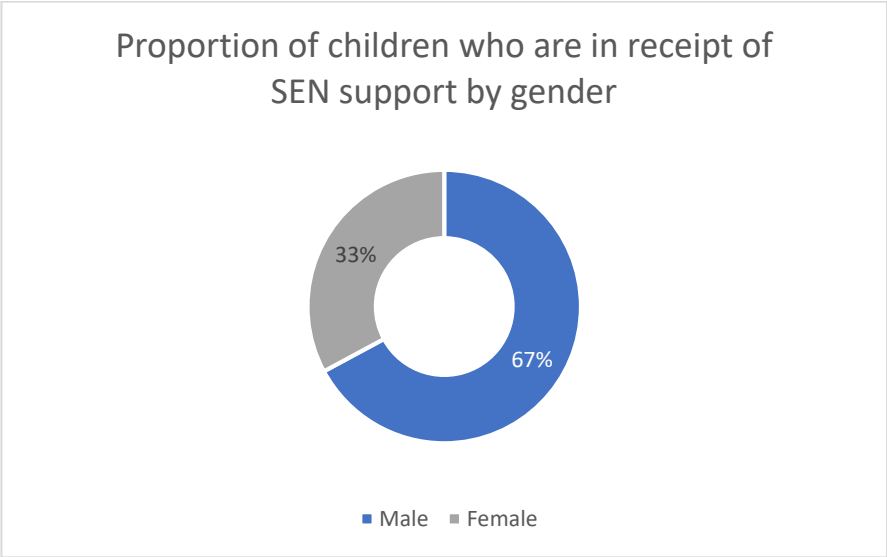
This section encompasses all children and young people with an EHC plan for whom the City of London Corporation holds responsibility. Almost half of the children were White, while the remaining 54% were Black, Asian, Mixed, and Other categories. Most children under an EHC Plan are male; most also have a disability.

Equality data on age is collected, but cannot be published due to low numbers.

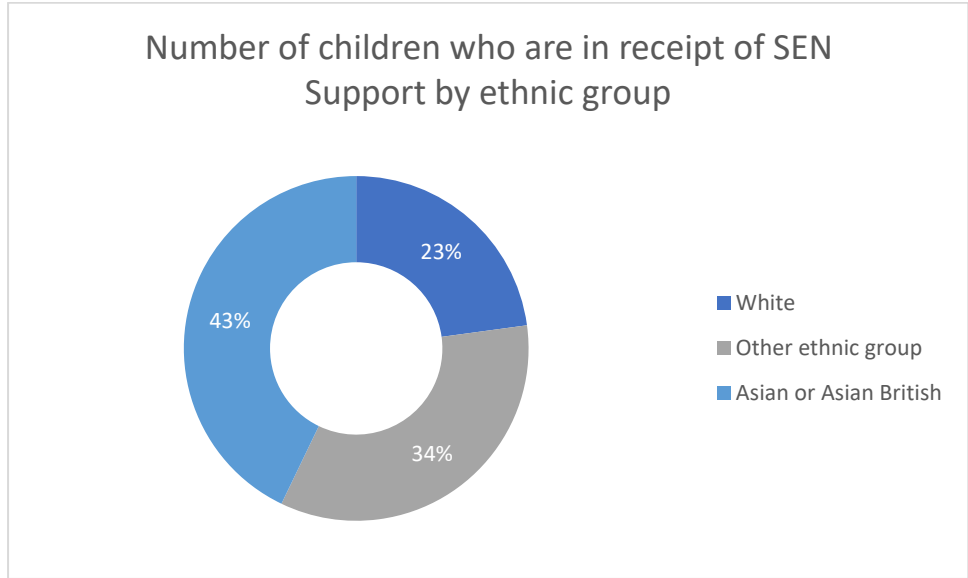


Special Educational Needs (SEN) Support

Over two thirds of children receiving SEN support are male (67%); over 71% are between 5 and 9 years old.



Almost half of children receiving SEN support identify with Asian or Asian British ethnicity.



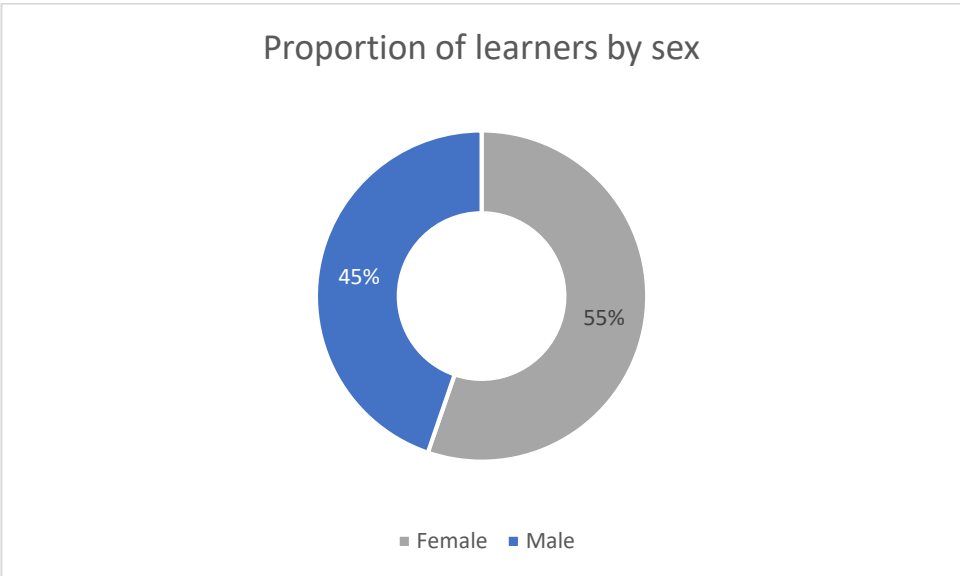
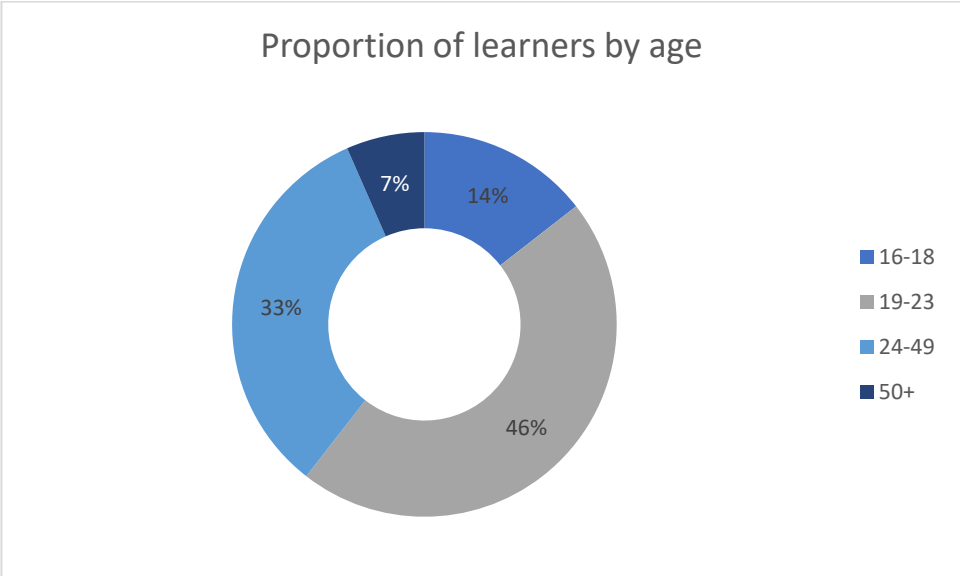
6. Adult Skills and Education

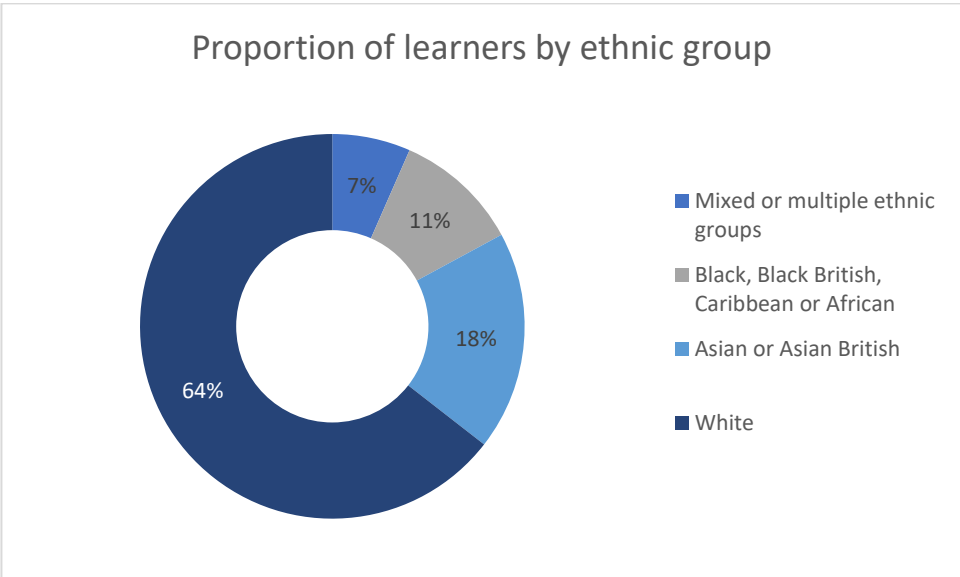
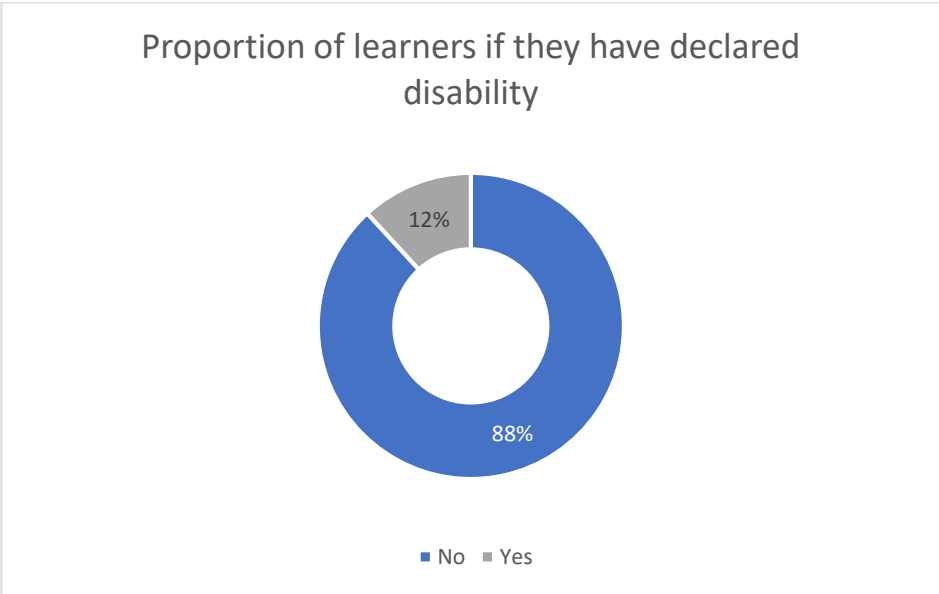
This section contains the Equality and Diversity data for last academic year (2022/23). Please note, the non-apprenticeships data includes the Community Learning and Adult Skills learners.

This section encompasses the Equality and Diversity data for all City of London courses during the last academic year (2022/23). The data is split into two categories: apprenticeships and non-apprenticeships. Non-apprenticeships data incorporates learners from Community Learning and Adult Skills programs.

Apprenticeships

In the context of apprenticeships, 64% of the students identified as White, 55% were female, 46% were aged between 19 and 23 years old, and only 12% of them declared a disability.

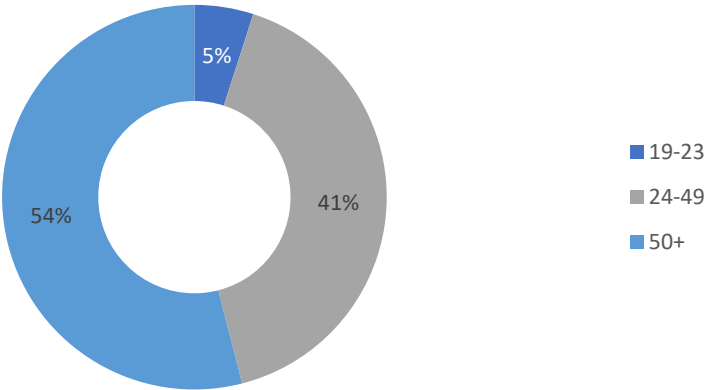




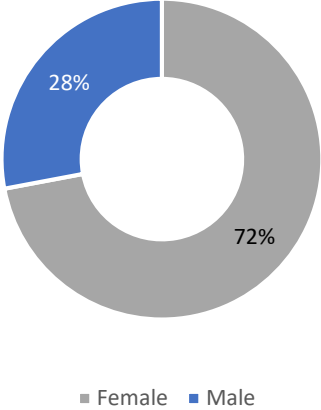
Non-apprenticeships

In the context of apprenticeships, 41% of the students identified as White, 72% were female, 54% were aged below 50 years old, and 13% declared a disability.

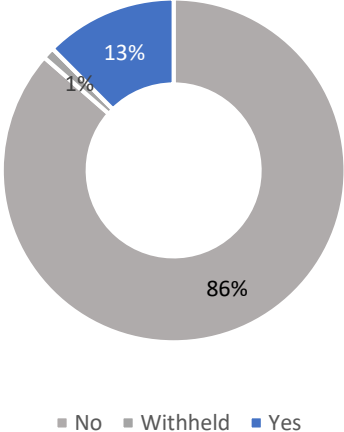
Proportion of learners by age

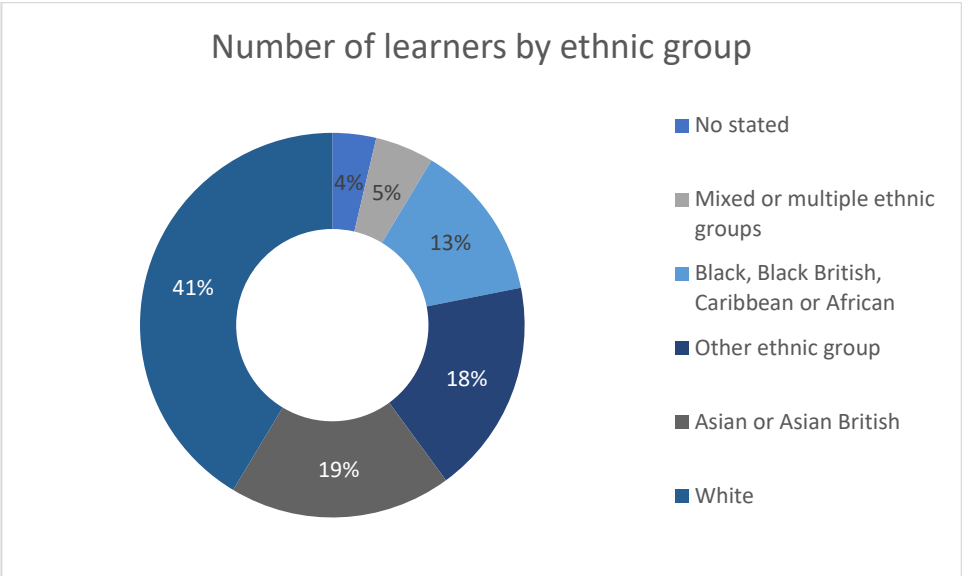


Proportion of learners by sex



Proportion of learners by declared disability





| | |
|---|--|
| Committee(s): Equality, Diversity and Inclusion Sub Committee | Dated: 21 st March 2024 |
| Subject: Compliance Health Check | Public |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | All Corporate Plan Outcomes are supported by this work |
| Does this proposal require extra revenue and/or capital spending? | N |
| If so, how much? | £ |
| What is the source of Funding? | N/A |
| Has this Funding Source been agreed with the Chamberlain's Department? | N/A |
| Report of: Dionne Corradine, Chief Strategy Officer | For Information |
| Report authors: Shelagh Prosser, Interim Director of EDI | |

Summary

A Compliance Health Check to ensure that the City Corporation is compliant in its equality duties and commitments was one of four EDI priorities agreed by members at the EDI sub-committee on 11th December 2023. Its purpose was to identify gaps and potential vulnerabilities to prioritise EDI activity.

Following checks undertaken by the EDI team in January 2024, the Chief Strategy Officer emailed members on 29th January 2024 with assurance that the City Corporation was compliant, at a strategic level, with the requirements of the Equality Act 2010 in respect of its functions as an employer and service provider. This was subject to meeting two specific requirements under the Equality Act 2010 Public Sector Equality Duty, firstly to publish Equality Objectives every four years and secondly, to publish annually an equality information report.

This report provides members with further information on the findings of the Compliance Health Check and sets out initial priorities for action.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. In a confidential session at the EDI Sub-Committee on 11th December 2023, members agreed that to address immediate challenges and to prioritise activity, the corporate EDI team should focus on four areas:
 - Support to the EDI team.
 - Ensure the Corporation is compliant in its equality duties and commitments.
 - Take stock of and prioritise the 3 political EDI commitments; deliver the Equality Objectives; complete and embed the Tackling Racism Taskforce recommendations; and address EDI data gaps.
 - Scope and agree the terms of reference (with members) for an EDI review.
2. The EDI team undertook a compliance health check in January 2024 seeking evidence of the Corporation's performance against the Equality Act 2010, with particular reference to Section 149 of the Act, the Public Sector Equality Duty. The aim was to identify compliance gaps and potential vulnerabilities to thereby prioritise EDI activity.
3. The methodology adopted was a short questionnaire to key stakeholders across the organisation, direct engagement with a range of HR colleagues and departmental EDI representatives, and a high-level document review.

Current Position

4. Following checks undertaken by the EDI team, the Chief Strategy Officer emailed members on 29th January 2024 with assurance that the City of London Corporation was compliant at a strategic level, with the requirements of the Equality Act 2010 in respect of its functions as an employer and service provider. There were two caveats in respect of the Specific Duties¹:
 - 1) the requirement to set one or more Equality Objectives at least every four years and to publish these by 30th March.
 - 2) the requirement to publish an Equalities Information Report every year by 30th March.

The legislation states that all information must be published in a way which makes it easy for people to access it.

5. The Health Check found potential vulnerabilities in components of the Equality Act, for example the anticipatory and continuing duty on service providers to provide reasonable adjustments to avoid a person with disabilities being placed at a "substantial disadvantage" when compared to people without disabilities. For instance, there is currently no explanation on the website of how British Sign Language (BSL) users can access the Corporation for information and advice. We are aware of at least one concern being raised that City leaflets and communications do not routinely take visual impairment into account with

¹ The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

reference to colour and print size. There has also been a suggestion that impairment specific accessibility tools could be explored for inclusion on the Home page of the website.

6. There is an Accessibility Statement is on the Homepage of the website which sets out how compatible it is for users of adaptive technology and states that the website has been assessed as being compliant with the Web Content Accessibility Guidelines version 2 AA standard (the legal minimum). There is a monthly (full site) and (weekly) top 250 pages automated audit by Sitemorse and a manual quarterly audit by the Shaw Trust. Since 2018 all PDF documents published on the website are accessible.
7. The Health Check identified areas where further work was required for example, extending the scope of EDI training provision, enhancing organisational awareness of the need to have due regard to all three aims of the public sector equality duty, updating policies to ensure they reflect legislative changes (for example, in respect of sexual harassment², carers and the greater protection afforded to employees with a disability, are pregnant or breastfeeding³) and improving the robustness of employee equality data. The latter is already agreed as a priority by EDI Sub-Committee and is acknowledged as an organisational-wide challenge.
8. The Health Check found that the organisation is compliant with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requirement to publish gender pay gap information. The snapshot data for the reporting year of 2023 will be published on the Government Gender Pay Gap Service portal by the required date of 30th March 2024. Although not mandatory, the Equality and Human Rights Commission recommends that employers also publish a supporting narrative to signal their commitment to close any identified gap and the actions that they propose to take to do so. Whilst the Corporation will not include a narrative on the Government portal the intention is to take a fuller report to the April meeting of the Corporate Services Committee. This will include ethnicity and disability pay gap data.
9. Assurance was given in respect of the equal pay requirements of the Equality Act. The City Corporation ensures people are paid and rewarded in a fair, consistent and equitable manner. Our pay and reward practice includes controls ensuring pay decisions are fair and applied consistently and the City Corporation publishes a 'Pay Policy Statement', outlining its overall pay policy approach. This and other processes form part of the new People Strategy 2024-2029 launching in April.
10. Whilst not legally mandated, EDI training in respect of the legalisation and best practice helps to build and sustain all employees understanding of what can constitute unlawful discrimination and their role in creating an inclusive workplace and responsive service provision. Currently, there is a mandatory online module on equality and inclusion that is part of the New Starters Induction programme, three optional in-person courses in the Core Curriculum

² Worker Protection (Amendment of Equality Act 2010) Act 2023

³ The Equality Act 2010 (amendment) Regulations 2023

that specifically focus on EDI and a module in the People Manager programme called Leading Diverse Teams. Other training has been provided on an ad hoc basis, for example, on equality analysis. Departments also commission development, according to need.

11. The Health Check also considered the range of EDI related policies currently available for employees on the intranet. It is acknowledged that there are policy gaps, for example a specific Harassment and Bullying Policy and a Reasonable Adjustments Policy (although in both cases guidance and a procedure exists) and that some policies require updating to align with legislative developments and emerging best practice. For example, the Equal Opportunities Policy. In recognition of the need to have robust up to date policies, a new senior Policy Manager role has been created to lead on this work and a person appointed.

Proposals

12. The Health Check drew highlighted two urgent requirements, namely, to publish Equality Objectives and an Equality Information Report by 30th March 2024.
13. A paper requesting agreement to publish a revised set of Equality Objectives has been tabled for the March EDI subcommittee. In respect of the latter requirement, the possibility of publishing a short report based on existing available equalities data is currently being explored by officers.
14. Addressing gaps and potential vulnerabilities identified in the Health Check will form part of a review into EDI to commissioned later this year.

Corporate & Strategic Implications

Strategic implications – Ensuring compliance with equality legislation and best practice supports the commitment in the Corporate Plan to EDI being a golden thread through all six Outcomes.

Financial implications – N/A

Resource implications - Ensuring responsiveness to current and emerging equalities legislation and best practice is a cross-cutting responsibility and cannot rest solely with the current corporate EDI team.

Legal implications - This compliance health check seeks to highlight gaps in respect of the Equality Act 2010 and its subsequent amendments to enable appropriate and proportionate action to be taken.

Risk implications – Failure to address legislation gaps poses a potential financial and reputational risk to the City Corporation. Mitigations are in place and work is underway to better understand, articulate and manage EDI related risks.

Equalities implications – This compliance health check supports the City Corporation's commitment to be a leader in respect of EDI.

Climate implications – N/A

Security implications – N/A

Conclusion

1. The Heath Check provides a high-level assurance of compliance, with two caveats, the publication of Equality Objectives and an Equality Information report. It also identifies other areas for attention.
2. The paper outlines a proposal for addressing the immediate compliance issues and a way forward on closing the gaps. Members will be updated as this work progresses.

Appendices

None

Background Papers

None

Shelagh Prosser
Interim Director of EDI
CSPT

E: shelagh.prosser@cityoflondon.gov.uk

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Agenda Item 8

| | |
|---|--|
| Committee(s): Equality Diversity & Inclusion Sub-Committee | Dated 21 st March 2024 |
| Subject: Social Mobility Index Report | Public |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | All Corporate Plan Outcomes are supported by this work |
| Does this proposal require extra revenue and/or capital spending? | N/A |
| 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: Dionne Corradine, Chief Operating Officer | For Information |
| Report author: Shelagh Prosser, Interim Director of EDI, Micah McLean and Siyka Radilova, EDI Officers | |

Summary

The Social Mobility Index (SMI) is an annual benchmarking and assessment tool for employers showing performance on eight areas. The Index enables a systematic look at social mobility outcomes and the drivers behind social mobility.

The City Corporation worked with the Social Mobility Foundation (SMF) to set up the SMI in 2017 and since then has provided an annual submission of activities against the eight areas of the Index.

In 2023, 143 employers from private, public, and voluntary sectors submitted responses to the Index. The City Corporation ranked 87th having been ranked 67th out of 149 organisations in 2022. The SMI report details the rationale for the City Corporation rating and identifies improvements that can be considered ahead of 2024 submission.

The SMI opens for submissions in March with the closing date of 7th of June 2024. Work will continue across the City Corporation in response to the 2023 SMI recommendations and the priority already assigned to Social Mobility more broadly. This includes through the work of different departments and the Social Mobility Staff Network which formally launches later in 2024.

Recommendation(s)

Members are asked to:

Note the report including:

- City Corporation SMI rankings from 2018-2023.
- The 2023 Social Mobility Employer Index report (Appendix 1).
- The SMI suggested areas of focus for the Corporation to explore in response to the 2023 submission (Appendix 2).

Main Report

Background

1. The City Corporation worked with The Social Mobility Foundation to set up the SMI in 2017. The Social Mobility Index (SMI) is an annual benchmarking and assessment tool for employers. The Index shows how employers perform on eight areas of employer-led social mobility. In addition, it sets out a long-term vision for measuring and monitoring social mobility outcomes over the next 30 years.
2. The Social Mobility Index has eight areas of assessment which are as follows:
 - **Work with Young People**- Are employers doing outreach work with young people from lower socioeconomic backgrounds?
 - **Routes into the Employer** - Are there well-structured routes into the organisations?
 - **Attraction**- Do employers recruit graduates from universities outside the Russell Group?
 - **Recruitment and Selection**- Do employers reward potential?
 - **Data Collection**- To what extent do employers collect and analyse data to understand the socioeconomic diversity of their workforce?
 - **Progression, Culture and Experienced Hire**- Is the social mobility of existing employees being measured?
 - **Advocacy**- Do employers engage staff, suppliers, and clients in social mobility efforts?
 - **Employee Survey** (optional) - What do employees think about the health of social mobility inside the organisation?

The Social Mobility Index is comprised of two elements: questions that employers answer using qualitative and quantitative data, and an employee survey, which was introduced in 2018.

3. In 2018, the City Corporation was ranked 66th on the index, and rose to 56th in 2019, 50th in 2020 and 40th in 2021. However, rankings declined to 67th and 87th in 2022 and 2023 respectively.

Current Position

4. The 2023 SMI Report in response to the City Corporation submission flagged three areas for improvement; Routes into the Employer; Recruitment and Selection; Progression, Culture and Experienced Hire. The reporting of socio-economic data was also an area of concern. The City Corporation performed strongest in the categories of Advocacy and Work with Young People. Further detail is provided in the SMI 2023 report in Appendix 1.

5. There are certain actions that the City Corporation has taken or is planning, in respect of social mobility outcomes.
6. In 2018 The City Corporation developed a [Social Mobility Strategy](#) that would be implemented between 2018-2028. This strategy focused on activities that would facilitate better social mobility within the following groups/initiatives:
 - Resident and work populations
 - Businesses in The City
 - Charities
 - Good causes the City Corporation supports through charitable funding.
 - Learners across City of London Schools
 - Other Stakeholder Groups (including government and policy makers).

Due to poor record keeping and loss of corporate memory, we are unable to ascertain the outcomes of the strategy, likely implementation was stalled during Covid19, and delivery hampered by the TOM.

7. Department of Community and Children's Services (DCCS) recently signed up to the London Care Leaver Compact which supports promoting opportunities for Care Leavers across London. As part of this work, DCCS increased access to apprenticeship opportunities for Care Leavers; prioritised their eligibility for Housing; paid for their annual bus passes and supported meeting the costs of their Council Tax. This work supports the City Corporation's commitment to treat Care Leavers as if they were a Protected Characteristic and in doing so, help them to achieve better education, health and wellbeing outcomes and enhance their social mobility opportunities.
8. Social Mobility is a focus in two of the themes of the City Corporation's People's Strategy which will be launched in April 2024. Under theme 1: My Contribution, My Reward – Ambition 25, there is an intention to report on the social mobility pay gap when data is available. Under Theme 5: Building Brilliant Basics, the intention is to improve social mobility headline data (currently 89%) to enable a target to be set in 2024/25.
9. City Surveyor's Department's (CSD) is taking actions to support social mobility. For example:
 - In their commitment to raising awareness of staff and managers' understanding of social mobility, the department's Equality, Diversity, and Inclusion (ED&I) Group recently welcomed a presentation from Social Mobility Staff Diversity Network chair.
 - Under the ED&I Action Plan theme of Advocacy there is an intention to promote the department's fields (surveying, project and programme management, asset management, facilities management etc) to a wider range of prospective professionals. These fields have not traditionally attracted a diverse student body (across multiple

stands of diversity) so breaking down these barriers is important to the department's aim of continuing to attract talent. There has been an active engagement with the London Careers Festival (LCF) to encourage participation from the industry bodies, and engagement from HR has been sought for the greater use of apprenticeships and re-starting work experience opportunities.

- CSD has also started a mentoring programme which aims to improve staff development, organisational and professional understanding. This promotes on-going learning throughout an individual's career. Whilst not necessarily focussed on social mobility, there are significant benefits for staff from lower socio-economic background.

10. In March 2024, the City Corporation Social Mobility Staff Network will be launched. Its purpose is to represent and advocate for colleagues from less-privileged backgrounds to achieve their development goals, collectively share experiences, support one another to make a difference and build a stronger, more inclusive, and socio-economically diverse culture at the City of London Corporation.

Corporate & Strategic Implications

Strategic implications

All Corporate Plan Outcomes are impacted (directly and indirectly) by this work.

Resource implications – N/A

Legal implications – N/A

Risk implications – Potential reputational risk mitigated by the actions in train to address the feedback from the SMI report.

Equalities implications – This proposal will support the City Corporation's commitment to be an organisation where people feel respected, and they belong. Going beyond the protected characteristics as set at the Equality Act 2010, the Corporation is committed to social mobility.

Climate implications – N/A

Security implications – N/A

Conclusion

1. The 2023 Social Mobility Index (SMI) report identifies improvement required in three of the eight areas: Routes into The Employer; Recruitment and Selection, and Progression; Culture and Experienced Hire, and provides guidance on actions the City Corporation might take.
2. The SMI report recommends that the City Corporation should build on the positive work taking place in the areas of Advocacy and Work with Young People and use it as a baseline in progressing in the rest of the SMI areas of focus.

3. Officers are working together on actions and activities to improve our impact and engagement on issues relating to social mobility and social inclusion. Members will be updated as this work progresses e.g. through the People Strategy and other cross-cutting initiatives.

Appendices

Appendix 1 – Submission Feedback- Social Mobility Employer Index 2023

Appendix 2 – Suggested areas of focus that the Corporation can explore.

Appendix 1 – Submission Feedback- Social Mobility Employer Index 2023

Introduction

Overall ranking: 87th

Thank you for making a submission to the Social Mobility Employer Index 2023. We are pleased to outline below your individual feedback report. This highlights where your organisation is performing well with suggested areas for improvement; and offers best practice guidance in each area of the Index.

For further context and advice, please also read the key findings report, which will be published in the autumn.

To ensure that all submissions can be treated with consistency, we have assessed each employer based on the information we have received in this year's submission only. Therefore, we have not compared 2023 submissions directly with any submission from previous years but have recognised where organisations have highlighted improvements on last year or have provided data from previous years where a question requests it.

Please note that, as with previous years, we choose not to publish previous years' rankings alongside the 2023 ranking. Therefore, if your organisation is ranked lower than in a previous Index submission, this will not be evident unless anyone seeks out these previous rankings for comparison.

Please use this feedback, alongside the employer guidance notes, to support your 2024 submission to the Index. The employer guidance notes will be updated and published early next year alongside the Index questionnaire.

We know that new research and updated guidance have become available, particularly the Social Mobility Commission's [data tool](#), we will be updating the Index next year to reflect this. Many resources are referenced in this report to help inspire and guide your work, including the [Employer Toolkit](#) from the Social Mobility Commission and the Bridge Group and the [Employer Guide](#) from the Sutton Trust. We also reference the recent [State of the Nation](#) report from the Social Mobility Commission, including the measures introduced to assess social mobility and the emphasis on early outreach. We also recommend reviewing [this report](#) by Goldman Sachs on social mobility trends in the UK and examples of companies whose businesses are enablers of greater social mobility.

Timeline

2023/2024 Timeline

- October 2023: Announcement of Social Mobility Employer Index Top 75 and 2023 key findings report published
- March 2024: 2024 Employer Index and Employee Survey open
- May/June 2024: Closing date for submissions to the 2024 Employer Index and Employee Survey

Foreword



Index. Your participation is evidence of your commitment to ensuring people

Thank you so much for taking part in this year's Social Mobility Employer

from lower socioeconomic backgrounds get in, get on and belong in your organisation.

Taking action on social mobility is the right thing to do – it's also the smart thing to do. By accessing and progressing talent from all backgrounds, your organisation will benefit from better decision-making, higher productivity and engagement, and more innovative thinking. A focus on social mobility can help with wider EDI goals – and can engage people who have not previously felt part of the conversation.

Your feedback report highlights the good work that your organisation is already doing on social mobility; identifies where you have more to do; and includes practical suggestions, with evidence and examples, to help you improve.

We hope that you will use this feedback to guide and drive further action on social mobility inside your organisation and that you will enter the Index again to measure your progress. We would also encourage you to show your commitment externally and use your influence to mobilise others to act on social mobility – clients, suppliers, partners and competitors.

Thank you again for your commitment to social mobility.

Sarah Atkinson, CEO

Feedback

Decile: 7

Section 2: Work with Young People

Factors that contribute to unequal entry to the workplace, and progression within it, are rooted in access to opportunities during school years. The recent [State of the Nation](#) report from the Social Mobility Commission emphasises the importance of people's early experiences of education and work opportunities – and employers have an important role to play in this.

We have included in this section a [link to a sheet](#) that will support with your targeting to further boost your efforts in this area. The sheet details the latest data on schools in England, Scotland, Wales, and Northern Ireland, including the relevant metrics on the socioeconomic status of pupils to support with targeting. The measures vary by country, as explained in the sheet. Transforming Access and Student Outcomes (TASO) in Higher Education also has effective resources and guidance on evaluating your outreach work; you can find these [here](#).

It is also important to note that care-experienced young people are disproportionately from lower socioeconomic backgrounds. For more information on targeted support for this group, please refer to [this resource](#) and [this resource](#).

You are robustly targeting your activity with the schools and young people that will benefit most. However, your data indicates that you could go even further with this target to increase the percentage of schools and pupils you are reaching who would benefit most. We recommend you aim for 95% of schools you work with being non-selective state schools and seeing if you can widen the amount of cold spots you work with. See our [school data sheet](#) for more information on targeting.

Your organisation is using social mobility cold spots to target its outreach work, reaching young people in areas where the need for support is highest. As identified in research from the Social Mobility Commission (see [here](#)), the biggest gap in access to opportunity is no longer the 'North/South' divide, but that between London and the rest of the country.

It's therefore more important than ever that organisations continue to target your support at social mobility cold spots, using new approaches to reach young people across the country.

You indicated in your response that you conduct outreach work outside of England. To further this work, the [schools data sheet](#) includes which areas in Northern Ireland, Scotland and Wales are considered the least advantaged.

In this section we invited employers to share the extent to which their outreach activity took place online, in person and a mixture of online and in person. We are collating this evidence for aggregate analysis for the key findings report released in Autumn.

Across the Index submissions the average percentage of young people eligible for free school meals/pupil premium participating in the activities is as follows: School outreach e.g., visits to schools (50.5%), Mentoring (65.1%), Work experience (55.4%).

If you require guidance on the points covered in this section so far, please refer to the [data sheet](#) to support you with targeting schools and ascertaining the relative levels of disadvantage among your current targets.

Your organisation's submission indicates that there is no link between the outreach work you do and your recruitment pipeline.

While we acknowledge that your aims for outreach is beneficial in and of itself, the most effective way to improve social mobility is to provide the tools needed for direct opportunities to employment for young people from low socioeconomic backgrounds.

Organisations that perform well in this section demonstrate a direct and sustained link between their outreach and recruitment. This can include follow-up activities with a proportion of those participating, such as mentoring and events. It could also look like advertising opportunities within your organisation to participants, tracking and flagging the young people in the recruitment process and providing guidance and formal support throughout.

Across the Index submissions the average % of young people eligible for free school meals/pupil premium participating in the activities is as follows: School outreach e.g., visits to schools (50.5%), Mentoring (65.1%), Work experience (55.4%).

Your organisation did not provide any data on whether you are flagging students from your outreach work when they go on to apply for recruitment programmes, internships, or permanent roles. It is likely that the young people you encounter through your outreach are often from backgrounds which are under-represented in your workforce. We strongly encourage you to collect this data as part of evaluating the impact of your outreach work to assess whether that work is having the desired effect. If the number of applicants or successful applicants is low, it highlights a missed opportunity for you, given the resources you devote to your outreach activity.

It is valuable that you are tracking pupils' outcomes and that you have invested in Impacted, we look forward to hearing more about this in your submission next year.

It is good that you are covering travel costs and providing equipment so young people can take part in the experiences you are offering, particularly given the cost of living crisis. Our recent survey of young people from lower socioeconomic backgrounds aged 16-18 across the UK (Unheard Voices, 2023) showed that only 51% had access to a laptop or computer to support their study from home, while just 39% had access to reliable broadband. We also welcome that you are briefing staff on making online work experience accessible and inclusive for young people from all backgrounds since this will create a culture where young people from lower socioeconomic backgrounds feel a sense of belonging and encourages an atmosphere for their talents to thrive. We noted and welcomed the investment you are making in schools.

Decile: 4

Section 3: Routes into the Employer

Almost all Index participants (95.1%) completed Section 3 of the Index.

It is positive that your organisation is offering both apprenticeships and a graduate programme. If possible, we would encourage you to explore the possibility of introducing a school leaver scheme to further increase the range of possible entry routes into your organisation. These formal programmes can help provide clear, transparent, and accessible entry routes for applicants from all backgrounds.

For your reference, we have included the averages across the 2023 Index entrants below.

| | 2023 Index Reporting Period | | | |
|----------------|--|--|---|---|
| | % from a lower socioeconomic background (based on parental/guardian occupation data) | % eligible for free school meals/pupil premium | % attended a non-selective state school | % first generation in their family to attend university |
| Apprenticeship | 37.5% | 24.3% | 69.7% | 52.0% |
| School leaver | 45.9% | 29.0% | 72.8% | 52.5% |
| Graduate | 23.3% | 15.9% | 51.1% | 36.5% |

You did not share data on the socioeconomic background of your apprentices or graduates.

It is positive that your organisation is offering higher and degree level apprenticeships, since these can provide a genuine route into the organisation that is comparable with graduate routes and allows for ongoing career progression. Across all Index organisations we can see a clear trend of employers offering more apprenticeships at higher and degree level (levels 4-7).

We recommend that the organisation starts to collect background data on its apprentices and graduates. This is important because while it is assumed that apprenticeships are naturally good for social mobility, research suggests that disadvantaged young people are substantially less likely than their better-off peers to start the best

apprenticeships, as evidenced in the Sutton Trust's report [The Recent Evolution of Apprenticeships](#).

You have indicated candidates on your apprenticeship programmes cannot rise to the same level in your organisation as a graduate within a comparable time frame. We know from research that those who enter on apprenticeships often do not subsequently have access to the same opportunities for progression once in the workforce. Thus, this needs to be explored in more detail to be addressed where possible.

We welcome that you are paying your apprentices the Living Wage or higher. In a cost of living crisis this is more important than ever. Across the Index, 54.4% of organisations now ring-fence some of their paid internships for those from a lower socioeconomic group. Your organisation does not offer internships, however, should this change we recommend ring-fencing some or all internships, using criteria such as whether a student has been eligible for free school meals at any time during secondary education or if the occupation of their parents/guardians would suggest that they are from a lower socioeconomic background.

We recognise that your graduate intake is small, however we'd encourage you to share whether your intake attended Russell Group universities or not. Attendance at a Russell Group university should not be used as a proxy for talent. A range of criteria should be used in your selection process as university attended is not a strong predictor for performance in the role.

When considering how you target universities, it is useful to refer to the national datasets that are available to explore the diversity of student populations by socioeconomic background. We have prepared a summary of this data in this [sheet](#).

[This blog](#) on the site of the Higher Education Policy Institute sets out the contribution of individual English higher education providers to social mobility.

Across the Index the average acceptance rate of Russell Group applicants is 65.7%. Your organisation did not provide data on the split of applications from Russell Group and non-Russell Group institutions. The ongoing dominance of the Russell Group universities is a theme in the Index data, and organisations are likely to be missing out on talent as a result, given that the Russell Group is largely a collective of 24 of some of the least diverse institutions in the UK (please refer to Appendix X for a breakdown of socioeconomic diversity for the Russell Group). Therefore, if you are not already

doing so, we would recommend that you collect this data for applications and acceptances. We welcome your additional comments in which you highlighted that you are measuring progression rates among apprentices and your decision to ring-fence some of these opportunities.

Decile: 5

Section 4: Attraction

139 out of 143 (97.2%) of employers filled out section 4 of the Index.

The recruitment section of your website is strong – some other good examples are provided below:

- [Auto Trader UK](#)
- [Browne Jacobson](#)
- [Linklaters](#)

Your organisation does have a graduate recruitment programme, but you did not visit any universities as part of the recruitment process. Some organisations have undertaken activity to access a wide pool of graduate talent, including:

- Working with third sector providers who can reach students at a range of universities across the country, and that ideally target their support at students from lower socioeconomic backgrounds.
- Running open days at your offices or online, where potential applicants can learn about the organisation and attend sessions giving support on CV writing, practising part of the application process and other recruitment related activity. If possible, run open days in different regional offices and virtually to ensure that students from across the country can attend.

Collaborating with university widening access teams, careers services and academic departments and faculties to reach a wide range of students who might not 'self-select' to attend your events. In this vein, university societies such as the [93% Club](#), would be another beneficial point of collaboration.

- Making sure that the wording used when advertising the graduate programme is not exclusionary (i.e., 'we are looking for the best students from top universities'), resulting in students self-selecting out of the process.

- Being clear about the recruitment process, and talking about any additional support the organisation offers, such as online Q&A sessions and practice online tests.

Many employers have also continued with attraction activities online over the last year to allow interaction with students at universities outside of the reach of their offices and some noted an increase in student attendance and engagement. However, the importance of direct interaction between event attendees and ambassadors of the organisation should be acknowledged and, if possible, replicated in virtual events. We recommend exploring the possibility of running both in person and virtual events moving forward. In this, it is important to ensure that in person events are not just focused on a small number of Russell Group universities with non-Russell Group universities being left out.

We noted your intention to restart your graduate scheme in 2024, we'd encourage you to think about partnering with organisations who can help you to attract those from a lower socioeconomic background. If an organisation wishes to do more to support social mobility, the main improvements to be made are usually around who applies to their roles and how people are judged during the selection process. We would recommend running an outreach programme designed to encourage applications and increase successful applications from those from lower socioeconomic backgrounds.

Decile: 1

Section 5: Recruitment and Selection

141 Index participants (98.6%) filled out section 5 of the Index.

Given the cost-of-living crisis, it is positive that you are offering flexible scheduling to meet an individual's needs. The cost burden poses a significant barrier to young people from lower socioeconomic backgrounds, as it may limit their ability to attend parts of the recruitment process.

It is positive that your organisation has low grade requirements for both your graduate and apprenticeship schemes. Your approach could be broadening the socioeconomic demographic of the applicant pool since it has been proven that people from lower socioeconomic backgrounds are less likely to graduate with upper-second-class degrees. We would recommend analysing your application data to see if this is the case. To go a step further, it would be worth considering whether including degree classifications as entry requirements for routes into your organisation are necessary, if not explicitly

linked to in-role success. Leading Index employers from last year, such as [Browne Jacobson](#), [PwC](#), [Santander](#) and [Severn Trent](#) have explored this and have removed the 2:1 grade requirement from their graduate schemes as a result.

However, your organisation is not currently measuring how many successful applicants met the minimum grade requirements. We would encourage you to collect this data to establish whether minimum requirements are being used as intended, or whether successful applicants are consistently exceeding them. If the latter is the case, your organisation should revise its rationale for having minimum requirements. Maintaining requirements when many of those hired exceed them provides false hope for applicants from lower socioeconomic backgrounds who have lower attainment and are more likely to be on the threshold of your requirements. Organisations that are collecting the data have found that the average A-Level grades possessed by successful candidates far exceeded the grades required for the role.

Currently, name, university and grades are all visible throughout your recruitment process. This may be having an adverse impact on the success rates of candidates from certain demographics. Other organisations have found that removing candidates' names, grades and university attended helps increase the diversity of applications received due to the reduced influence bias has on the initial sift. Your organisation should remove one or two of these in your next intake to see if it changes the demographic profile of successful applicants. While you are adopting a contextual approach where, an applicants' grades are considered in the context they were achieved, you indicated it was informal approach, we'd encourage you to ensure your using best practice to maximise the impact of this.

There is no evidence from any sector that the higher your A-Level grades, the better your performance in a job. Young people from lower socioeconomic backgrounds have

historically lower educational attainment at A-Level. The Government's [data](#) shows that this has been exasperated by the pandemic, with the attainment gap between those from lower socioeconomic backgrounds and their more privileged peers growing. If your minimum A-Level requirement is AAA/AAB, you restrict the number of applicants you can reach and limit the accessibility of your organisation to talent from certain demographics.

Awarding points for university attended is not a positive practice for social mobility as applicants from lower socioeconomic backgrounds are much less likely to attend university. When they do, they are more likely to attend non-Russell Group institutions which are scored less favourably or not at all by some organisations. If you have not already done so, removing this from the screening process, as it offers no benefits to job performance and quality of candidates, will help your efforts to nurture, harness and reward talent from all backgrounds.

Scoring 'work experience within your sector' during the application process reduces the number of applications your organisation will get from candidates from lower socioeconomic backgrounds. Gaining work experience is particularly difficult for students from lower socioeconomic backgrounds and is often predominantly available in London, which restricts access for those living outside of the city and in social mobility cold spots. This year, 26.6% of work experience among entrants went to the relatives of employees and clients, potentially giving them a natural advantage in your scoring system when they pass through the recruitment pipeline.

There can be a case for scoring extra-curricular activities, such as the activities mentioned in [this resource](#) by Target Jobs, but often the activities that are being scored by organisations are not available to socioeconomically disadvantaged young people.

Young people from lower socioeconomic backgrounds are less likely to participate in extra-curricular activities. They face more cost barriers than peers from more privileged backgrounds; that is, they are not able to afford membership fees or equipment needed and are more likely to prioritise paid work commitments. Evidence of extra-curricular activities being disproportionately accessed by those from higher socioeconomic backgrounds can be found in the Sutton Trust's report on extra-curricular participation at university and employment outcomes [here](#).

Additionally, with lost learning following the Covid-19 pandemic, our Unheard Voices research has found that 76% of young people felt that utilising recovery activities such as tutoring had come at the expense of extra-curricular activities.

We would urge your organisation to assess whether participation in extra-curricular activities has an impact on job performance. If it does, we would recommend prioritising activities that socioeconomically disadvantaged young people have better access to, such as paid work opportunities. Please refer to the [Sutton Trust report](#) for advice on which activities are more accessible. If it does not, we would recommend that you do not mark for this in the hiring process.

Across the Index submissions, 55.3% of employers flag applicants with lower socioeconomic background characteristics in the recruitment process.

Your submission indicates that you are currently not flagging candidates with certain socioeconomic background characteristics in the recruitment process. We encourage the introduction of a contextual recruitment system to support candidates from lower socioeconomic backgrounds through the application process.

A robust contextual recruitment system should include two to three flags on the same candidate as, for example, a child who is the first generation to be going to university may have parents/guardians who joined professions when a university education was not essential and is therefore in a household of a higher socioeconomic background. For this reason, only having one flag or data point is not usually a reliable indicator of a candidates' socioeconomic position and may be counterproductive to the outcome you are trying to achieve.

Using standardised questions in your recruitment process reduces the impact of 'unconscious' bias when candidates are assessed. This allows organisations to hire for potential rather than 'polish', which makes the hiring process fairer for candidates from lower socioeconomic backgrounds. We were pleased that you use standardised questions for this reason.

To go a step further, we would recommend that your organisation trials strengths-based recruitment. You can start small, with a pilot in one department's hiring process, then expand if the results show positive outcomes for candidates from lower socioeconomic backgrounds. More information on the benefits of strengths-based recruitment and how this can be implemented at your organisation can be found [here](#).

Prospects offers guidance on strength-based interviewing [here](#); and there is also information in SMF's guide for students [here](#).

It is positive that you offer training in accent bias, considering the research that highlights how accent can affect the ways in which people assess talent and performance in the workplace; see [here](#).

Exploring the link between performance in the recruitment process and subsequent performance in role helps organisations understand whether the selection process is adequately identifying those with the potential to perform. There is evidence that some approaches to hiring are more effective in this regard, compared with others. Please refer to the Social Mobility Commission's [best practice on Hiring](#). We also encourage you to collect feedback on the recruitment process from unsuccessful candidates and analyse this feedback by socioeconomic background to identify any stages that this group might find particularly difficult.

This year, 55.3% of Index entrants monitored their recruitment process to identify whether there are stages at which those from lower socioeconomic backgrounds are disproportionately eliminated. Your organisation is not currently doing this.

Monitoring the process ensures that your recruitment helps rather than hinders social mobility. Candidates from higher socioeconomic backgrounds are much more familiar with all stages of the recruitment process and likely have more confidence than those from lower socioeconomic backgrounds.

For example, some organisations think that online tests and video/phone interviews have helped level the playing field when recruiting. However, we know from our experience of running our Pipeline programme, a programme to support undergraduate students with their career pathway into graduate roles, that 43% of our cohort were rejected at online test stage, and 24% were rejected after having a video/phone interview. This indicates that these stages are difficult for applicants from lower socioeconomic backgrounds, so we would urge you to look at their process to see whether there's a similar trend.

Specificity about what you are looking for in the selection process, and a resolute focus on these attributes, is essential to hiring candidates who will perform best in the role. We know from the Bridge Group's guide for [tackling diversity in the arts](#) that changing an organisation's recruitment practices is the best way to attract and retain more socioeconomically diverse workforces. It removes 'unconscious' bias to focus on what is being assessed and how in the selection process.

We therefore encourage you to introduce this guidance, explicitly setting out what is essential for the job role and separating this from attributes that 'matter less or not at all' in the recruitment process, including specific reference to what 'matters less or not at all' in the recruitment process.

When recruiting, hiring managers often favour candidates who are similar to them or to people they've successfully hired in the past. Your organisation should consider implementing second look processes to counter this, whereby you look at the applicant, pause, and look again before rejecting them. Doing so slows you down long enough to examine your 'unconscious' bias.

We appreciate that organisations receive hundreds, or even thousands, of applications for one role, and that speed is important for being a top-performing recruiter. However, taking more time for application reviews will help you hire more diverse talent. It may also contribute to better attraction in future cycles.

[Here](#) is a useful online article setting out the value in taking a second look.

Decile: 2

Section 6: Data Collection

92.3% of employers filled out section 6 of the Index. 71.2% of employers across the Index are collecting three or four data points on new hires and 77.3% of employers across the Index are collecting three or four data points on current employees.

It is very positive that your organisation is collecting three data points for current employees. 94 Index employers are now collecting socioeconomic background data from their new hires, and 102 Index employers collect this data for their existing employees, using the following metrics:

- Parental/guardian occupation
- First generation in the family to attend university
- Eligibility for free school meals
- Type of school attended

We advise collecting three to four of these data points, using parental/guardian occupation at age 14 as the main metric. This is in line with the [Social Mobility](#)

[Commission's](#) recommendations on data collection. You can access the full social mobility scorecard [here](#).

Type of school attended is an important metric to collect for any organisation looking to improve social mobility, as the class composition of selective, non-selective and independent schools is nuanced. For example, when a student attends an independent school with the support of a bursary, they may still rely on significant financial contributions from parents/guardians as means-tested bursaries only provide a small proportion of the overall fee. This means that they are likely still from a higher socioeconomic background but appear to be from a lower socioeconomic background when their household income is

compared with peers at the same school.

53.8% of Index entrants are collecting at least one data point for unsuccessful applicants. We would encourage you to start collecting metrics from unsuccessful applications to analyse if those from a lower socioeconomic background are disproportionately eliminated at specific stages of the application process.

Employers are increasingly making diversity surveys compulsory to complete as they complete other annual regulatory information. Where this is the case, there is always the option for employees to stipulate 'I'd prefer not to say', which provides useful data on how comfortable employees are sharing data about their socioeconomic background. These findings can help develop internal advocacy strategies, such as social mobility networks, to encourage higher participation rates in future. It is therefore very encouraging that you are adopting this practice.

Index average completion rates:

| 2023 Index reporting period | | | |
|--|--------------------------------------|------------------------|--------------------------------|
| | % completion unsuccessful applicants | % completion new hires | % completion current employees |
| Type of school attended | 79.0% | 71.3% | 68.5% |
| Type of school attended with 'state school' broken down into selective and non-selective | 71.8% | 71.9% | 66.9% |
| Parental/guardian occupation | 76.1% | 68.1% | 59.4% |
| Eligibility for free school meals/pupil premium | 80.0% | 71.1% | 57.3% |
| Whether or not their parents/guardians went to university | 80.3% | 70.2% | 65.2% |
| Their home postcode during their secondary education | 79.5% | 69.4% | 46.4% |

Your response rates:

| 2023 Index reporting period | | | |
|--|--------------------------------------|------------------------|--------------------------------|
| | % completion unsuccessful applicants | % completion new hires | % completion current employees |
| Type of school attended | No data provided | No data provided | 8% |
| Type of school attended with 'state school' broken down into selective and non-selective | No data provided | No data provided | 8% |

| | | | |
|---|------------------|------------------|------------------|
| Parental/guardian occupation | No data provided | No data provided | 8% |
| Eligibility for free school meals/pupil premium | No data provided | No data provided | 8% |
| Whether or not their parents/guardians went to university | No data provided | No data provided | 8% |
| Their home postcode during their secondary education | No data provided | No data provided | No data provided |

Across the Index, completion rates for socioeconomic background questions were mixed, with some close to 100% and some as low as 10%. High response rates are important because they help to ensure that the data collected provides accurate monitoring of the recruitment and retention of staff, and a better understanding of areas for action. The Social Mobility Commission recommend aiming for an overall response rate of at least 70% both for existing employees and new hires.

Strategies for increasing completion rates include: • Placing the questions in the context of other diversity monitoring and underlining that people can opt not to answer them.

- Providing staff with a detailed explanation of why the data is being collected and how the organisation plans to use it, including references to confidentiality, anonymity and GDPR.
- Senior leadership regularly emphasising the importance of collecting this data.
- Linking the collection of the data to the business case for being open to all talent, regardless of background.
- Using case studies to illustrate how other organisations have used data collection exercises to improve recruitment practices.

Index averages on socioeconomic background of workforce by seniority:

| Seniority level (please use categories below) | % that are from a lower socioeconomic background (based on parental/guardian occupation) | % that attended a private school | % that attended a nonselective state school | % eligible that meals/pupil premium Russell | % of UK graduate population for free school graduates attended a | % that are Group university |
|---|--|----------------------------------|---|---|--|-----------------------------|
| UK board/management committee | 16.33% | 24.17% | 43.86% | 14.67% | 66.84% | 45.68% |
| Senior | 19.19% | 22.31% | 40.46% | 10.24% | 65.07% | 42.22% |
| Middle | 30.17% | 16.0% | 43.15% | 12.06% | 56.59% | 40.72% |

| | | | | | | |
|--------|--------|--------|--------|--------|--------|--------|
| Junior | 54.89% | 12.09% | 46.68% | 15.18% | 52.09% | 32.10% |
|--------|--------|--------|--------|--------|--------|--------|

There is much research to highlight differences in socioeconomic diversity within organisations by occupational area. For example, research undertaken by the [Bridge Group with Access Accountancy](#) highlights significant differences in the socioeconomic diversity of the workforce in this sector who work in Tax, compared with Advisory. Additional research from the [Social Mobility Commission](#) on socioeconomic background within the Civil Service found that only 18% of Senior Civil Servants were from a low socioeconomic background, compared to 43% of those in junior roles.

We therefore encourage you to assess your workforce diversity data by occupational area to understand where to focus your efforts. Doing so will help you compare progress against other organisations in relevant occupational areas in the future.

We know from research from the [Institute for Fiscal Studies](#) that geography plays an important role in workplace access and progression, particularly among those who attended university. If graduates from lower socioeconomic backgrounds are less able or willing to move, inequalities within ‘elite’ professions are exacerbated. Patterns of graduate mobility also increase regional skills inequality as more of those looking to take up highly skilled roles move to access opportunities in London.

If you do not already capture data on the geographic mobility of your workforce, we would encourage you to do so to help with understanding about how this might affect access to and progression within your workforce. We summarise the analysis of this across the Index submissions in our key findings report so you can compare with other organisations.

It is positive that you are currently reviewing data against national benchmarks. It is important to understand how the socioeconomic background of your workforce compares to the national spread of the workforce population.

You indicated that your organisation is not currently publishing the data you collect on the socioeconomic background of the workforce. While we understand that the publication of this data has some organisational risk, we would encourage all employers to collect and publish detailed data on the socioeconomic make-up of their workforce to increase transparency and encourage a more open dialogue about social mobility.

We noted and welcomed the work of your EDI Directorate and your planned changes to your HR system.

Decile: 2

Section 7: Progression, Culture and Experienced Hire

89.5% of employers filled out section 7 of the Index.

Understanding who is getting ahead in your organisation, and how, is vital to ensuring you have approaches that support social mobility. The number of employers collecting data on retention, progression and pay is still low, but gradually increasing. We encourage your organisation to use data collection as a starting point for your work in this area. [Let's Talk About Class](#) is a brilliant resource to help employers introduce the topic, with a glossary of terms available.

The Social Mobility Commission found that *“even when those from working-class backgrounds are similar to those from advantaged backgrounds in every way we can measure, they still face a 7% or £2242 a year pay gap in Britain’s professional and managerial occupations,”* so there is a strong case for collecting this data.

The Bridge Group’s research with financial services firms, analysing retention and progression is a good example, [here](#); the Group’s research in this area now includes [Law](#), [Real estate](#), and [Engineering](#) – with further sectors to come.

People from lower socioeconomic groups can suffer a ‘double disadvantage’ if they are also female or from an ethnic minority background. As you are already collecting data for the ethnic and gender diversity of your workforce, we would suggest the next step would be to look at how socioeconomic background intersects with these characteristics and the impact this has on your employees. Doing so is helpful for identifying target groups and developing schemes for existing employees, as well as outreach programmes for underrepresented groups as part of your attraction strategy. [The KPMG Social Progression Report](#) for 2022 is the most comprehensive set of public data on progression that also explores intersectionality, so you may wish to use this as an example.

Data shows that socioeconomic background is not evenly distributed by ethnicity. For example, among the year of students graduating in summer 2024, 38% of Black ethnicity are from a lower socioeconomic background, compared with 26% of those who identify as White. Recent studies have highlighted the compounding effect of socioeconomic background and multiple characteristics. For example, research on who gets to senior positions in the Civil Service found that there is no female equivalent of the heroic tale of the ‘working class boy done good’. Instead, women’s desire for upward mobility is often portrayed as a marker of pretence, pushiness, or social climbing. For more information, please see [here](#).

In a report published by KPMG in December 2022, the firm explored progression in the firm, and discovered a hierarchy of progression based on combinations of employee characteristics including socioeconomic background, ethnicity, and gender. It highlighted that characteristics combine to create disadvantage; and that the group that progressed the least quickly were white women from lower socioeconomic backgrounds. Please find this report [here](#).

You should examine the role of internal sponsors as part of your work in this area. Senior staff who provide sponsorship and mentoring can play a key role in the career progression of junior individuals, helping them to work on projects that are more highprofile than others and letting them know about opportunities that may not be publicly advertised. While junior colleagues will develop working relationships with senior ones naturally, it is increasingly understood that this can lead to those from more privileged backgrounds progressing at a faster rate because they have a shared social and cultural background with influential senior people in the organisation.

Your organisation should take steps to ensure that the opportunities to make connections are accessible for all employees. For example, corporate ski trips are often not accessible for those from lower socioeconomic backgrounds. This is for a multitude of reasons: they aren't as likely to have the equipment needed, they may not know how to ski, and they might not be able to afford the associated costs of the trip. As a result, they will often choose not to attend these events and miss out on the chance to interact with senior people in the organisation who can sponsor or mentor them.

You have not yet assessed whether those from lower socioeconomic backgrounds feel that the culture of the workplace is welcoming to them. While employers have generally taken a great deal of action to make the workplace more welcoming to people who may be female, people from ethnic minority backgrounds or those identifying as LGBTQI+, far less has been done for those who may be from a different class background. This means that at many organisations the Index targets there is a feeling that those from lower socioeconomic groups need to change how they speak, dress and act to fit in.

There is [evidence](#) to suggest that prioritising workplace belonging can lead to reduction in turnover, increase in performance and decrease in employee sick days. [Other research](#) explores how (regional) accent bias impacts belonging in the workplace, particularly among those from lower socioeconomic backgrounds and those from Northern parts of England.

We would therefore encourage your organisation begins to examine whether your workplace culture is seen as welcoming irrespective of people's socioeconomic background. A good tool to explore how those from lower socioeconomic backgrounds perceive the culture in your workplace is to participate in the Employee Survey of the Social Mobility Employer Index. Another handy guide can be found in CIPD's resource on [setting up staff networks](#).

This year, 75.8% of Index organisations invested in support for employees from lower socioeconomic backgrounds, we noted that your interventions were not specifically aimed at those from a lower socioeconomic background. Targeted interventions included buddying or mentoring, leadership programmes

to encourage progression and the creation of employee networks. Given the importance of targeted support for career progression, we would encourage you to explore initiatives like this alongside wider awareness training for everyone in your workforce.

We strongly recommend that you equip people across the organisation with awareness training on social mobility. The most effective approaches here explore why this aspect of diversity is important, how it is measured, and highlight some of the key evidence from the [Social Mobility Toolkit](#).

Many employers take a discussion-based approach in this training, drawing on case studies and practical examples. The focus is often around behaviours at work, and the important role that everyone plays in creating inclusive environments. It is often about engaging senior team members from higher socioeconomic backgrounds to consider social class and their role in creating dominant work cultures more actively as much as it is about offering support and advice to employees from lower socioeconomic backgrounds.

Team leaders and managers are key in shaping organisational cultures and the way that people experience the workplace. It is therefore important that leaders at your organisation are equipped with the awareness, approaches and time required to support the development of more inclusive cultures. We encourage you to offer this training to managers and monitor the participation and impact relating to this.

Furthermore, research indicates that manager accountability is important in advancing greater diversity and inclusion. This might include the retention of diverse staff being monitored, responses to staff surveys explored by socioeconomic background, and more generally including metrics on performance scorecards that relate to equality.

We therefore encourage you to ensure this is in place.

Most employers are not able to investigate progression rates by socioeconomic background, but we know it is vital to build an understanding about who is getting ahead, and how, in organisations. We encourage you to prioritise improving response rates to data collection and then consider this.

Disproportionate attrition and unequal progression among those from lower socioeconomic backgrounds is a challenge for many employers. It's important therefore that employers take active approaches to explore whether this applies in their organisation and take proportionate action that responds to this.

Decile: 8

Section 8: Advocacy

96.5% of employers filled out section 8 of the Index.

Social mobility is a blind spot in the boardroom. Not only is this worrying, but it also has real-world consequences: the proportion of board members coming from working-class backgrounds is just 15%. Research by [Bridge Group](#) shows that the ratio within financial services is even more skewed, with almost nine in ten senior roles held by those from higher socioeconomic backgrounds.

We are happy to see that accountability for your approach to social mobility sits at CEO level. As you know, board-level buy-in is essential when establishing new practices and driving cross-departmental change. We would encourage you to share best practice with others in your sector who are starting their journey to improve socioeconomic diversity at their organisation. We have seen huge success when sectors pull together, such as [Progress Together](#) that focuses on socioeconomic diversity at senior level across UK financial services.

We welcome the growth of organisations encouraging employees to share their stories of having come from a different background. Junior colleagues can often feel their senior colleagues are all from the same background given the degree of assimilation that takes place the longer people have been working for an organisation.

Many organisations run social mobility weeks and/or have a social mobility network for their employees. As part of this, you can invite the SMF in to deliver a lunch and learn session about social mobility, highlighting the scale of the issue and practical steps your organisation can take. In addition, or alternatively, we can host a screening of [Stay Down](#), our short film on the horrors of workplace classism. We have run six screenings since January 2023 with successful outcomes including a Partner at a private sector company noting that they had never spoke about their background at work and after seeing the film, felt this was something they could do freely. A screening may be something you consider as part of your organisation's internal advocacy.

Your organisation shows its investment in social mobility by engaging with your clients to raise awareness for the issue. Through the Taskforce you used your position to advocate for social mobility and encouraged meaningful change and impact among City firms.

Over half of Index organisations are encouraging their supply chains to take action on social mobility so it is positive that your organisation is doing this. Employers like yours have significant purchasing power and can create a positive chain reaction by asking suppliers about their approach to social mobility as part of your contracting process. It's important that employers such as yours play their part in ensuring that organisations with less expertise or resources are still taking action on this issue.

We welcome the work that you did that led to establishing [Progress Together](#). These types of initiatives are invaluable in helping to coordinate activity, share good practice and provide opportunities for organisations to benchmark against one another.

47.8% of Index organisations now set social mobility targets as part of their wider business strategy. It's encouraging that you have targets in place.

Based on the latest [good practice](#), we recommend setting targets (rather than quotas) since these are a helpful expression of success and typically the organisation's ambitions in this area. However, any such target should be well informed, so consider diversity within the talent pools you are drawing

from, the way in which such a target might differ based on the occupational area within your organisation and seniority, and how the target may change over time.

Employee Survey

Your organisation did not participate in the employee survey this year. The employee survey is a great way of finding out how your employees feel about the culture of your workplace, and the results can help you to target future improvements across your organisation.

Appendix 2 - Suggested Areas of Focus that the Corporation can explore

| Area of assessment | Suggested actions |
|----------------------------------|---|
| Work With Young People | <ul style="list-style-type: none"> • The City Corporation could increase the percentage of schools and pupils it is reaching to who would benefit most. The recommended target is 95% of non-selective schools. This will enable the City Corporation to widen the number of cold spots it works with. • Provide data on students from the City Corporation outreach work when they go on to apply for recruitment programmes, internships, or permanent roles. |
| Routes Into the Employer | <ul style="list-style-type: none"> • Explore introducing a school leaver scheme to further increase the range of possible entry routes into the City Corporation. • Apprentices need to have the same opportunities for progression as graduates once in the workforce. This needs to be explored in more detail and addressed where possible. • Attendance at a Russell Group university should not be used as a proxy for talent. Monitor whether the City Corporation's graduate intake attended Russell Group universities or not. • A range of criteria should be used in The City Corporation's selection process for graduates as university attended is not a strong predictor for performance in the role. |
| Attraction | <ul style="list-style-type: none"> • Pending confirmation of the funding in March, the new graduate programme is due to commence in September 2024. It is recommended that the Corporation consider partnering with organisations who can help attract those from a lower socio-economic background. |
| Recruitment and Selection | <ul style="list-style-type: none"> • Broadening the socioeconomic demographic of the applicant pool. • Consider whether including degree classifications as entry requirements are necessary, if not explicitly linked to in-role success. |

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| | <ul style="list-style-type: none"> • Consider removing these criteria from the recruitment process: name, university, and grades to help increase the diversity of applications received. • Assess whether participation in extra-curricular activities has an impact on job performance. If it does, consider prioritising activities that socioeconomically disadvantaged young people have better access to, such as paid work opportunities. • Flag candidates' socioeconomic background in the recruitment process. • Introduce a contextual recruitment system to support candidates from lower socioeconomic backgrounds through the application process. |
| Data Collection | <ul style="list-style-type: none"> • Assess workforce diversity data by occupational area to understand where to focus efforts. • Collect and publish detailed data on the socioeconomic make-up of the workforce to increase transparency and encourage a more open dialogue about social mobility. |
| Progression, Culture and Experienced Hire | <ul style="list-style-type: none"> • Examine the role of internal sponsors and mentors in the areas of progression, culture, and experienced hire. • Provide awareness training on social mobility. • Provide training to ensure that leaders are equipped with the awareness, approaches and time required to support the development of more inclusive cultures and monitor the participation and impact relating to this. • Prioritise improving response rates to data collection on socio-economic diversity. |
| Advocacy | <ul style="list-style-type: none"> • Share best practice with others in the City Corporation's sector who are starting their journey to improve socioeconomic diversity at their organisation. |
| Employees Survey | <ul style="list-style-type: none"> • Introduction of Employees Survey |

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Agenda Item 9

| | |
|---|-------------------------------|
| Committee(s): Equality Diversity & Inclusion Sub-Committee | Dated 21 March 2024 |
| Subject: Diversity Calendar 2024-2025 | Public |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | 1,2,3,4,5, 8 |
| Does this proposal require extra revenue and/or capital spending? | N |
| 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: Dionne Corradine, Chief Strategy Officer | For Information |
| Report author: Siyka Radilova, EDI Officer | |

Summary

The Equality, Diversity, and Inclusion (EDI) team has developed a Diversity Calendar 2024-2025 to inform staff, promote inclusion and recognition of diverse groups and individuals. The calendar is an internal resource highlighting significant dates, facilitating awareness, understanding, and planning around team members' specific needs and special occasions.

The intention is to post the Calendar on COLNET so that it provides a centralised platform to access information pertaining to various cultural, religious, and social events significant to different communities and demographics represented within the organisation and beyond. Hard copies will be available upon request and at sites where staff do not have regular access to the intranet. There is no expectation that City Corporation events would need to be organised in relation to the calendar's contents. It is for information.

This report provides an overview of the purpose, background, current position, and benefits of the Diversity Calendar within the context of the City Corporation's commitment to promoting inclusion and celebrating diversity.

Recommendation(s)

Members are asked to:

Note the report.

Main Report

Background

To support the City Corporation's commitment to fostering an inclusive workplace environment, the EDI team has developed a Diversity Calendar 2024 -2025. This initiative stems from the recognition of the importance of acknowledging and celebrating the diverse backgrounds, cultures, and identities represented within the organisation and the broader community that the Corporation serves.

Purpose

The Diversity Calendar for 2024 – 2025 includes dates that are significant to various diverse groups and individuals, encompassing a wide range of protected characteristics including age, disability, gender, race, religion, sexual orientation. The content has been drawn from the Chartered Institute of Personnel and Development (CIPD) Diversity Calendar 2024, the Verdica Diversity Calendar 2024 and other reputable sources. The calendar has been informed by the CoLC staff networks.

The Diversity Calendar serves as a comprehensive reference tool celebrating diversity, promoting awareness, and understanding of diverse perspectives and experiences. It offers valuable insights for managers and colleagues to better accommodate the needs and preferences of team members, enabling proactive planning and support for special occasions and cultural observances. The Diversity Calendar is dynamic and although it does not aim to include every celebratory or commemorative date, the intention is to list a wide range of significant dates. The availability of the Calendar on COLNET ensures accessibility for those seeking to learn, engage, and participate in activities that foster inclusion and celebrate diversity. Hard copies will also be available for those without regular access to the intranet.

Corporate & Strategic Implications

1. The Calendar supports all of the Corporate Plan outcomes. It also aligns with the CoLC's Social Mobility Strategy 2018 to 2028 and other Strategic Plans.
2. Resource implications – No resource implications re creating and updating the Calendar on COLNET. Requests to professionally print the document will be covered by the Corporate EDI Budget.
3. Legal implications – Publishing a calendar to raise awareness and support inclusion will contribute to CoLC's requirement to have due regard to the aims of the general Duty as set out in the Public Sector Equality Duty (Section 149 of the Equality Act 2010), in particular the aim to Foster Good Relations.
4. Risk implications - The Calendar covers an array of dates and events to mitigate the risk of showing favouritism to one protected, marginalised or minority group over another. The Calendar will remain a living document so can be updated in-year should dates change or new events are added.

5. Equalities implications – This proposal will support CoLC’s commitment to be an organisation where people feel they are respected and belong.
6. Climate implications – N/A
7. Security implications – N/A

Conclusion

The Diversity Calendar for 2024 represents a step forward in the ongoing efforts to promote equality, equity, diversity, inclusion and belonging within the City Corporation. By recognising and commemorating significant dates relevant to diverse communities and individuals, the City Corporation reaffirms its commitment to creating an inclusive workplace culture where all individuals feel valued, respected, and empowered to contribute their unique perspectives and talents.

Appendices

- Appendix 1 - Diversity Calendar 2024-2025

Siyka Radilova
EDI Officer (Employment)
Email: siyka.radilova@cityoflondon.gov.uk

Appendix 1

Diversity Calendar 2024-2025

| April 2024 | May 2024 | June 2024 |
|--|--|---|
| <p>Neurodiversity Awareness Month/ Stress Awareness Month 2nd World Autism Awareness Day 7th World Health Day 8th Ramadan ends 13th Vaisakhi/Baisakhi (Spring Festival) (Sikh) 22-30th – Passover (Pesach) (Judaism) 10th Eid al-Firt 22nd Stephen Lawrence Day 26th International Lesbian Visibility Day 26th Lesbian Visibility Week 30th Passover</p> | <p>Mental Health Awareness Month 1st Deaf Awareness Week 5th Orthodox Easter 8th National Day for Staff Networks W/C 13th Mental Health Awareness week/ Black Inclusion Week 15th International Day of Families 16th Global Accessibility Awareness Day 17th International Day Against Homophobia, Biphobia and Transphobia W/C 20th Learning at Work Week 23rd Wesak (Buddha Day) (Buddhism) 28th International Day of Action on Women’s Health</p> | <p>Pride Month Gypsy, Roma & Traveller History Month 1st Global Day of Parents 5th World Environment Day 8th Parents’ Day 9th Race Unity Day 13th Social Mobility Day/ CoLC Social Mobility Staff Diversity Network launch 14th Hajj Pilgrimage begins. 16th Neurodiversity Pride day 17th Eid-al-Adha (Islam) 17th Refugee Week 19th Learning Disability Week (19–26) 20th World Refugee Day 21st World Humanist Day 22nd National Windrush Day</p> |

| | | |
|--|--|--|
| <p>July 2024</p> <p>Disability Pride Month 14th International Non-Binary People’s Day 17th International Justice Day</p> <p>15th World Youth Skills Day 18th South Asian Heritage Month begins. 30th International Day of Friendship/ World Day Against Human Trafficking</p> | <p>August 2024</p> <p>Intersectionality Awareness Month 1st World Breastfeeding Week (1–7) 9th International Day of the World’s Indigenous People 12th International Youth Day 23rd International Day for the Remembrance of the Slave Trade and its Abolition</p> | <p>September 2024</p> <p>Parents and Carers Month 10th World Suicide Prevention Day 18th International Equal Pay Day 21st International Day of Peace/ World Alzheimer’s Day 23rd National Inclusion Week begins. 23rd Bisexual Visibility Day 23-25th – Rosh Hashanah (Judaism) 23-29th International Week of Happiness at Work 29th World Deaf Day</p> |
| <p>October 2024</p> <p>Black History Month Menopause Awareness Month 1st International Day of Older Persons 2-4th Rosh Hashanah (Judaism) W/C 7th National Work-Life Balance Week 8th World Dyslexia Day 10th World Mental Health Day 16th International Pronouns Day 18th World Menopause Day 22nd International Stammering Awareness Day 26th Intersex Awareness Day</p> | <p>November 2024</p> <p>Movember Men’s Health Awareness Month Islamaphobia Awareness Month 1st Diwali (Hindu) 10th UK Interfaith Week 12th Purple Tuesday 13th World Kindness Day 16th Disability History Month begins 16th International Day of Tolerance 19th International Men’s Day 20th World Children’s Day 20th International Transgender Day of Remembrance</p> <p>25th International Day of Elimination of Violence against Women (beginning of 16 days of Action)</p> | <p>December 2024</p> <p>Disability Confident Month Universal Month for Human Rights AIDS Awareness Month 1st World AIDS Day 2nd National Grief Awareness Week (2–8) 3rd International Day of People with Disabilities 10th International Human Rights Day</p> <p>18th International Migrants Day</p> <p>25th Christmas day 25th Dec 2024- 2 Jan 2025 Hanukkah</p> |

| January 2025 | February 2025 | March 2025 |
|--|--|--|
| <p>1st World Day of Peace 4th World Braille Day 19th World Religion Day 20th Martin Luther King Jr. Day 27th Holocaust Memorial Day 29th - Chinese New Year</p> | <p>LGBT+ History Month 4th World Cancer Day 6th- Time to Talk Day 3rd - 9th - National Apprenticeship Week 20th World Day of Social Justice 28th International Stand Up to Bullying Day</p> | <p>Women's History Month 1st Ramadan begins 3rd- World Hearing Day TBC -National Carers Week 8th International Women's Day 14th Holi 15th International Day to Combat Islamophobia TBC Neurodiversity Celebration Week 21st International Day of Eliminating Racial Discrimination 21st World Down Syndrome Day 30th Ramadan ends 31st Transgender Day of Visibility</p> |

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