



## Equality, Diversity & Inclusion Sub-Committee

**Date:** MONDAY, 4 SEPTEMBER 2023  
**Time:** 10.30 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

Deputy Andrien Meyers (Chairman)	Deputy 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 Simon Duckworth	Ruby Sayed
Mary Durcan	Catherine McGuinness
Caroline Haines (Ex-Officio Member)	Judith Pleasance
Florence Keelson-Anfu	

**Enquiries:** **Kate Doidge**  
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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

2. **MINUTES**

To approve the public minutes and non public summary of the meeting held on Friday 7 July 2023.

**For Decision**  
(Pages 5 - 10)

3. **EDI SUB-COMMITTEE WORK PROGRAMME 2023/2024**

(Pages 11 - 12)

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

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

Report of the Chief Operating Officer.

**For Decision**  
(Pages 13 - 20)

6. **EDI CONSULTATION RESULTS SUMMARY (VERBAL UPDATE ON EARLY THEMES)**

Chief Operating Officer to be heard.

**For Information**

7. **CHIEF OPERATING OFFICER'S DEPARTMENTAL BUSINESS PLAN - QUARTERLY UPDATE**

Report of the Chief Operating Officer.

**For Information**  
(Pages 21 - 28)

8. **WORKFORCE REPORTS**

Reports of the Chief Operating Officer.

**For Information**

- a) Annual Employee Profile Report 2021 - 2022 (Pages 29 - 80)
- b) Annual Employee Profile Report 2022 - 2023 (Pages 81 - 146)

9. **TACKLING RACISM TASK FORCE UPDATE**

Report of the Chief Operating Officer.

**For Information**  
(Pages 147 - 160)

10. **STAFFING AND RESOURCES (VERBAL UPDATE)**

Chief Operating Officer to be heard.

**For Information**

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

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

13. **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**

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

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



## EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE

Friday, 7 July 2023

Minutes of the meeting of the Equality, Diversity & Inclusion Sub-Committee held at COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL on Friday, 7 July 2023 at 10.00 am

### Present

#### Members:

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

#### Officers:

Mark Gettleson	- Town Clerk's Department
Micah McLean	- Chief Operating Officer Department
Emma Moore	- Chief Operating Officer Department
Blair Stringman	- Town Clerk's Department
Cindy Vallance	- Chief Operating Officer Department

#### 1. APOLOGIES

Apologies for absence were received from Deputy Brian Mooney and Florence Keelson-Anfu.

#### 2. MINUTES

2.2 **RESOLVED** – That the public minutes of the previous meeting held on 26 September 2022, be approved as an accurate record.

2.3 **RESOLVED** – To note the inquorate minutes of the meeting held on 12 December 2022.

2.4 **RESOLVED** - To note the minutes of the inquorate meeting held on 7 March 2023

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

There were no declarations of interest.

#### 4. TACKLING RACISM TASKFORCE UPDATE

The Committee received a report from the Chief Operating Officer, detailing the progress achieved since the publication of the 'Finding and Recommendations of the Tackling Racism Taskforce' report.

In relation to the key recommendations of the staffing workstream, specifically point six, the report discussed current and potential schemes that support work experience programs for schools and young adults within the City of London. Committee members highlighted their main concern, which revolves around enhancing work experience opportunities across all levels. It was observed that overcoming these challenges poses difficulties, hindering access, opportunities, and inclusivity.

The Members strongly emphasized the urgency of addressing this issue, noting that work experience remains a significant barrier. Therefore, immediate attention and resolution are considered essential. They emphasised that the discussed matter spans various domains and extends beyond the scope of the Equality, Diversity, and Inclusion Sub-Committee.

Furthermore, Members acknowledged that while certain limitations are valid within work experience programs, some businesses exploit these barriers as excuses to avoid engaging in opportunities. To tackle this, Members suggested identifying regulated businesses that have successfully navigated these challenges. The goal is to comprehend their methods and share their best practices. This proactive approach aims to promote positive role model behaviour and encourage broader adoption of effective strategies.

Officers acknowledged the practical challenges inherent in establishing a structured and transparent system for equal opportunity access. They highlighted the importance of ensuring that all individuals, irrespective of their connections within the Corporation, can access opportunities and gain meaningful experiences. Members were informed about the ongoing collaboration between HR and EDI to elevate the quality of experiences beyond mere observation. The significance of involving the Young Employees Network to gather diverse perspectives was also underscored.

**RESOLVED** – That Members note the updates on the implementation of the Tackling Racism Taskforce recommendations.

5. **EDI SUB-COMMITTEE WORK PROGRAMME 2023/2024**

The Committee reviewed a report presented by the Chief Operating Officer, which outlined an annual Work Programme for the EDI Sub-Committee.

The Chairman acknowledged the value of having a plan for the upcoming year. However, the Chairman emphasised the significance of addressing the points discussed in the previous agenda item. It was proposed that providing updates on the recommendations mentioned earlier in this work program would be beneficial. If these updates were discussed in separate sections, clarification regarding the specific heading containing them was requested.

Officers acknowledged the suggestion to categorize certain aspects under thematic groups, aligning with the objectives of the Tackling Racism Task Force. This specifically pertained to the review of attraction strategies and opportunities for a diverse young demographic. As a result, a proposal was made to create a dedicated report that covers recruitment and attraction strategies comprehensively, encompassing these interconnected topics.

The Chairman also suggested incorporating a dedicated section within the work program for policy assessment. This process would involve periodic evaluations of key policies, potentially on an annual basis.

**RESOLVED** – That Members, approve the proposed Work Programme of the Equality, Diversity & Inclusion Sub-Committee.

6. **DRAFT EQUALITY OBJECTIVES 2023 - 2027**

The Committee received a report of the Chief Operating Officer providing the EDI Sub-Committee with the final consultation document. The Corporate Services Committee Members recommended that the EDI Directorate work closely with the Head of Campaigns and Community Engagement to share this consultation document widely with a range of stakeholders.

Officers noted the consultation for the equalities objectives is currently active. If Members require a link to share with their stakeholder groups, it was asked that the department be informed. It was noted that a thorough communication strategy had been implemented, encompassing online dissemination, physical copies, and workshops. The aim is to ensure broad accessibility and gather diverse feedback through various channels. Officers noted the workshop was organized on July 4th to engage with city employees, residents, local authorities, and businesses regarding equality objectives and within a week of announcing the event on Eventbrite, 32 responses were received. Additionally, a survey had gathered 70 responses so far, with numbers increasing daily. The workshop includes partners from Hackney Council, various sectors, and senior officers. Leaflets with a QR code were provided to facilitate involvement.

**RESOLVED** – That Members, note the final draft of the Equality Objectives consultation and the Equality Objectives communications plan.

7. **DIGNITY AT WORK ADVISERS**

The Committee received a report of the Chief Operating Officer highlighting the important work that the DAWAs are doing to contribute to the wellbeing of employees and to reduce formal complaints and grievances in the workplace.

Officers noted this year work has focused on enhancing dignity in the workplace. and regular meetings with dignity work advisors has taken place to understand their main challenges. One significant issue was the lack of coordination in the scheme. Some advisors received numerous complaints while others received very few, leading to visibility problems. It was noted a buddy system had been established to support these advisors, with the ED&I Director overseeing the scheme's management under the guidance of the Chief Operating Officer.

**RESOLVED** – That Members note:

- That the DAWAs scheme was introduced as a result of the TRT recommendations in 2021.
- The DAWA scheme is being led by the EDI Directorate to support all employees and to contribute to better wellbeing in the workplace.

8. **RACE AT WORK CHARTER UPDATE 2023**

The Committee considered a report of the Chief Operating Officer providing an update on our charter commitments and recommends a 12-month action plan aimed at continuously improving results in relation to Race Equality. This will include updates on the outstanding recommendations made by the Tackling Racism Taskforce (TRT).

**RESOLVED** – That members:

- Make a statement to reaffirm the City of London Corporations commitments in the Race at Work charter subject to agreement by the Corporate Services Committee
- Note the Ethnicity Pay Gap headline figure in the Pay Gap Report in this agenda pack

9. **GENDER, ETHNICITY AND DISABILITY PAY GAPS WITH EQUALITY AND INCLUSION UPDATE (MARCH 2022 SNAPSHOT)**

The Committee received a report of the Chief Operating Officer providing the City Corporation's Gender, Ethnicity and Disability Pay Gaps for March 2022 together with an Equality and Inclusion summary.

Members noted the high levels of non-disclosure concerning ethnicity and disability and asked what the level of response was. Officers noted a comprehensive ED&I workforce report would be presented to the Corporate Services committee next week which should contain the necessary information and could be shared with the Sub-Committee at a future meeting.

**RESOLVED** – That the report be noted.

10. **REPORTING AND MONITORING - HIGHLIGHT REPORTS, Q3 AND Q4**

The Committee received a report of the Chief Operating Officer providing a summary of the achievements of the EDI Directorate between Q3 and Q4 of the 2022/2023 financial year (September 2022 to March 2023).

**RESOLVED** – That Members note:

- The achievements of the EDI Directorate in the five agreed strategic areas set out in the 2022/2023 Business Plan, Quarter 3 and Quarter 4.

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

There were no questions in the public session.

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



There was one item of urgent business the Chair considered urgent, an update on the City Belonging Project.

A verbal update was provided to Members noting the City of London Corporation senior leadership aims to enhance inclusivity through the City Belonging Project. The objective is to connect with all workers across workplaces of varying sizes, fostering engagement. The project's slogan, "Building a more inclusive square mile where community thrives," encapsulates its purpose. The strategy involves collaborating with diverse networks within the Square Mile to amplify joint efforts. The project's reception among city businesses, particularly HR teams and diversity and inclusion groups, has been unprecedented. About 180 organisations out of 300 invited attended the launch event, marking a strong start. There are roughly 60 city workplaces with over 1000 staff, and approximately 75% of them have a designated contact person for the initiative. The initiative's progress includes a successful pride reception, which drew even more businesses than initially targeted. The plan now includes discussions about scaling these events and expanding participation. Officers noted they would collaborate with Civic Affairs and the Commoner to further these efforts.

**13. 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 on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

**14. NON-PUBLIC MINUTES**

**RESOLVED** - The confidential minutes of the meeting held on 7 March 2023 were approved as a correct record.

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

There were no non-public questions.

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

There no items of non-public items of urgent business.

**The meeting ended at 11.30**

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Chairman

**Contact Officer: Blair Stringman**  
**Blair.Stringman@cityoflondon.gov.uk**



**EDI Sub-Committee – Forward Plan 2023/24**

	<b>4 September 2023</b>	<b>11 December 2023</b>	<b>21 March 2024</b>	<b>13 June 2024</b>
<b>Standing Items</b>	Minutes of the previous meeting EDI Sub-Committee Forward Plan	Minutes of the previous meeting EDI Sub-Committee Forward Plan	Minutes of the previous meeting EDI Sub-Committee Forward Plan	Minutes of the previous meeting EDI Sub-Committee Forward Plan
<b>Strategic Items for Decision</b>	EDI Charters and Agreements	EDI annual Procurement Strategy review  Accessibility Policy and Accessibility Assessment Update  Equality Objectives Final Update  EDI Strategy (draft)  EDI Business Plan 24-25	Annual employee engagement review (Triangulation - focus groups, listening circles, etc)  Equality representatives review (Dignity at work advisers, Equality reps, line, managers, Staff Networks and Unions)  Annual Social Mobility Strategy review  EDI Communications Plan 24/25	EDI Annual EDI policies and procedures review  EDI Key institutions EDI review Annual Member Diversity review
<b>Reporting for Information</b>	EDI consultation results summary (verbal update on early themes)  Business Plan Mid-Year Report  Workforce reports  Tackling Racism Task Force update	HR Update People Strategy  Responsible Procurement update  City Belonging Project  Care Experienced as a Protected Characteristic	EDI Budget report (Year End)  Business Plan End Year Report  Annual Staff Survey Update	EDI Budget report (Planning/ Estimates)  HR Annual Workforce profile & data report  Annual Equalities report
<b>Other Business</b>	Staffing and Resources (verbal update)		Annual review of Sub- Committee Terms of Ref	
<b>Future Items (No Date Specified)</b>	<ul style="list-style-type: none"> <li>○ Annual review of relevant policies</li> <li>○ Recruitment and attraction strategy</li> <li>○ Pay Gap update</li> <li>○ Updates on the recommendations in the TRTF in the Forward Plan</li> <li>○ Also group the Plan together by key themes</li> </ul>			

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<b>Committee(s):</b> Equality Diversity & Inclusion Sub-Committee	<b>Dated</b> 4 September 2023
<b>Subject:</b> EDI Charters Update Report 2023/2024	Public
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,5, 8
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Emma Moore, Chief Operating Officer	For Decision
<b>Report author:</b> Siyka Radilova, EDI Officer	

## Summary

The City of London Corporation is a signatory of several charters which demonstrate and help benchmark the importance of Equality, Diversity and Inclusion to the organisation. Since 2014 the Corporation has been a member of the following Charters and agreements: Women in Finance; Business in the Community (BITC) Race at Work Charter; Social Mobility Index; Stonewall Diversity Champions; Disability Confident; London Living Wage Foundation.

The purpose of this report is to outline the various charters that the City of London Corporation is part of for consideration by Members on their continued suitability for us and review our progress against current commitments.

## Recommendation(s)

Members are asked to:

- Note: progress to date against the charters for which we are accredited;
- Agree: which charters to continue adoption of.

## Main Report

### Background

1. In 2022, a focused EDI Directorate was set up to ensure that the City Corporation develops and implements impactful EDI strategies that enhance the competitiveness, attractiveness and vibrancy of the Square Mile. Prior to this date limited resource was dedicated to this area and resource was sat within Corporate HR, alongside semi-dedicated roles in some of our

Institutions. The establishment of the directorate has enabled better but still developing focus on the charters the Corporation has signed up to over time.

2. In accordance with the Equality Act 2010 and the 9 protected characteristics, the participation of the Corporation in EDI Charters and agreements is aligned to the work of the EDI Directorate to follow recommendations from those accredited charters and adopt best practice. The EDI Directorate is dedicated to matters beyond the Equality Act 2010. An example is social mobility and diversifying the workforce, supporting employees from different socio-economic backgrounds in the aim of providing equal opportunities for all.
3. We currently are accredited to Women in Finance, Business in the Community (BITC) Race at Work Charter, Social Mobility Index, Stonewall Diversity Champions, Disability Confident, London Living Wage Foundation. Charters such as Women in Finance have been driven by our work with the FPS sector through Innovation & Growth. Others have been selected due to particular focus of Members or links to broader Corporate objectives and commitments such as the Living Wage Foundation. We are currently in the process of obtaining Ban the Box accreditation.

## Discussion

4. Set out in the table at **Appendix 1** is a summary of our current charter commitments and our progress against the respective commitments. Members are asked to give an early steer on whether they wish for us to continue with these charters, to consider others or otherwise prioritise, or to come back with further information or analysis as part of the EDI Strategy development later in the year.
5. There are myriad other indices and charters which organisations align with. These include: Mindful Employer Initiative (mental health at work); Opportunity Now (accelerating women's progress in the workplace); Employers Forum on Age (age diversity); Race for Opportunity (improving employment opportunities for ethnic minorities); Global Diversity, Equity & Inclusion Benchmark (multi-disciplinary tiered benchmarks); Gartner Inclusion Index (benchmarking methodology including staff perception).
6. Please note: there may be other charters that individual parts of the Corporation have signed up to. The work to map this fully is ongoing but some records are incomplete.

## Corporate & Strategic Implications

7. Strategic implications - The proposals align with outcomes 1, 2 3, 4, 5 and 8 of the Corporate Plan 2018 to 2023. It also aligns with the CoLC's Social Mobility Strategy 2018 to 2028 and other Strategic Plans.
8. Resource implications – The project led by the EDI directorate is cross-cutting and it will have resource implications for all CoLC departments, services and institutions. Consequently, each department and institution should consider the human and

financial resources required to achieve the Equality Objectives of the CoLC and to comply with the CoLC obligations under the Equality Act 2010 and related regulations.

9. Legal implications – The Public Sector Equality Duty (Section 149 of the Equality Act 2010) is supported by the specific duties regulation which requires public bodies to set themselves, specific and measurable equality objectives every four years. This proposal will enable the CoLC to comply with its obligations and specific duties regulations mentioned in the Equality Act.
10. Risk implications – The risk of non-compliance with the Equality Act 2010 and related regulations includes reputational damage and the possibility of the proceedings being brought by the Equalities and Human Rights Commission.
11. Equalities implications – This proposal will enable the CoLC to comply with the Public Sector Equality Duty 2010, Section 149 which covers the Public Sector Equality Duty and the Specific Duties regulations mentioned above. This proposal involves setting objectives required to comply with the Equality Act 2010. This proposal, is therefore, likely to have a positive impact on citizens protected by existing equality legislation which are age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.
12. Climate implications – N/A.
13. Security implications – N/A.

## **Conclusion**

14. Signing to the charters and agreement described in the report shows that the City Corporation is prepared to seize the opportunity to drive the corporate change necessary to tackle inequalities, including gender inequality and the institutional racism that exists, rather than seeing how it progresses moving forward. City Corporation is a uniquely organisation, with a role that goes beyond that of a local authority or financial institution, therefore making the right decision on following good practices provided by most relevant accredited charters and schemes would pave the way towards becoming an excellent example of a diverse and inclusive institution that genuinely promotes equality and equal opportunities for all.

## **Appendices**

**Appendix 1** - Charter commitments current position

**Appendix 2** - City of London Corporation commitments to EDI

**Appendix 3** - Core purpose of the Charters and Schemes discussed in this report

**Siyka Radilova**

EDI Officer (Employment)

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### Appendix 1 – Charter commitments: current position

Charter/ Agreement	Joining Date	EDI stream/ Protected Characteristic	Updates	Recommendation
<b>Women in Finance</b>	<b>Dec 2017</b>	<b>Sex Gender reassignment</b>	<p>In December 2017, the Corporation became a signatory of the Women in Finance Charter to promote gender balance in the financial services industry.</p> <p>The number of women in senior roles (Grade G+) at the time the Corporation joined was 20% and this rose to 33%, 37% and 43% in 2020, 2021, and 2022 respectively (compared to a target of 45% by 2023).</p> <p>The EDI Directorate is currently working on the Women in Finance submission for this year in collaboration with the Human Resources and Chamberlain's departments.</p>	<p><b>Recommendation - Retain</b></p> <p>The Corporation to continue its engagement with the charter in order to accelerate its effort for gender equality and increase the number of women in leadership positions.</p>
<b>Business in the Community (BITC) Race at Work Charter</b>	<b>2019</b>	<b>Race</b>	<p>Since 2019, the Corporation has been a member of the Business in the Community, Race at Work Charter (BITC).</p> <p>The 7 commitments we have signed up to in the charter are:</p> <ul style="list-style-type: none"> <li>• <b>BITC Commitment 1:</b> Appoint an Executive Sponsor for race equality – Complete.</li> <li>• <b>BITC Commitment 2:</b> Capture ethnicity data and publicise progress – Complete.</li> <li>• <b>BITC Commitment 3:</b> Commit at board level to zero tolerance of harassment and bullying - Not complete.</li> <li>• <b>BITC Commitment 4:</b> Make equity, diversity and inclusion the responsibility of all leaders and managers - Partially complete.</li> </ul>	<p><b>Recommendation - Retain</b></p> <p>The Corporation to continue its engagement with the charter BITC Race at Work Charter in order to strengthens the Corporations commitment to race equality, adding the importance of setting realistic equality targets at corporate and departmental levels that can be scrutinised and addressed publicly in a purposeful way. Active progress against the 3</p>



			<ul style="list-style-type: none"> <li>• <b>BITC Commitment 5:</b> Take action that supports Black, Asian, Mixed Race and other ethnically diverse employees career progression – Partially complete.</li> <li>• <b>BITC Commitment 6:</b> Support race inclusion allies in the workplace - Complete.</li> <li>• <b>BITC Commitment 7:</b> Include Black, Asian, Mixed Race and other ethnically diverse-led enterprise owners in supply chains – Complete.</li> </ul> <p>While the Corporation has only fully met BITC Commitments 1, 2, 6 and 7, work is taking place to meet the other three commitments which will require: 3) for consideration by Members as part of the relevant policy and procedure update from HR; 4) by formal inclusion of EDI objectives in standard objectives; and 5) development of targeted programmes with trackable impact. Achievement will be further supported by the development of a Race Equality Action Plan.</p>	incomplete commitments as set out.
<b>Social Mobility Index</b>	<b>2018</b>	<b>Social Mobility</b>	<p>The Corporation has been a member of the Social Mobility Index Charter since 2018.</p> <p>In 2018, the Corporation was listed 66<sup>th</sup> which rose to 56<sup>th</sup>, 50<sup>th</sup>, 40<sup>th</sup> before dropping to 67<sup>th</sup> in 2019, 2020, 2021 and 2022 respectively. However, the Corporation is making efforts to ensure it moves back up the rankings in the Social Mobility Index. This initiative will be supported by the recent creation of the Social Mobility Network with the Chief Operating Officer as its executive sponsor. In addition, the Corporation will be introducing other schemes such as a Graduate Scheme (spearheaded by the Young Employees Network) and a structured work experience plan for 2024 (developed by the Talent and Organisational Development Team).</p>	<p><b>Recommendation - Retain</b></p> <p>The Corporation to continue its engagement with Social Mobility Index. Going beyond the protected characteristics as set at the Equality Act 2010, the Corporation is committed to social mobility and providing equal opportunities to all its employees, regardless of their socio-economic background. The EDI Directorate takes into consideration recommendations established by The Social Mobility Index in order to be an exemplary employer.</p>

				Socio-economic diversity is likely to be one of our Equality Objectives.
<b>Stonewall Diversity Champions</b>	<b>2019</b>	<b>Sexual Orientation</b>  <b>Gender reassignment</b>	In 2019, the Corporation became a member of the Stonewall Diversity Champions programme.  Through membership of this Charter, other initiatives such as City Belonging Project and the City Pride Staff Network, the City Corporation demonstrates its ongoing commitment to ensuring that LGBTQIA+ community members can be their authentic selves in the Square Mile.	<b>Request – Retain</b>  The Corporation has not made best value of membership to date. There may be other indices or charters which provide a better general EDI assessment alongside Stonewall.
<b>Disability Confident Scheme</b>	<b>2020</b>	<b>Disability</b>	In 2020, the Corporation obtained its Disability Confident Employer status.  Whilst we adhere to the scheme and provide full support and reasonable adjustments to individuals with different disabilities, there is further work to be done on accessibility of our places and services.	<b>Recommendation – Retain</b>  The Corporation to continue its commitment to Disability Confident Scheme and expand on this through the newly founded Accessibility Forum (officers).
<b>London Living Wage Foundation</b>	<b>2014</b>	<b>Social Mobility</b>  <b>Pregnancy and maternity</b>  <b>Marriage and civil partnership</b>	The Corporation has been a supporter of the Living Wage since 2014.  Since 2020, the Corporation has been an accredited <u>Living Wage Employer</u> and <u>payment of the Living Wage is a requirement across all of our suppliers as well as being paid to all casual and other temporary or agency staff.</u>  1. The City Corporation has also been meeting with the Living Wage Foundation to ensure it meets the criteria to meet the <u>Living Hours Standard</u> . We are an active supporter of the London Living Wage group through Member and Chief Officer representation including corporate hosting and event support.	<b>Recommendation – Retain</b>  The Corporation to continue its commitment to London Living Wage. By paying the real Living Wage, employers are voluntarily taking a stand to ensure their employees can earn a wage which is enough to live on. By partnering with London Living Wage foundation, City of London Corporation is demonstrating its commitment to fair pay and to supporting its employees' work-life balance.

## **Appendix 2 – City of London Corporation commitments in EDI**

### **Equality Act 2010 – Protected Characteristics**

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

### **Social mobility and Socio- Economic background Diversity**

## **Appendix 3 – Core purpose of the Charters and Schemes discussed in this report**

### **Women in Finance**

The Women in Finance Charter is a pledge for gender balance across financial services. This is a commitment by HM Treasury and signatory firms to work together to build a more balanced and fair industry. Firms that sign up to this Charter are pledging to be the best businesses in the sector. The Charter reflects the government's aspiration to see gender balance at all levels across financial services firms. A balanced workforce is good for business – it is good for customers, for profitability and workplace culture, and is increasingly attractive for investors.

### **Business in the Community (BITC) Race at Work Charter**

BITC is committed to empowering employers to tap into this economic potential by accelerating change for ethnically diverse employees. It works with a network of private and public sector partners to offer tailored practical advice and share new insights to drive long-term change. BITC is also calling on the government to mandate ethnicity pay gap reporting.

### **Social Mobility Index**

This is a framework for measuring social mobility in the UK. It enables a systematic look at social mobility outcomes, as well as the drivers behind social mobility. It sets out a long-term vision for measuring and monitoring social mobility outcomes over the next 30 years across the UK. The Social Mobility Commission (SMC) published the first Social Mobility Index in 2016. The original index included data on geographic disparities across England in some social mobility drivers.

### **Stonewall Diversity Champions**

Stonewall stands for lesbian, gay, bi, trans, queer, questioning and ace (LGBTQ+) people everywhere. It imagines a world where all LGBTQ+ people are free to be themselves and can live their lives to the full. Stonewall is part of a vibrant global movement for change made up of LGBTQ+ people, their allies, families and friends. It fights for freedom, for equality and for potential.

### **Disability Confident**

Disability Confident is creating a movement of change, encouraging employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people. It was developed by employers and disabled people's representatives to make it rigorous but easily accessible.

### **London Living Wage**

A movement of businesses, organisations and people ensuring that everyone can earn a wage that meets their everyday needs. By paying the real Living Wage, employers are voluntarily taking a stand to ensure their employees can earn a wage which is enough to live on.

<b>Committee(s):</b> EDI Sub-Committee	<b>Dated:</b> 4 September 2023
<b>Subject: Chief Operating Officer’s Departmental Business Plan – Quarterly Update</b>	Public
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,5,8
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Emma Moore, Chief Operating Officer	For Information
<b>Report author:</b> Micah McLean, EDI Officer	

## Summary

The EDI Directorate aims to ensure that the City Corporation develops and implements impactful EDI and Social mobility strategies that enhance the competitiveness, attractiveness and vibrancy of the Square Mile.

This report highlights the achievements of the EDI Directorate according to its Business Plan during Q1 and Q2 to date of the 2023/2024 annual year (April-August).

One of the highlights of this quarter has been the success of the Draft Equality Objectives Consultation in which more than 130 people have shared their views as a part of this process. Likewise, the Equality Impact Assessment training session was well attended and demonstrates that EDI agenda is building momentum at the City Corporation.

In the EDI Directorate’s Business Plan, we set out the following five priority areas:

- Workforce Engagement
- Service Delivery
- Data and Metrics
- Initiatives and Impact
- External Partnerships

The updates below are therefore aligned with the five agreed strategic areas of the EDI work programme.

## Recommendation(s)

Members are asked to note:

The achievements of the EDI Directorate in the five agreed strategic areas set out in the 2023/2024 business plan and 90 days business plan.

## Main Report

### Background

1. The strategic priorities and activities of the EDI Directorate during Q1 and Q2 to date have been focused on the five areas set out in the 2023/2024 Business Plan, approved by Corporate Services Committee in January 2023. These areas have been developed into Draft Equality Objectives (in which the consultation process is currently taking place), an EDI Action Plan (currently under review), and an EDI Communication Plan (which is currently being reviewed in collaboration with staff networks).

### Current Position

2. The EDI Directorate uses a mixture Prince 2 and Agile project management principles to deliver its different workstreams and produce operational and strategic reports. These detailed reports are shared with the EDI Board and other internal departmental forums.
3. The team is happy to report that a number of the outcomes included in our Business Plan have been achieved. Any targets not achieved during 2022/2023 will continue to be worked on in 2023/2024 and 2024/2025.
4. **Appendix 1** shows progress against our Business Plan workstreams to date. The additional achievements of the EDI Directorate in Q1 and Q2 to date 2023/2024 are covered in **Appendix 2** of this report.
5. The EDI Directorate is currently consulting on the City Corporation's draft Equality Objectives: we have consulted with over 130 staff, residents and stakeholders via the Draft Equality Objectives Workshop (27 July 2023), the online survey (which runs until 31 August 2023), and through attending internal departmental EDI meetings.
6. The feedback survey from the Draft Equality Objectives Workshop indicated that 75% of respondents were extremely satisfied with the event and the other 25% were satisfied with the way the event was delivered meaning that the event received a 100% approval rating.
7. On 8 June nearly 60 colleagues attended Equality Impact Assessment training (Appendix 5) across three sessions. The results of the event feedback survey reported that 83% of respondents were happy with the date and time, 100% with the location and format of the event and 78% with the presenter (an external consultant). This means that overall, there was an 87% approval rating for the Equality impact Assessment training we arranged.
8. The EDI Directorate has been developing a strong EDI and social mobility ecosystem in collaboration with City Corporation departments and institutions, including City of London Police, The Barbican, Guildhall School of Music and Drama, and City of London Schools.

9. In addition, sustainable external partnerships have been developed with a number of external stakeholders such as The Metropolitan Police, Legal & General, Islington Council, London Councils, Pride Equality Standard, GMB Union and The Museum of London Docklands, through the Equality Objectives Consultation Workshop and other supporting initiatives.

## **Corporate & Strategic Implications**

10. Strategic implications - The proposals align with outcomes 1, 2 3, 4, 5 and 8 of the Corporate Plan 2018 to 2023. It also aligns with City Corporation's Social Mobility Strategy 2018 to 2028 and other Strategic Plans.
11. Resource implications –The work led by the EDI directorate is cross-cutting and it will have resource implications for all CoLC departments, services and institutions. Consequently, each department and institution should consider the human and financial resources required to achieve the Equality Objectives of the CoLC and to comply with the CoLC obligations under the Equality Act 2010 and related regulations.
12. Legal implications – The Public Sector Equality Duty (Section 149 of the Equality Act 2010) is supported by the specific duties regulation which requires public bodies to set themselves, specific and measurable equality objectives every four years. This proposal will enable the CoLC to comply with its obligations and specific duties regulations mentioned in the Equality Act.
13. Risk implications – The risk of non-compliance with the Equality Act 2010 and related regulations includes reputational damage and the possibility of the proceedings being brought by the Equalities and Human Rights Commission.
14. Equalities implications – This proposal will enable the CoLC to comply with the Public Sector Equality Duty 2010, Section 149 which covers the Public Sector Equality Duty and the Specific Duties regulations mentioned above. This proposal involves setting objectives required to comply with the Equality Act 2010. This proposal, is therefore, likely to have a positive impact on citizens protected by existing equality legislation which are age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.
15. Climate implications – N/A.
16. Security implications – N/A.

## **Conclusion**

17. In conclusion, significant work has taken place in line with the EDI Business Plan, and the EDI Directorate has been successful in implementing the vast majority of the intended outcomes during Q1 and Q2 to date 2023/2024.
18. Key achievements that the EDI Directorate has made pertain to the successful delivery of the Draft Equality Objectives Consultation Workshop and subsequent

feedback, and the development of Equality Impact Assessment Training that has been well received by City Corporation departments.

19. Strong external partnerships have also been built that will support the development a sustainable EDI and social mobility eco-system, that will strengthen the Corporations approach and impact with regards to these workstreams in years to come.

## **Appendices**

- **Appendix 1** - EDI Directorate's 2023/2024 Business Plan: Progress Update
- **Appendix 2** - Highlight Report (Quarter 1 and Quarter 2 to date)

## **Micah McLean**

EDI Officer (Service Delivery)

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## Appendix 1 – EDI Directorate’s 2023/2024 Business Plan: Progress Update

<b>Workstream</b>	<b>Outcomes</b>	<b>Achieved/Not Achieved</b>
<b>1. Workforce engagement</b>	(i) Focus group sessions to explore staff survey feedback	Achieved – Facilitated focus groups to explore staff survey feedback with over 120 staff and developed a vast range of data that was shared with ELB and SLT.
	(ii) Conduct baseline review of the EDI function (incl. staff networks)	Achieved – Radius was commissioned to undertake a Staff Network Maturity Assessment which was followed with an accompanying report with recommendations for staff networks.
	(iii) To develop draft Equality Objectives, draft EDI strategy & draft EDI action plan	Partially Achieved – Draft Equality Objectives were produced, and a consultation process took place with over 130 staff. In addition, a draft EDI Action Plan has been produced.
	(iv) Develop EDI comms strategy / plan	Partially Achieved – A draft EDI Strategy has been produced.
	(v) Develop/empower staff networks	Achieved – Radius were commissioned to deliver training to staff networks.
<b>2. Service Delivery</b>	(i) Review resident feedback results with an EDI lens	Not Achieved – This will be done in collaboration with member services by April 2024.
	(ii) Review resident engagement strategy	Not Achieved – This will be done in collaboration with member services by April 2024.
	iii) Development of checklists for Equalities Framework for local government	Achieved – The EDI Directorate has developed a checklist that enables the team to monitor its performance against the Equalities Framework for local government.
<b>3. Data and Metrics</b>	(i) EDI data gaps are identified with a plan to close gaps within agreed timescales	Partially Achieved – The EDI Directorate is working with Human Resources to identify all the key data gaps and develop plan to close gaps with the necessary timescales by April 2024.
	(ii) Promote an evidence-based approach to EDI to demonstrate value for money	Achieved – The EDI Directorate uses a data-based approach to inform its overall strategy, key workstreams and all other initiatives that are implemented throughout the year.
	(iii) Develop quarterly EDI performance and progress reports	Achieved – The EDI Directorate reports to the EDI Sub-Committee every quarter to highlight the team’s key achievements.
<b>4. Initiatives and impact</b>	(i) Co-ordinate existing EDI initiatives such as mentoring, reverse-mentoring, etc.	Achieved – The EDI Directorate is currently coordinating a number of existing initiatives such as the Dignity at Work Advisors, Equality Representatives and Staff Networks through a commitment to strengthening formal channels of communication with the schemes

		such as via the EDI Board, Equality Representatives Meeting, Departmental EDI Meetings and Dignity at Work Advisor meetings.
	(ii) Member diversity action plan	In progress – Working with member services on this project, to be achieved by April 2024.
	iii) Race equality action plan	Achieved - Drafted and was presented at EDI Sub-Committee meeting on 7 <sup>th</sup> July 2023.
<b>5. External Partnerships</b>	(i) Co-ordinate existing environmental, social, and corporate governance (ESG) initiatives and use story-telling and effective communications to showcase initiatives such as EDI, climate change and Destination City	Partially Achieved – Work is continuing in the area of Social Mobility and the emphasis upon this area is being integrated into the first iteration of the Draft Equality Objectives. In addition, work is taking place to ensure that the importance of initiatives such as Destination City is emphasised in EDI workstreams. To be achieved by April 2024.
	(ii) Build on existing partnerships and networks by co-creating a sustainable ecosystem for EDI and social mobility initiatives made up of public, private and voluntary sector partners	Partially Achieved – Over the last six months the City Corporation has laid down strong foundation for co-creating a sustainable ecosystem for EDI and social mobility initiatives. This model has been developed through partnership working with City of London institutions such as City of London Police, the Barbican, City of London School, Guildhall School of Music and Drama, LMA and Museum of London have played a vital role in our focus groups and EDI Consultation. In addition, through our focus groups, Equality Objectives Consultation and a number of EDI initiatives, we have built relationships with Legal & General, St Pauls Cathedral, The Metropolitan Police, Islington Council, London Councils, Pride Equality Standard UK, GMB Union and a number of other external organisations. To be achieved by April 2024.

## **Appendix 2 – Highlight Report (Quarter 1 and Quarter 2 to date)**

### **Workstream 1 – Workforce**

- Recruited an EDI Officer and EDI Apprentice that joined the team on 1 June 2023.
- Provided Equality Analysis training to over 60 staff on 8 June 2023 both in person and via Microsoft Teams.
- Supported the CLEAR Network's Windrush 75 event that took place on 22 June by securing speakers, assisting with the organisation, and overall promotion of the event.
- Met with our Equality Representatives from all 14 departments to support the work taking place through this initiative.
- Met with different departments including Environment and Chamberlain's to discuss our Equality Objectives Consultation.
- Set up an EDI stand for the 'New Starters Induction' to promote the work of the team to new employees.
- Met with the EDI Lead at the Museum of London to develop an effective way of working together.
- Created a draft EDI Action Plan which sets the direction of travel regarding the directorate's work for the next few years.
- A draft communications plan has also been developed.

### **Workstream 2 - Service Delivery**

- Hired an external consultation to review and refresh The City Corporation's Equality Impact Assessment form and provide supporting guidance.
- Joined the EDI departmental working groups of Environments and Chamberlain's departments, providing guidance and challenge where necessary.

### **Workstream 3 – Data and Metrics**

- HR system have been upgraded to enable automated EDI data and reporting.
- In collaboration with Chamberlain's and Human Resources, the EDI Directorate is currently working to complete the Women in Finance submission for this year.
- To understand the directorate's progress with regards to employee satisfaction with our events and initiatives, the team has launched feedback surveys. The approval rating from employees is 86%.

### **Workstream 4 – Initiatives and Impact**

- On 1 June 2023 we launched our Equality Objectives consultation survey which 94 people have completed to date.
- On 27 July 2023 we held an Equality Objectives Consultation Workshop that was attended by over 30 people from a variety of organisations, including The City of

London Corporation and its institutions, the Metropolitan Police, GMB Union, Pride Equality UK, Islington Council and the Museum of London.

- On 1 August 2023 the EDI Directorate attended the Environment department's EDI working group.
- Commissioned the production of 500 copies of the Draft Equality Objectives for employees, residents, and stakeholders across the square mile.

### **Workstream 5 – External Partnerships**

- Attended the launch of the City Belonging Project and the project's flag raising event.
- Developed a relationship with the Museum of London and is continuing to strengthen its relationship with the City of London Police, Guildhall School of Music and Drama, the Barbican and City of London schools.
- Relationships have also been built between the EDI Directorate and stakeholders including Islington Council, London Councils and Pride Equality UK as a result of the Equality Objectives Consultation Workshop.

<b>Committee</b> Corporate Services Committee EDI Sub-Committee	<b>Date:</b> 12/07/2023 04/09/2023
<b>Subject:</b> Annual Employee Profile Report 2021 - 2022	<b>Public</b>
<b>Report of:</b> Director of Human Resources and Chief People Officer	<b>For Information</b>
<b>Report authors:</b> Dionne Williams-Dodoo; Niki Parr Corporate Human Resources Saida Bello; Equality, Diversity & Inclusion Directorate	

### Summary

This report sets out the employee profile information for the year 2021-2022. It also includes the Gender, Ethnicity and Disability Pay Gaps previously reported for the snapshot date March 2021. It provides a breakdown of the workforce by six protected characteristics identified in the Equality Act 2010. These are sex, age, ethnicity, disability, religion and belief and sexual orientation. The report provides a summary of the wider initiatives undertaken during the reporting period. The Appendix 1 to the report is included in our Annual Equality and Inclusion Performance report which is published on the internet. Additional information is included on leavers, casework, family friendly policies, and a summary of our Equality and Inclusion initiatives during the year. This annual report is provided to Committee in Q2 of the year. However, the 2021/22 report was not provided last year due to changes within Corporate Human Resources and EDI. Since then, the Director of Equality, Diversity and Inclusion has joined the organisation in the newly established Directorate and Corporate Human Resources has recruited to key positions within its senior leadership team. Both the 2021/22 report and the latest report for 2022/23 are being provided to bring us up to date.

### Recommendation

Members are asked to note the report and the Employee Profile data 2021/22 at Appendix 1.

#### **Main Report**

#### **Background**

1. Equality, Diversity, and Inclusion fall under the remit of the Corporate Services Committee which receives a number of update reports throughout the year. The Equality, Diversity and Inclusion Board chaired by the Town Clerk and Chief Executive oversees the Equality, Diversity, and Inclusion Action Plan in relation to employment and service delivery. The Equality, Diversity and Inclusion Action Plan is reported to the Committee periodically and has been updated to include the employment related recommendations made by the Tackling Racism Taskforce.

This report is the annual update presenting data on the employee profile broken down by 7 protected characteristics as defined by the Equality Act 2010. These are sex, age, disability, ethnicity, sexual orientation, maternity and religion or belief. The analysis includes salary and grade; the top 5% of earners; Gender, Ethnicity and Disability Pay Gaps; turnover, recruitment and new starter and leaver information during the year.

2. The employee profile data is used to inform the Public Sector Equality Duty under the Equality Act 2010 in relation to employment. This data along with the HR dashboards and workforce planning data helps to inform the Human Resources priorities and the Equality, Diversity, and Inclusion (EDI) Board Action Plan.

### Current Position

3. Attached as Appendix 1 is an analysis of the workforce as at the end of March 2022. Data has been collated in this format for 9 years.
4. The below table provides a breakdown of the new starters, leavers, and turnover rates over the last five reporting periods.

Year	Starters	Leavers	Turnover
2017/18	692	488	13.9%
2018/19	575	535	14.7%
2019/2020	484	479	13.1%
2020/2021	318	344	9.4%
2021/2022	489	704	17.2%

### Leavers

5. The Committee asked for a more detailed analysis of the leavers to identify any concerns, including analysis of exit interviews. There were 704 leavers in the reporting period of which 65 or 9.23% were end of fixed term contracts (FTC). Of the remaining 639 leavers, the reason for leaving is broken down as follows:

- 550 Resignations
- 41 Retirements
- 17 Redundancies
- 11 Dismissals (ill health, misconduct, or capability)
- 4 Death in Service
- 16 Other

6. The number of leavers in the period increased significantly from 344 in 2020/21 to 704 in 2021/22. 78% of leavers were voluntary resignations compared to 59.9% in 2020/21.

7. The table below gives a comparison of voluntary resignations and end of fixed term contracts, compared to all new starters and the overall workforce profile by, sexual orientation and ethnicity which were highlighted as areas of concern to explore together with sex as a comparator. Whilst these figures are small, they indicate that if you are female or LGBT you are more likely to resign, than if you were male or heterosexual. In the previous reporting period, it was identified that you were also more likely to resign or have a fixed term contract end if you were from a Black, Asian, or Minority Ethnic background. This is no longer supported by the data for 2021/22.
8. All leavers are provided with a link to complete an exit questionnaire and/ or have an exit interview with the line manager or HR. In this reporting period only 44 leavers completed the exit questionnaire. In the main most people had a positive experience of working for the City Corporation. Although very few responses, the most common themes cited from the questionnaires are outlined below.

Positives about working for the City Corporation:

- Working with great people
- History of the organisation
- Good training and opportunities to learn and develop e.g., apprenticeships.
- Good benefits
- Caring employers

Areas for improvement:

- Career progression
- Workload and resource
- Pay and pay practices
- Technology/ IT
- Bureaucracy and inefficiency
- Perceived unfairness in decisions/ transparency
- Employee voice/ feeling heard
- Unhappy with the TOM
- Leadership and management/ poor performance management
- Behaviour of members and senior leaders
- Resistance to change/ innovation

9. Whilst the exit questionnaire does provide some useful qualitative analysis, engagement with the exit questionnaire is low and the existing format of the questionnaire makes it difficult to identify quantitative trends. Plans are being scoped to ensure that we develop a more robust arrangement for capturing leaver reason information and exit survey analysis as the HR management information system is developed.

Leaver Type	Resignation % (550 leavers)	End of FTC % (65 leavers)	New Appointments %	All workforce profile %
Female	50.9%	66.2%	61.3%	49.9%
Male	49.1%	33.8%	38.7%	50.1%

LGBTQIA+	6.4%	4.6%	10.2%	5.3%
Not stated/ not known	32%	36%	37.4%	35.1%
Heterosexual	61.6%	40%	52.4%	59.5%
Black, Asian & Minority Ethnic	16.9%	16.9%	18%	17.3%
Not stated/ not known	14.7%	49.2%	32.7%	17.4%
White	68.4%	33.8%	49.3%	65.3%

### **New Starters**

10. Recruitment activity over the last year has increased steadily back to levels reported pre-pandemic in 2019/2020, with 489 new appointments between 2021/2022. This trend is not surprising and is in line with what has been experienced across the external labour market within the UK with general increases in both new starter and leaver activity post-pandemic.
11. The City of London Corporation has seen an increase in the recruitment of females by 1.87% since 2020/2021 with 61.3% of new appointments being female, compared to an overall workforce profile of 49.9% female. A gradual increase over the last two years is reflected in the overall workforce profile increase of females. The workforce profile has increased by 2.1% from 47.8% in 2020/2021 to 49.9% in 2021/2022.

Whilst the percentage of Black, Asian and Minority Ethnic employees is slightly higher at 18% when compared to a workforce profile of 17.3%, the overall rate of increase has slightly fallen since 2020/2021. In 2021/2022 26.4% of new recruits were from a Black, Asian, and Minority Ethnic background, compared to a workforce profile of 17.7%. However, the percentage of new recruits with a background as not stated or not known has increased significantly within this area by 26.1% from 6.6% in 2020/2021 to 32.7%. Caution should be exercised in drawing any conclusions from the slight decrease of the rate of recruitment of Black, Asian, and Minority Ethnic employees when compared to the previous year. The City Corporation are committed to understanding the reasons behind the non-declaration rate rising significantly over this period. Plans are being scoped to further increase our declaration rates across the board.

### **Turnover**

12. Turnover has increased from 9.4% in 2020/2021 to 17.2% in 2021/2022. The increase is due to there being more leavers in 2021/2022 as described above.
13. The top 5% of earners has been analysed over several years and was formerly a key performance indicator for local authorities. We now include data on the gender, ethnicity and disability pay gaps and these have previously been reported in detail to the Committee along with the measures being taken to address the imbalances identified. As noted previously, the differences are due to under-representation in senior grades.



## **Casework**

14. There were less than 5 formal grievances raised in the reporting period, down from 7 in the previous reporting period. Clearly these are very low numbers and care should be taken to attach statistical significance to them or identify individuals. However, the cases related to:

- 3 sex discrimination
- 2 management Issues

Of the complainants:

- 1 was female and 2 were male.
- 2 did not have a disability and 1 was unknown.
- 2 were white; 1 was unknown.

15. There were 14 formal disciplinary cases in the reporting period. No cases resulted in a dismissal.

Of those disciplined:

- 13 were male, 1 was female
- 10 did not have a disability; 1 had a disability; and 4 were unknown
- 6 were white; 5 were BAME; 3 were unknown

16. It should be noted that our Managing People Policy statement of intent requires Managers to deal with issues (both complaint and conduct matters) swiftly and informally wherever possible, mediating between parties, notwithstanding the employee's right to progress such matters through the formal process where necessary. This means that most issues can and are dealt with informally and successfully at the informal level or by informal resolution.

## **Family Friendly Policies**

17. In this reporting period:

- 63 employees began their maternity leave.
- No employees began adoption leave.
- 40 employees began paternity leave.
- 8 employees began their shared parental leave.

## **Maternity and post maternity leavers**

18. The Committee will be aware that significant improvements have been made to our maternity pay and leave provisions. Together with our wider family friendly policies we aim to retain and support maternity returners so that we retain their skills and at the same time facilitate a good work life balance supported by our family friendly provisions that have been introduced. An indication that our maternity and family friendly initiatives are having a positive affect can be gleaned from the maternity returners. Of the 62 women who had returned from maternity during the reporting period, only 14 have subsequently left.

## **Covid related absence**

19. In 2021/22 15.39% (621 employees) were sick with an absence reason of Covid-19 symptoms or 'Covid confirmed'. There were 679 occurrences.

## **Women in Finance Charter and Gender, Ethnicity and Disability Pay Gaps**

20. In November 2017, the City Corporation signed up to the Women in Finance Charter. As part of this commitment, we have set a target of 45% of senior officers (at grade G and above) to be filled by women by 2025. In 2017 there were 20% of women in senior positions. In 2020/21 this increased to 35%. We are confident that given our equality, diversity, and inclusion (EDI) initiatives, we will be able to meet the 2025 target. Although we have yet to set aspirational targets for disability and ethnicity following the initial analysis of these pay gaps in March 2019, our general approach is to set aspirational targets and to monitor our progress.

21. We have published for the third year our pay gap analysis which can be found at page 16 of Appendix 1.

## **Summary of Equalities Inclusion Activities 2021/22**

22. We have reported throughout the year on various equality and inclusion initiatives including the employment strands of the work of the Tackling Racism Taskforce. Set out below is a summary of the work of the City of London Corporation over the period 2021/2022 to create a more equitable, diverse, and inclusive organisation for our workforce despite the pandemic.

## **Departmental progress**

23. All departments have completed their individual business plans and have included Equality considerations. Steady progress has been made to remove the barriers that may be preventing those from underrepresented groups from progressing at the City Corporation. For example, a new application form has been approved and has been built into the HR system. The sensitive data fields have been revised to include gender identity and social mobility.

For many senior appointments we use executive search and select. There is now new and updated wording used for search and select agency proposals that better captures how they conduct their searches to capture a diverse pool of candidates particularly at the higher grades.

## **Tackling Racism Taskforce Update – March 2022**

24. The final report of the taskforce was completed in January 2021 and continues to be monitored for progress by this same group. Staffing recommendations approved by the Establishment Committee and the Policy & Resources

Committee which have been implemented or are in progress are summarised as follows and progress is reported periodically to this Committee:

- a. Anonymised recruitment across all grades (not just at senior levels) be introduced.
- b. Mentoring and reverse mentoring schemes be developed.
- c. Investigate a mechanism that can enable all local training budgets to be amalgamated to Corporate Human Resources or remain in a centralised account, for allocation via a transparent process to staff, who would like to be or have the potential to be developed within their job role linked to their appraisals.
- d. A scheme be developed that provides and defines a “safe space” that is separate to the Staff Diversity Networks; This is a space for support, but not for staff to share their experiences if the individuals are or can potentially be identified.
- e. Current and possible schemes that support work experience programmes with schools and young adults be explored and enhanced.
- f. The City Corporation’s Bullying and Harassment Procedure is revised in consultation with the Comptroller and City Solicitor.
- g. 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.

### **Socio-Economic Diversity**

25. We have added four questions recommended by the Social Mobility Commission to capture Socio-Economic background data. We will be asking all staff to update their personal information to also capture this information in the coming months. This will ensure that we engage and attract a diverse pool of talent regardless of their background. Further work is being done to refine these questions and ensure that the language used as part of recruitment or for self-declaration during employment is consistent.

### **Accreditations and Programmes**

26. Work continues with the following:

**Business in the Community) Race at Work Charter**, to show our commitment to prioritise action on race. We implemented the 5 calls to action, then in April 2020, we became members of BITC Race Campaign to further express our commitment to truly creating an inclusive culture.

#### **Stonewall Diversity Champions**

Stonewall did not open the Workplace Equality Index for submissions this year, but we are preparing to make an entry in September 2021 as endorsed by the Equality and Inclusion Board. The focus is on networking, leadership, procurement, and service delivery. Resources and positive programmes developed by Stonewall are shared with City Pride our staff network.

#### **Disability Confident – Employers**

We aspire to becoming Disability Confident - Leaders in the future, but we realise that we have more work to do, and this is an ongoing process.

## **Corporate & Strategic Implications**

27. Monitoring our workforce by protected characteristics provides us with key data that informs the equality and inclusion agenda and progress being made to address areas of concern. ED&I initiatives link to the Corporate Plan aim of 'contributing to a flourishing society.'

## **Implications**

28. There are no specific costs arising from this report, but the data helps us to identify where there is a disproportionate impact in relation to protected characteristics.

## **Conclusion**

29. This report sets out the 2021 to 2022 annual employee workforce profile data by six of the protected characteristics. The data enables us to better understand our workforce and manage talent across different stages of the employee life cycle. In addition, it enables comparison and benchmarking with industry and monitors progress being made to reduce inequalities identified in our workforce. The report notes that the significant increase in recruitment, starters and leavers during this reporting period is likely a result of post-pandemic and an impact of the Target Operating Model process. This level of change that the organisation experienced over this period, including within the HR team and ED&I impacted on our ability to progress our EDI ambitions. However, a number of initiatives have since been developed to attract and retain talent.

## **Appendices**

Appendix 1 - City of London Corporation - Employee Profile March 2022

## **Background**

### **Dionne Williams-Dodoo**

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# CITY OF LONDON CORPORATION – EMPLOYEE PROFILE MARCH 2022

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# 1 INTRODUCTION

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This document illustrates and describes the profile of the workforce which informs the City Corporation's Public Sector Equality Duty; our equality and inclusion action plan; and HR policy review and development.

## 2 SCOPE

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The analysis provides information on all employees both full time and part time and directly employed temporary employees. The departments covered are:

Chamberlain's, City Surveyor's, Community & Children's Services, Comptroller & City Solicitor's, Mansion House & Central Criminal Court, Markets & Consumer Protection, Open Spaces, Remembrancer's, the Built Environment and Town Clerk's.

This report also includes, unless where stated, the following institutions:

The Barbican Centre, Guildhall School of Music & Drama, the City's three schools - City of London Freeman's School; City of London School; and City of London School for Girls.

Excluded are the City of London Police Officers and support employees whose data is reported separately to the Police Committee. Also excluded are casual and agency workers, contractors and consultants.

The employee profile data reflects the workforce recorded as at the 31 March 2022 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.

We have published our Gender Pay Gap in accordance with the Gender Pay Gap Regulations 2017. In addition, we voluntarily publish our Ethnicity and Disability pay gaps. These are included in this report.

**Employee Profile - Protected Characteristics:** The data analysis looks at 6 protected characteristics in the Equality Act 2010. These are: Sex, Age, Ethnicity, Disability, Religion and Belief and Sexual Orientation. 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, but also to ensure that no individual/s are easily identifiable.

**Categories of analysis:** This report covers an analysis of the overall employee profile; salary and grades; top 5% of earners and Gender, Ethnicity and Disability Pay Gaps; turnover and recruitment; starters and leavers.

### 3 OVERVIEW OF THE WORKFORCE

As at 31 March 2022, there were a total of 3936 employees across the departments and functions in scope, covering a wide range of service areas. There have been 490 starters including fixed term workers and 344 leavers including fixed term workers during the reporting period. Fixed term work may be for several reasons such as cover for maternity leave, fixed term/grant funding, finite project work, secondments and traineeships etc.

#### 3.1 Sex

**Data is held on 100% of the workforce.**

As shown below, 49.9% of the workforce are female and 50.1% are male. This is a comparable to the split for 2020/21 ( 47.78% female and % 52.22% male). It should be noted that whilst some comparison can be useful, the City Corporation’s local authority function is smaller than London Boroughs and other Local Authorities which makes a direct comparison with them difficult.

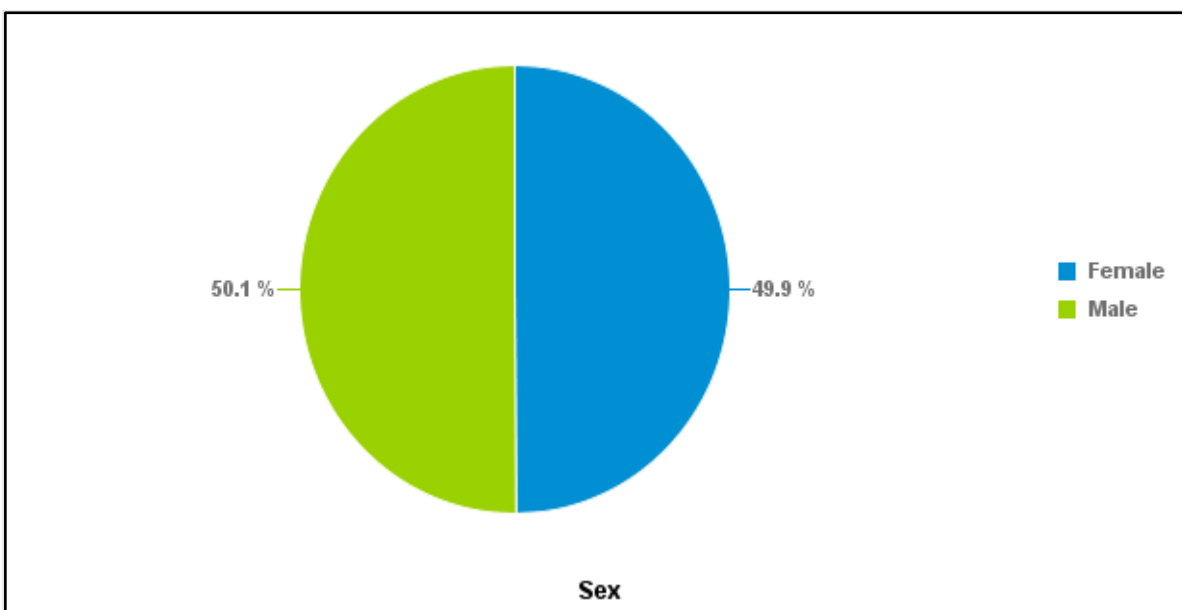


Figure 1 - Gender breakdown of all staff as at 31 March 2022

Sex	Headcount 2020/2021	% 2020/2021	Headcount 2021/2022	% 2021/2022
Female	1741	47.8%	1964	49.9%
Male	1903	52.2%	1972	50.1%

Table 1 - Gender breakdown of staff 2021 and 2022

#### 3.2 Age

**Age data is held on 100% of the workforce.**

The age distribution is essentially unchanged from the previous year.



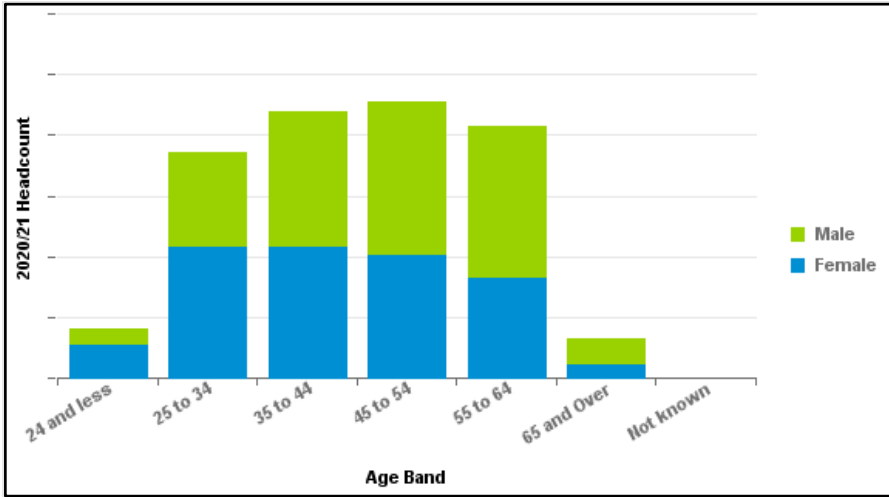


Figure 2 - Age distribution of staff

Age Band	2020/21 % Female	2020/21 % Male	2021/22 Headcount Female	2021/22 % Female	2021/22 Headcount Male	2021/22 % Male	2021/22 % Total Workforce
>24	6.1%	2.9%	93	4.7%	57	2.9%	3.8%
25-34	24.7%	16.3%	466	23.7%	315	16.0%	19.8%
35-44	24.8%	23.4%	519	26.4%	478	24.2%	25.3%
45-54	23.0%	26.7%	483	24.6%	503	25.5%	25.1%
55-64	18.9%	26.3%	353	18.0%	528	26.8%	22.4%
65+	2.5%	4.4%	50	2.6%	91	4.6%	3.6%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>1964</b>	<b>100%</b>	<b>1972</b>	<b>100%</b>	<b>100%</b>

Table 2 - Age distribution of staff

### 3.3 Ethnicity

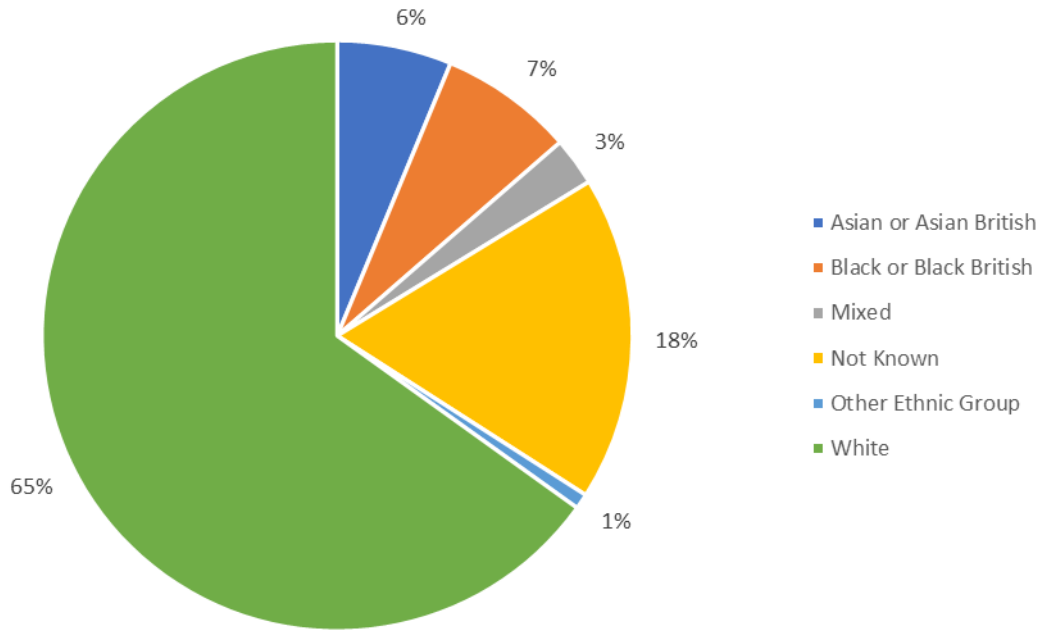
**Ethnicity data is held on 82.2% of the workforce.**

For the purpose of this analysis employees are classified as belonging to the following ethnic groups. 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

The ethnicity profile has broadly remained the same since last year compared to white.

Headcount 31st March 2022



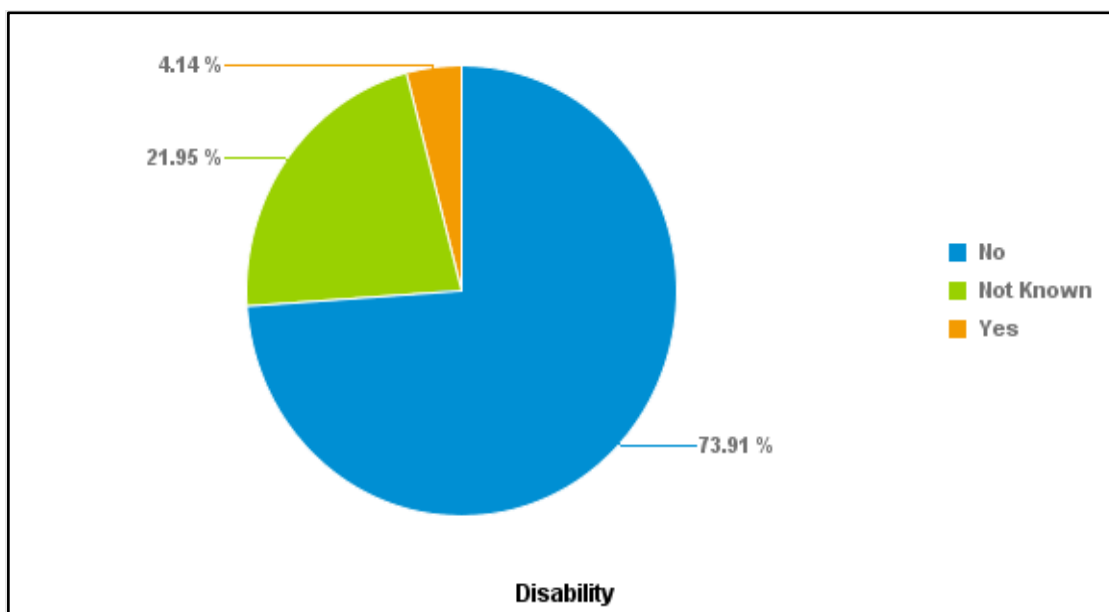
Ethnic Group	2020/21 Headcount	2020/21 %	2021/22 Headcount	2021/22 %
Asian or Asian British	202	5.5%	247	6.3%
Black or Black British	272	7.5%	289	7.3%
Mixed	102	2.8%	104	2.6%
Not Known	444	12.2%	701	17.8%
Other Ethnic Group	69	1.9%	33	0.8%
White	2555	70.1%	2562	65.1%
<b>Total</b>	<b>3644</b>	<b>100%</b>	<b>3936</b>	<b>100%</b>

### 3.4 Disability

**Disability data is held on 78% of the workforce.**

4.1% of the total workforce have declared themselves as having a disability. Employees are asked to state whether they “self-certify” as having a disability on the HR information system and similarly

job applicants are asked to indicate Yes or No to the statement of “I consider myself to have a disability”. Therefore, it should be noted this indicator does not necessarily accurately measure whether an employee meets the definition of “disability” under the Equality Act 2010.

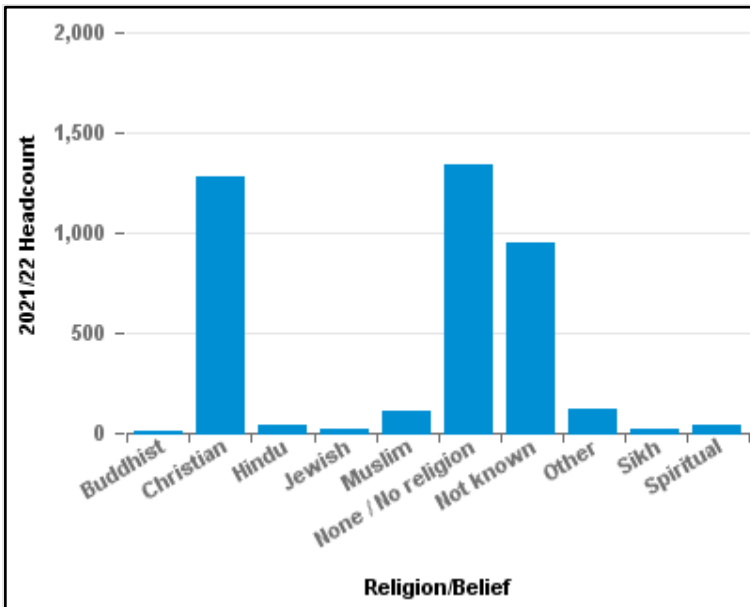


Disability	2020/21 Headcount	2020/21 %	2021/22 Headcount	2021/22%
No	2983	81.9%	2909	73.9%
Not Known	526	14.4%	864	22.0%
Yes	135	3.7%	163	4.1%
<b>Total</b>	<b>3644</b>	<b>100%</b>	<b>3936</b>	<b>100%</b>

### 3.5 Religion and Belief

Religion and belief information is held on 78% of the workforce.

Of the overall workforce 32.6% is Christian. 34% stated that they have None/No religion or belief which has increased slightly since last year. Total other religions and beliefs is 9.4% and not known 24%



Religion / Belief	2020/21 Headcount	2020/21%	2021/22 Headcount	2021/22%
Buddhist	13	0.4%	13	0.3%
Christian	1327	36.4%	1282	32.6%
Hindu	47	1.3%	44	1.1%
Jewish	25	0.7%	23	0.6%
Muslim	97	2.7%	110	2.8%
None/No Religion	1310	36.0%	1339	34.0%
Not known	624	17.1%	946	24.0%
Other	136	3.7%	117	3.0%
Sikh	26	0.7%	25	0.6%
Spiritual	39	1.1%	37	0.9%
<b>Total</b>	<b>3644</b>	<b>100%</b>	<b>3936</b>	<b>100%</b>

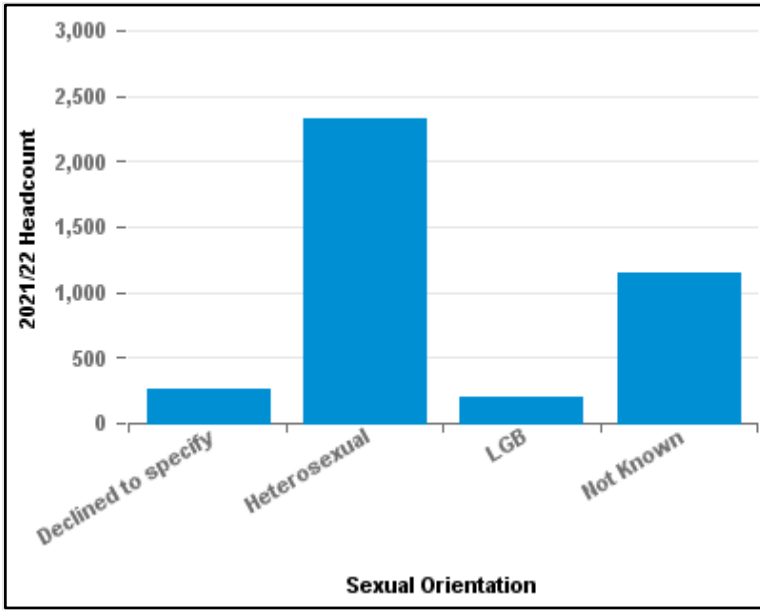
### 3.6 Sexual Orientation

**Sexual orientation information is held on 64.3% of the workforce.**

The Government uses a figure of 5% - 7% of the population as Lesbian, Gay, Bisexual, Trans (LGBT) which the LGBT charity *Stonewall* feels is a reasonable estimate. There has been a significant increase in data capture since last year. It should be noted that of the 35.7% employees whose sexual orientation is unknown, this includes 6.5% who have positively declined to specify.

This protected characteristic is therefore still slightly lower than other self-reported protected characteristic information.

In the table below, LGBT are grouped together as they are individually small in numbers:



Sexual Orientation	2020/21 Headcount	2020/21 %	2020/21 Headcount	2020/21 %
Declined to specify	277	7.6%	254	6.5%
Heterosexual	2351	64.5%	2326	59.1%
LGB	183	5.0%	206	5.2%
Not known	833	22.9%	1150	29.2%
<b>Total</b>	<b>3644</b>	<b>100%</b>	<b>3936</b>	<b>100%</b>

## 4 SALARY AND GRADE PROFILE

This section provides details of salary and gradings in relation to protected characteristics.

### Salary Scales

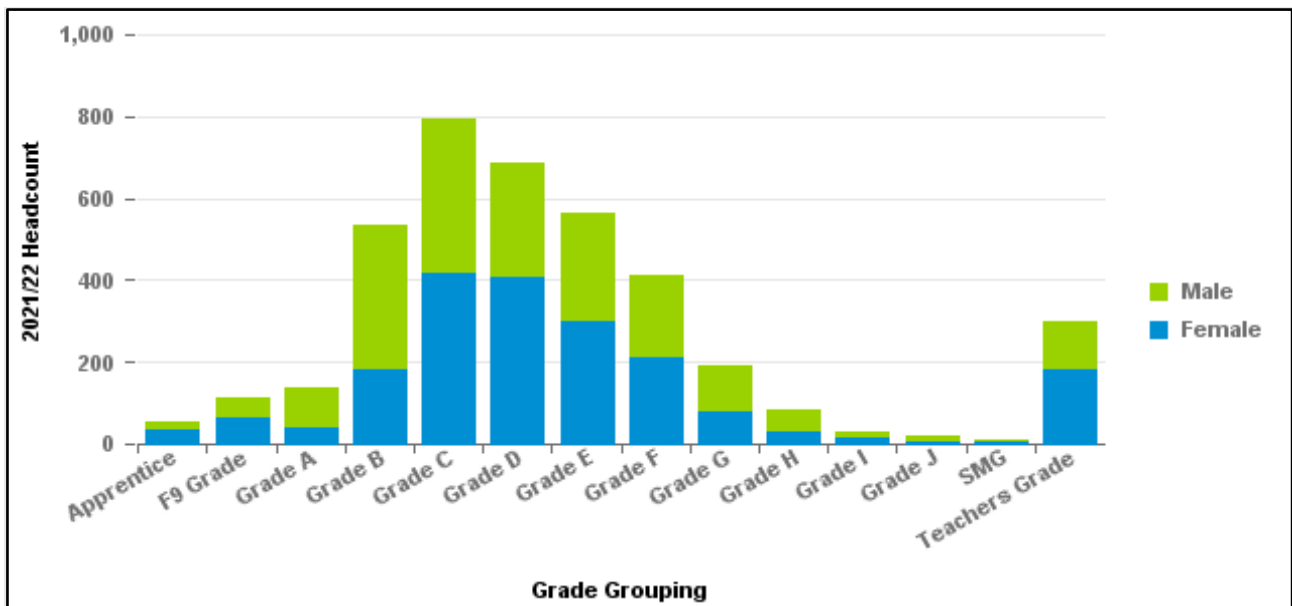
The pay of City Corporation employees is determined locally. This differs from most other Local Authorities whose pay is governed by the National Joint Council for Local Government (NJC).

Grade	Min Salary (£)	Max Salary (£)	2021/22 Workforce headcount	2021/22 Workforce %	2021/22 Female Headcount	2021/22 Female %	2021/22 Male Headcount	2021/22 Male %
Apprentice	20,170	20,570	55	1.4%	35	63.6%	20	36.4%
Grade A	14,840	18,720	137	3.5%	39	28.5%	98	71.5%
Grade B	16,170	22,350	534	13.6%	182	34.1%	352	65.9%
Grade C	21,110	29,170	796	20.2%	415	52.1%	381	47.9%
Grade D	26,070	36,070	687	17.5%	406	59.1%	281	40.9%
Grade E	30,210	41,830	562	14.3%	300	53.4%	262	46.6%
Grade F	38,300	53,040	410	10.4%	213	52.0%	197	48.1%
Grade G	45,760	63,290	192	4.9%	78	40.6%	114	59.4%
Grade H	53,040	73,360	85	2.2%	28	32.9%	57	67.1%
Grade I	61,470	85,070	28	0.7%	13	46.4%	15	53.6%
Grade J	73,360	101,600	20	0.5%	3	15.0%	17	85.0%
Chief Officers*	84,240	258,970	12	0.3%	5	41.7%	7	58.3%
F9 Grade	No fixed values	No fixed values	115	2.9%	65	56.5%	50	43.5%
Teachers	29,490	89,780	301	7.7%	180	59.8%	121	40.2%

Figures exclude London Weighting and other allowances

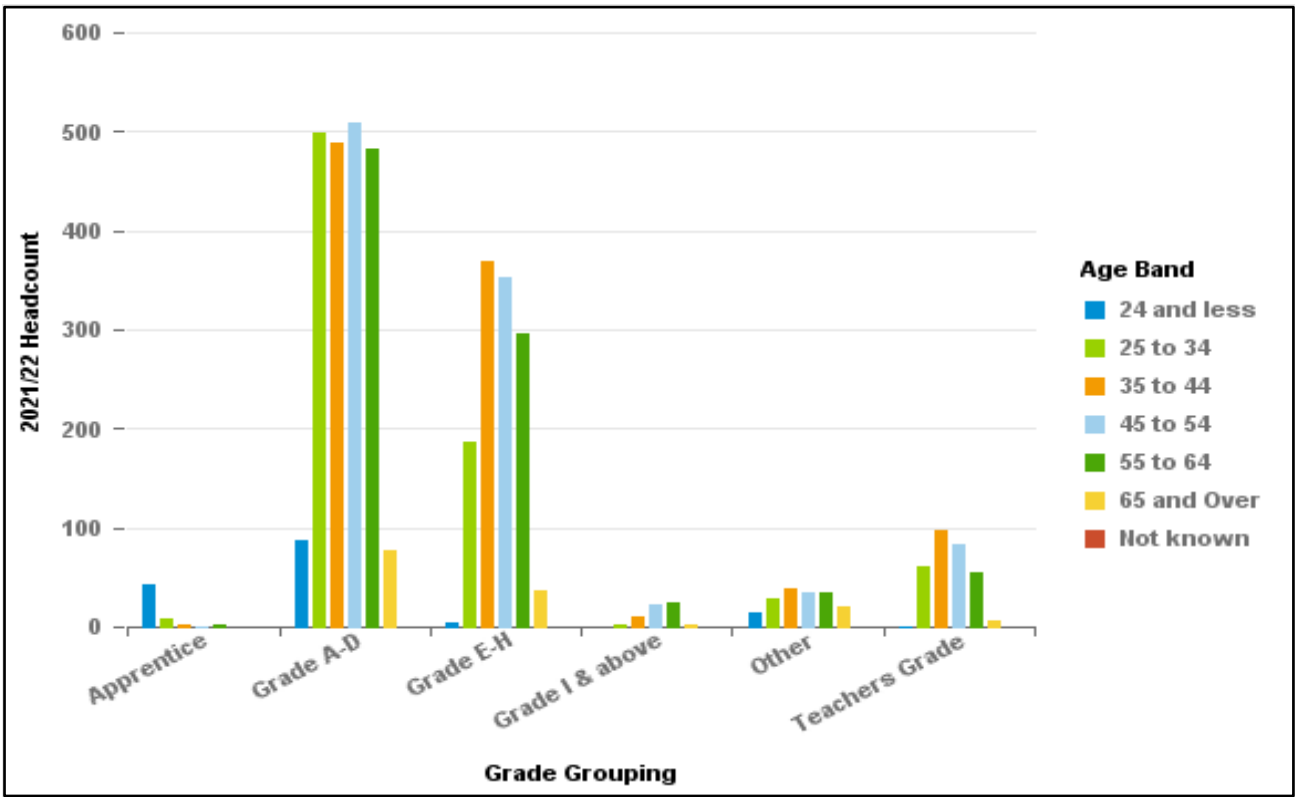
\*Chief Officers have individual salary scales within this range and includes Head Teachers

#### 4.1 Sex and Grade Profile



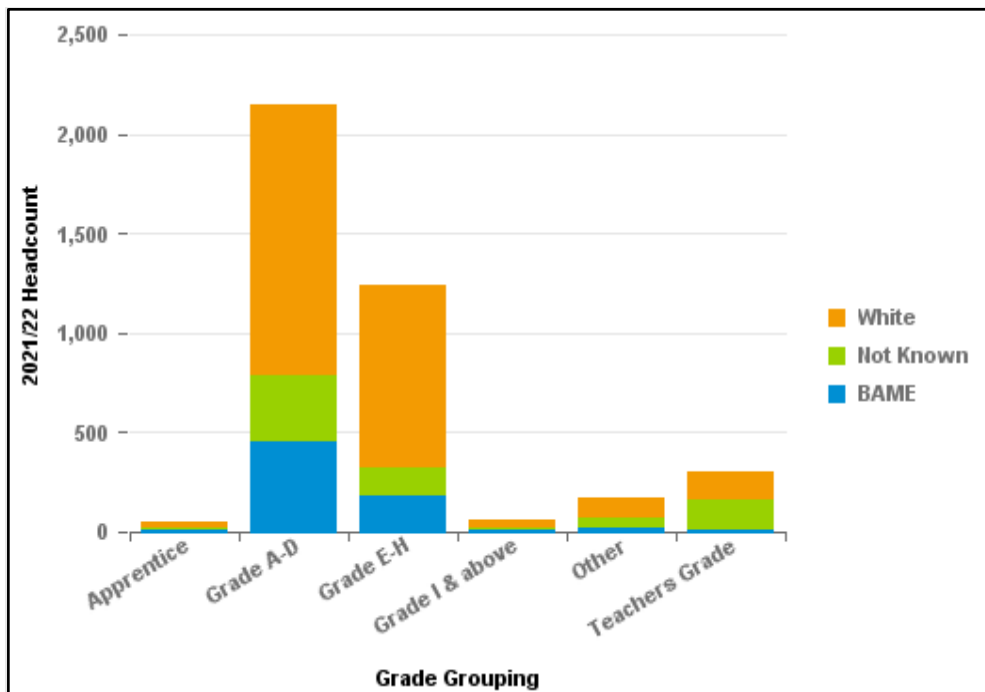
Grade Grouping	2020/21 Female Headcount	2020/21 Female %	2020/21 Male Headcount	2020/21 Male %	2021/22 Female Headcount	2021/22 Female %	2021/22 Male Headcount	2021/22 Male %
Apprentice	32	58.2%	23	41.8%	35	63.6%	20	36.4%
A-D	890	45.6%	1061	54.4%	1042	48.4%	1112	51.6%
E-H	545	47.7%	597	52.3%	619	49.6%	630	50.4%
I and above	17	29.8%	40	70.2%	21	35.0%	39	65.0%
Other	57	51.4%	54	48.7%	65	56.5%	50	43.5%
Teachers	190	61.5%	119	38.5%	180	59.8%	121	40.2%

### 4.2 Age and grade profile



Grade Grouping	24 and less	25 to 34	35 to 44	45 to 54	55 to 64	65 and Over
Apprentice	1.1%	0.2%	0.1%	0.0%	0.1%	0.0%
Grade A-D	2.2%	12.6%	12.3%	12.8%	12.2%	2.0%
Grade E-H	0.1%	4.7%	9.3%	8.9%	7.4%	0.9%
Grade I & above	0.0%	0.1%	0.3%	0.6%	0.6%	0.1%
Other	0.4%	0.7%	1.0%	0.9%	0.9%	0.5%
Teachers Grade	0.0%	1.5%	2.4%	2.1%	1.4%	0.2%
<b>All Staff Total 2021/22</b>	<b>3.8%</b>	<b>19.7%</b>	<b>25.3%</b>	<b>25.2%</b>	<b>22.5%</b>	<b>3.6%</b>
<b>All Staff Total 2020/21</b>	<b>4.4%</b>	<b>20.2%</b>	<b>24.0%</b>	<b>25.0%</b>	<b>22.9%</b>	<b>3.5%</b>

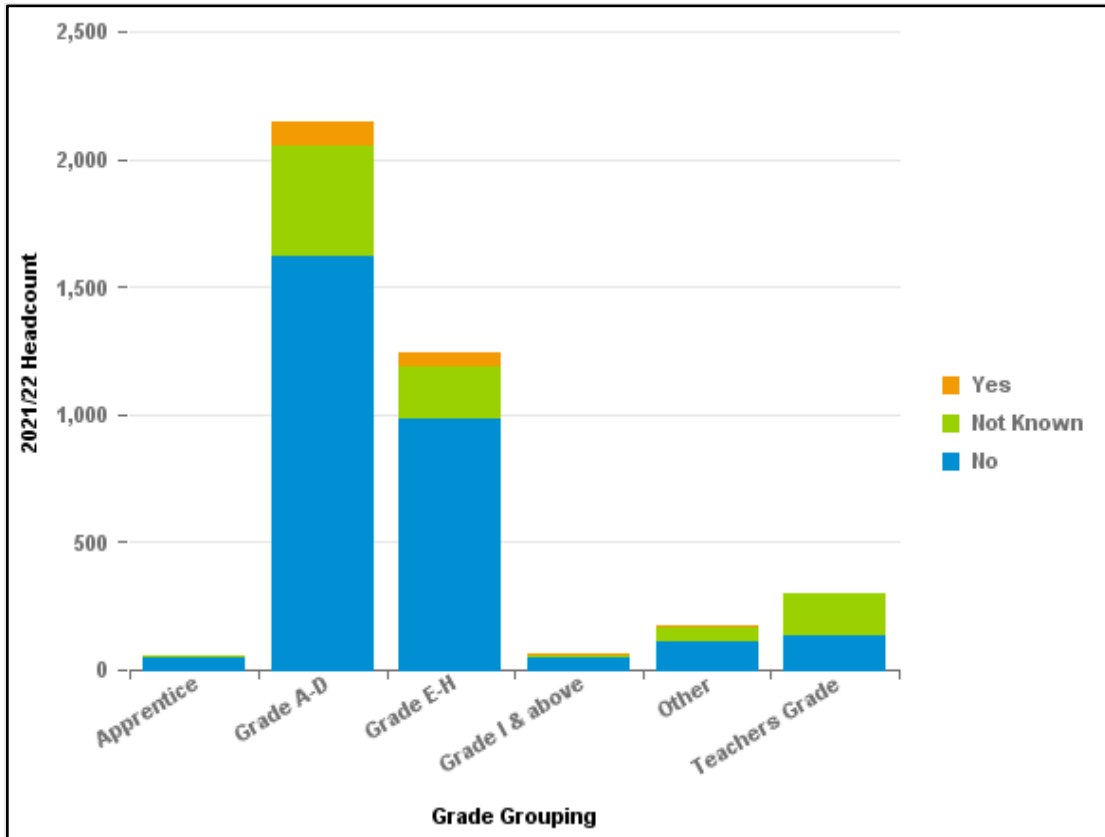
### 4.3 Ethnicity and grade profile





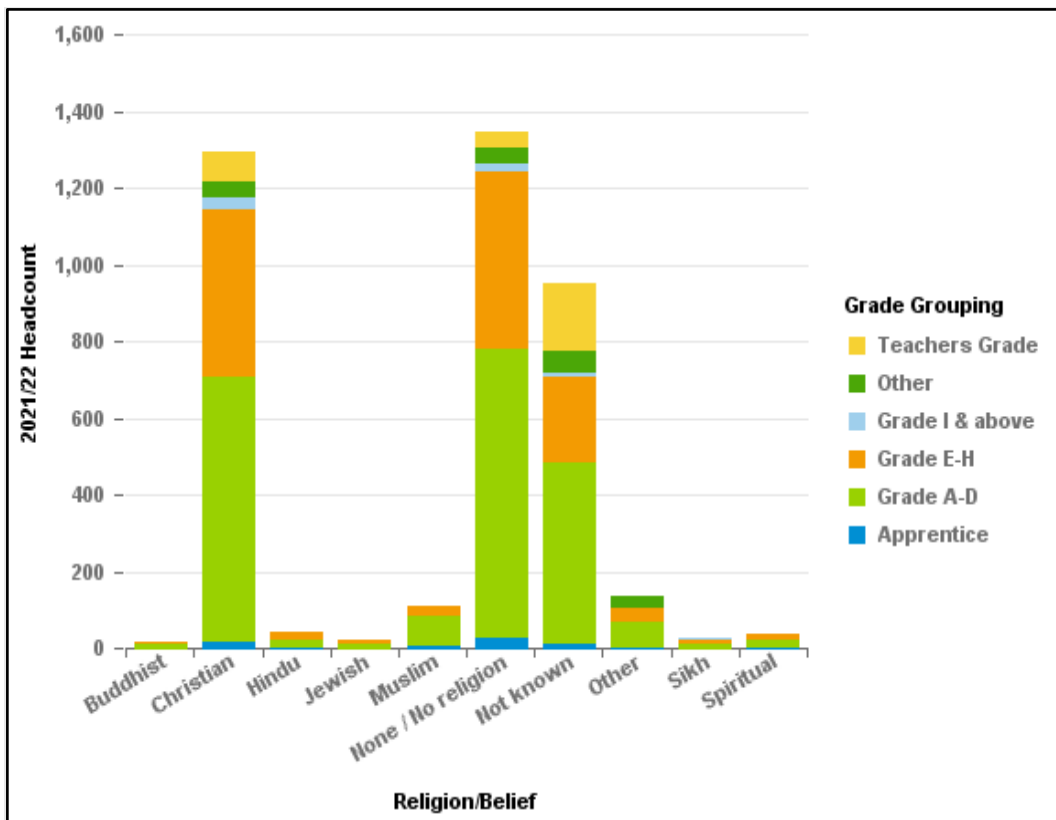
Grade Grouping	BAME	Not known	White
Apprentice	18.2%	12.7%	69.1%
Grade A-D	21.0%	15.8%	63.2%
Grade E-H	14.4%	11.4%	74.2%
Grade I+	11.7%	16.7%	71.7%
Other	10.3%	31.0%	58.6%
Teachers	3.0%	51.2%	45.9%
<b>All Staff Total 21/22</b>	<b>17.1%</b>	<b>17.8%</b>	<b>65.1%</b>
All Staff Total 20/21	17.7%	12.2%	70.1%

#### 4.4 Disability indicator and grade profile



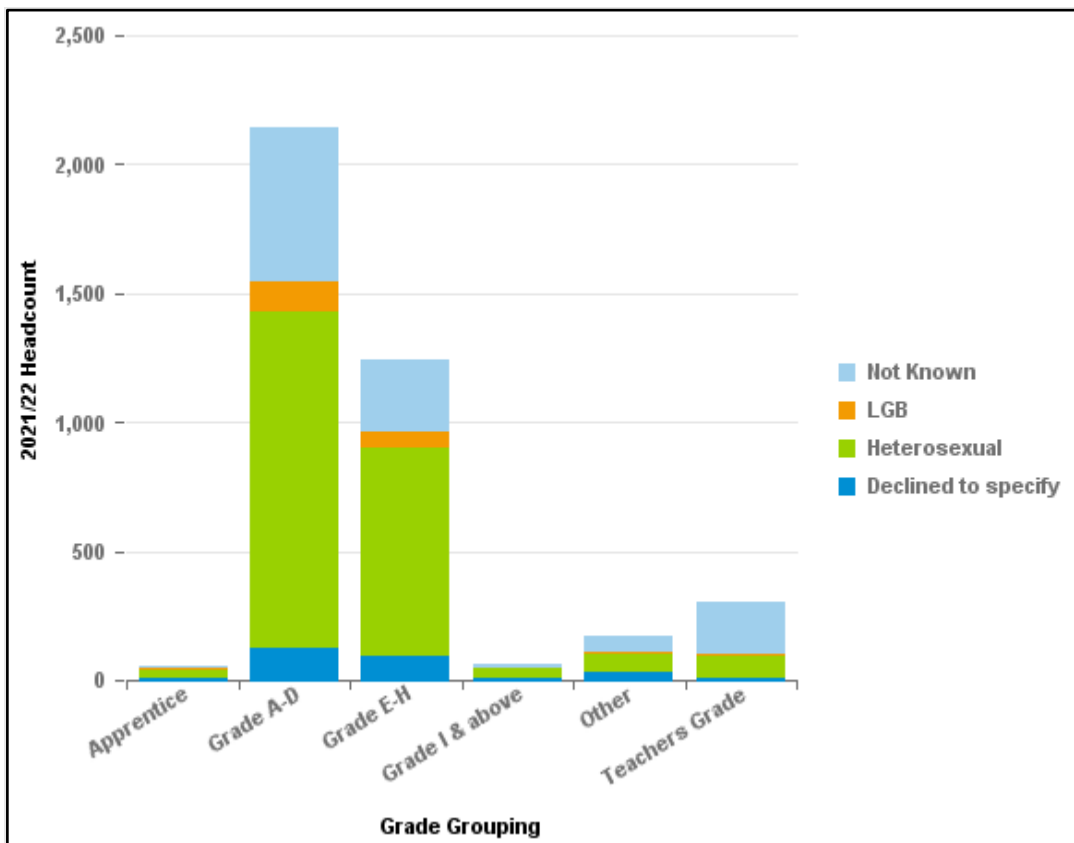
Grade Grouping	No	Not Known	Yes
Apprentice	81.8%	12.7%	5.5%
Grade A-D	75.4%	20.1%	4.5%
Grade E-H	79.1%	16.8%	4.2%
Grade I+	81.7%	13.3%	5.0%
Other	64.4%	31.0%	4.6%
Teachers	45.5%	53.5%	1.0%
All Staff Total 21/22	73.9%	22.0%	4.1%
All Staff Total 20/21	81.9%	14.4%	3.7%

#### 4.5 Religion and belief and grade profile



Grade Grouping	Buddhist	Christian	Hindu	Jewish	Muslim	None / No religion	Not known	Other	Sikh	Spiritual
Apprentice	0.0%	0.3%	0.0%	0.0%	0.1%	0.7%	0.2%	0.0%	0.0%	0.1%
Grade A-D	0.3%	17.5%	0.6%	0.3%	2.0%	18.9%	12.0%	1.6%	0.3%	0.5%
Grade E-H	0.1%	11.0%	0.4%	0.2%	0.6%	11.7%	5.6%	1.0%	0.3%	0.3%
Grade I & above	0.0%	0.7%	0.0%	0.0%	0.0%	0.5%	0.3%	0.0%	0.0%	0.0%
Other	0.0%	1.1%	0.1%	0.0%	0.0%	1.0%	1.4%	0.7%	0.0%	0.0%
Teachers Grade	0.0%	2.0%	0.0%	0.0%	0.0%	1.2%	4.4%	0.0%	0.0%	0.0%
<b>All Staff Total 2021/22</b>	<b>0.3%</b>	<b>32.5%</b>	<b>1.1%</b>	<b>0.6%</b>	<b>2.8%</b>	<b>33.9%</b>	<b>23.9%</b>	<b>3.4%</b>	<b>0.6%</b>	<b>0.9%</b>
All Staff Total 2020/21	0.4%	36.3%	1.3%	0.7%	2.6%	35.8%	17.04%	4.2%	0.7%	1.1%

#### 4.6 Sexual orientation and grade profile



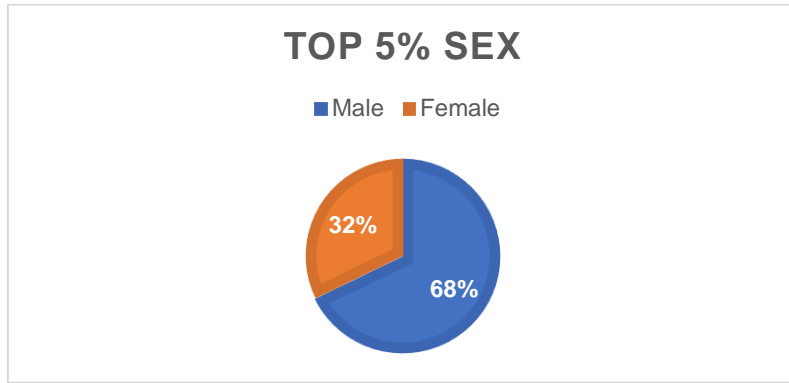
Grade Grouping	Declined to specify	Heterosexual	LGB	Not Known
Apprentice	0.1%	0.9%	0.2%	0.2%
Grade A-D	3.2%	32.7%	3.0%	15.1%
Grade E-H	2.3%	20.3%	1.6%	6.9%
Grade I & above	0.1%	1.0%	0.1%	0.3%
Other	0.8%	1.7%	0.3%	1.6%
Teachers Grade	0.2%	2.2%	0.1%	5.0%
<b>All Staff Total 2021/22</b>	<b>6.8%</b>	<b>58.9%</b>	<b>5.3%</b>	<b>29.0%</b>
All Staff Total 2020/21	8.0%	64.2%	5.1%	22.8%

## 5 TOP 5% OF EARNERS AND GENDER, ETHNICITY AND DISABILITY PAY GAPS

The following section examines the profile of the top 5% of earners. This includes basic pay, London Weighting and Market Forces Supplements. There are currently 163 employees in the top 5% of earners in the City of London Corporation as at 31 March 2022. The ranking used to establish the top 5% of earners is based on the top 5% of gross salaries. Section 5.7 sets out the Gender, Ethnicity and Disability Pay Gaps at the snapshot date of 31 March 2021. As with our gender pay gap, in relation to ethnicity and disability, the difference is in the main attributable to the lower numbers of ethnic minorities staff and staff with disabilities in more senior roles. This is addressed in our Equality and Inclusion Action Plan.

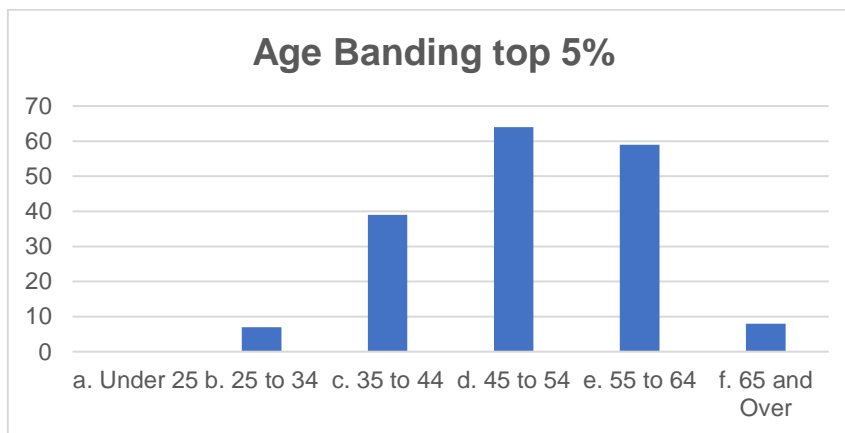
### 5.1 Top 5% earners by sex

Sex	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
Male	120	67.8%	51.5%	114	69.9%
Female	57	32.2%	48.5%	49	30.1%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



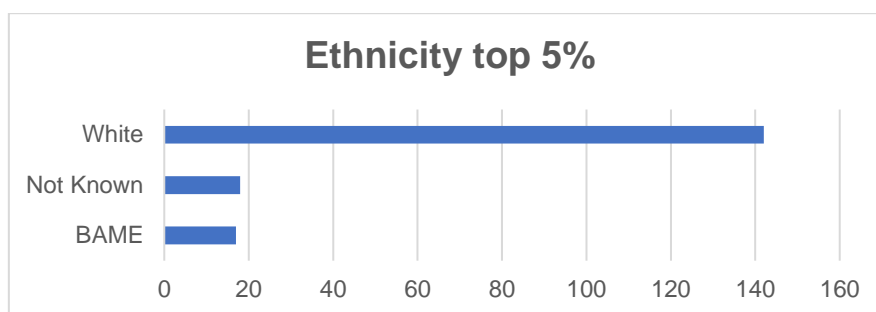
## 5.2 Top 5% earners by age

Age band	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
a. Under 25	0	0.0%	2.6%	0	0.0%
b. 25 to 34	7	4.0%	19.8%	5	3.1%
c. 35 to 44	39	22.0%	24.9%	33	20.3%
d. 45 to 54	64	36.2%	25.7%	56	34.4%
e. 55 to 64	59	33.3%	23.4%	63	38.7%
f. 65 & Over	8	4.5%	3.6%	6	3.7%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



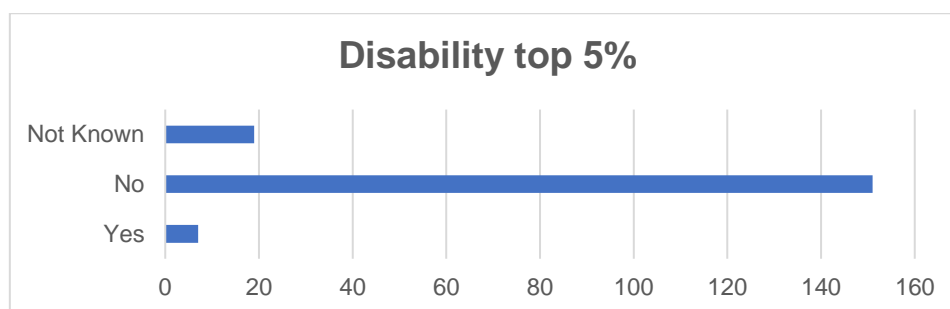
### 5.3 Top 5% earners by Ethnicity

Ethnicity	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
BAME	17	9.6%	18.1%	13	8.0%
Not Known	18	10.2%	14.0%	12	7.4%
White	142	80.2%	67.9%	138	84.7%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



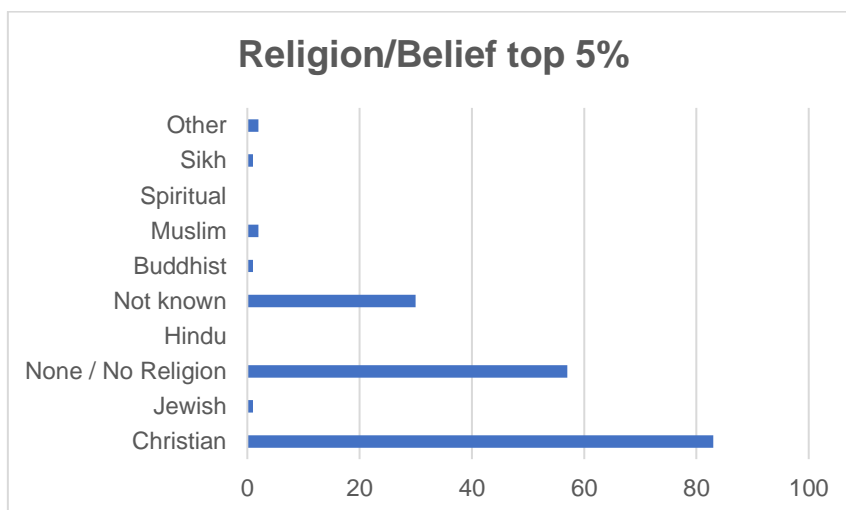
### 5.4 Top 5% earners by disability indicator

Disability	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
Yes	7	4.5%	4.5%	3	1.8%
No	151	77.0%	77.0%	149	91.4%
Not Known	19	18.5%	18.5%	11	6.8%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



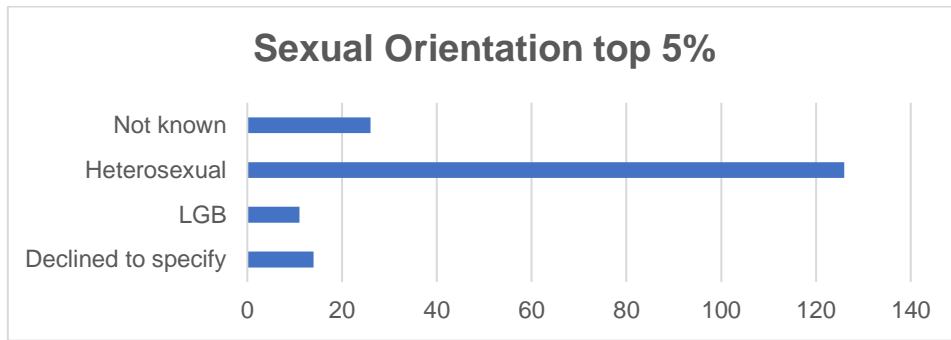
## Top 5% earners by religion and belief

Religion / Belief	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
Christian	83	46.9%	33.4%	84	51.5%
Jewish	1	0.6%	0.7%	2	1.2%
None/No Religion	57	32.2%	35.8%	50	30.7%
Hindu	0	0.0%	1.1%	0	0.0%
Not Known	30	17.0%	20.2%	23	14.1%
Buddhist	1	0.6%	0.4%	0	0.0%
Muslim	2	1.1%	3.0%	1	0.6%
Spiritual	0	0.0%	1.0%	0	0.0%
Sikh	1	0.6%	0.7%	1	0.6%
Other	2	1.1%	3.8%	2	1.2%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



## 5.5 Top 5% earners by sexual orientation

Sexual Orientation	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
Declined to specify	14	7.9%	7.2%	12	7.6%
LGB	11	6.2%	5.6%	9	5.7%
Heterosexual	126	71.2%	61.8%	123	77.4%
Not known	26	14.7%	25.5%	19	12.0%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>102.5%</b>





## 5.6 Pay Gaps - Gender, Ethnicity and Disability

### THE CORPORATION'S GENDER PAY GAP ("SNAPSHOT" DATE OF 31 MARCH 2021)

\* Bracketed figures represent the 31 March 2020 pay gap.

#### 5.6.1 Pay Rates

Pay Rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay
Mean hourly rate	7.1% (5.6%)
Median hourly rate	2.2% (0.0%)

#### 5.6.2 Pay Quartiles

Pay Quartiles	Women	Men	Total
Proportion of women and men in the <b>upper quartile</b> (paid above the 75th percentile point)	43.9% (43.9%)	56.1% (56.1%)	(100%)
Proportion of women and men in the <b>upper middle quartile</b> (paid above the median and at or below the 75th percentile point)	50.5% (53.2%)	49.5% (46.8%)	(100%)
Proportion of women and men in the <b>lower middle quartile</b> (paid above the 25th percentile point and at or below the median)	50.9% (52.2%)	49.1% (47.8%)	(100%)
Proportion of women and men in the <b>lower quartile</b> (paid below the 25th percentile point)	49.4% (45.7%)	50.6% (54.3%)	(100%)

#### 5.6.3 Bonus Pay

Bonus Pay	Bonus Gender Pay Gap - the difference women's bonus and men's bonus as a % of men's bonus
Mean bonus	5.4% (15.7%)
Median bonus	-14% Higher i.e. male employees have lower bonuses than female employees (0.5% Lower)

Bonus Pay	Women	Men
Who received bonus pay	26% (13.1%)	34.5% (14.1%)

## THE CORPORATION'S ETHNICITY PAY GAP ("SNAPSHOT" DATE OF 31 MARCH 2021)

### 5.6.4 Pay Rates

Pay Rates	BAME pay gap - the difference between BAME employees' pay and white employees pay as a percentage of white employees' pay	BAME pay gap - BAME employees' pay as a percentage of white employees' pay	Hourly rate of pay for BAME employees	Hourly rate of pay for white employees	Difference £
Mean hourly rate	16.8% (19.1%)	83.3% (80.9%)	£22.13 (£20.62)	£26.58 (£25.49)	£4.45 (£4.87)
Median hourly rate	15.7% (17.1%)	84.3% (82.9%)	£19.69 (£18.02)	£23.37 (£21.73)	£3.68 (£3.71)

### 5.6.5 Pay Quartiles

Pay Quartiles	BAME	White	Total
Proportion of BAME and white employees in the <b>upper quartile</b> (paid above the 75th percentile point)	8.2% (6.8%)	75% (74%)	83.2% (80.8%)
Proportion of BAME and white employees in the <b>upper middle quartile</b> (paid above the median and at or below the 75th percentile point)	14.9% (14.4%)	71.4% (72.9%)	86.3% (87.3%)
Proportion of BAME and white employees in the <b>lower middle quartile</b> (paid above the 25th percentile point and at or below the median)	20.9% (21.4%)	62.7% (63.3%)	83.6% (84.7%)
Proportion of BAME and white employees in the <b>lower quartile</b> (paid below the 25th percentile point)	16.9% (18.2%)	54.7% (55.7%)	71.6% (73.9%)

## 5.6.6 Workforce Composition

Workforce Composition	BAME headcount	White headcount	Non-disclosed headcount	Total headcount
Proportion of BAME and white employees in the <b>upper quartile</b> (paid above the 75th percentile point)	104 (85)	957 (930)	215 (242)	1276 (1257)
Proportion of BAME and white employees in the <b>upper middle quartile</b> (paid above the median and at or below the 75th percentile point)	190 (181)	911 (917)	175 (160)	1276 (1258)
Proportion of BAME and white employees in the <b>lower middle quartile</b> (paid above the 25th percentile point and at or below the median)	266 (269)	800 (796)	210 (193)	1276 (1258)
Proportion of BAME and white employees in the <b>lower quartile</b> (paid below the 25th percentile point)	217 (229)	699 (700)	361 (328)	1277 (1258)

## 5.6.7 Bonus Pay

Bonus Pay	Bonus BAME Pay Gap - the difference between BAME employees' bonus and white employees' bonus as a % of white employees' bonus	Bonus BAME Pay Gap - BAME employees' bonus as a % of white employees' bonus	Bonus pay of BAME employees	Bonus pay of white employees	Difference £
Mean bonus	22.2% (23.1%)	78% (76.9%)	£853.80 (£1,081.26)	£1,097.50 (£1,406.85)	£243.70 (£325.59)
Median bonus	49.9% (31.9%)	50% (68.1%)	£500 (£652.80)	£998.70 (£958.40)	£498.70 (£305.60)

Who received bonus pay:

- BAME paid bonus as % of all BAME: 30.9% (9.9%)
- White paid bonus as % of all White staff: 35.4% (16.9%)

### Note

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

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

## The Corporation's Disability Pay Gap ("snapshot" date of 31 March 2021)

### 5.6.8 Pay Rates

	Disability pay gap - the difference between the pay of employees who have declared a disability and the pay of employees who have declared they do not have a disability as a % of the pay of employees who have declared they do not have a disability	Disability pay gap - the pay of employees who have declared a disability as a percentage of the pay of employees who have declared they do not have a disability	Hourly rate of employees who have declared they have a disability	Hourly rate of employees who have declared they do not have a disability	Difference £
Mean hourly rate	8.9% (10.3%)	93% (89.7%)	£23.86 (£22.06)	£25.64 (£24.59)	£1.78 (£2.53)
Median hourly rate	7.1% (9.4%)	93% (90.6%)	£20.73 (£19.68)	£22.31 (£21.73)	£1.58 (£2.05)

### 5.6.9 Pay Quartiles

Pay Quartiles	Disabled	Not disabled	Total
Proportion of disabled and not disabled employees in the <b>upper quartile</b> (paid above the 75th percentile point)	2.1% (2%)	74.8% (73.4%)	76.9% (75.3%)
Proportion of disabled and not disabled employees in the <b>upper middle quartile</b> (paid above the median and at or below the 75th percentile point)	3.9% (3.5%)	77.6% (78.5%)	81.5% (82%)
Proportion of disabled and not disabled employees in the <b>lower middle quartile</b> (paid above the 25th percentile point and at or below the median)	4.6% (4%)	73.8% (75.7%)	78.4% (79.7%)
Proportion of disabled and not disabled employees in the <b>lower quartile</b> (paid below the 25th percentile point)	3.8% (4%)	66.9% (68.6%)	70.7% (72.6%)

### 5.6.10 Workforce Composition

Workforce Composition	Disabled headcount	Not disabled headcount	Non-disclosed headcount	Total headcount
Proportion of disabled and not disabled employees in the <b>upper quartile</b> (paid above the 75th percentile point)	27 (22)	954 (922)	295 (310)	1276 (1257)
Proportion of disabled and not disabled employees in the <b>upper middle quartile</b> (paid above the median and at or below the 75th percentile point)	50 (44)	990 (987)	236 (227)	1276 (1258)
Proportion of disabled and not disabled employees in the <b>lower middle quartile</b> (paid above the 25th percentile point and at or below the median)	58 (50)	942 (952)	276 (256)	1276 (1258)
Proportion of disabled and not disabled employees in the <b>lower quartile</b> (paid below the 25th percentile point)	49 (50)	854 (862)	374 (345)	1277 (1258)

### 5.6.11 Bonus Pay

Bonus Pay	Bonus Disability Pay Gap - the difference between the bonus paid to employees who have declared a disability and employees who have not declared a disability as a % of employees who have declared a disability.	Bonus Disability Pay Gap - Pay of employees who have declared a disability as a % of pay of employees who have declared they do not have a disability	Bonus pay of employees who have declared they have a disability	Bonus pay of employees who have declared they do not have a disability	Difference £
Mean bonus	-4.3% Higher (-14.8% Higher)	-4% (114.8%)	£1,106.73 (£1,611.31)	£1,060.98 (£1,403.97)	£45.75 (£207.34)
Median bonus	16.8% (3.9%)	83% (96.1%)	£830.99 (£920.88)	£998.70 (£958.40)	£176.71 (£37.52)

Who received bonus pay:

- Disabled paid bonus as % of all disabled: 27.2% (11.8%)
- Non-disabled paid bonus as % of all non-disabled staff: 34.9% (15.8%)

**Note**

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

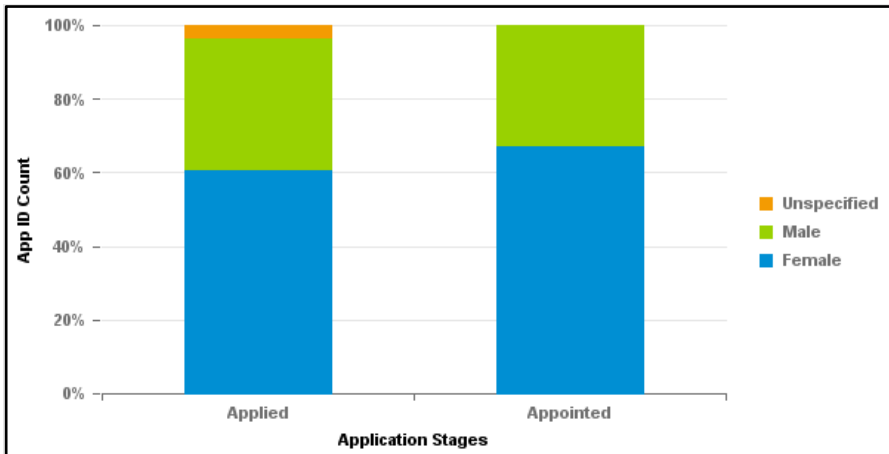
## 6 TURNOVER

Recruitment Data April 2021 – March 2022

The turnover rate including leavers who were on a fixed term contract is 9.4%. This is a significant fall from the 2020/2021 figure of 13.1%.

The following charts do not include all recruitment such as recruitment in schools and specialist recruitment where search and select organisations have been commissioned. There was a total of 5690 applicants for posts of which 89 were internal applicants. This compares to 9975 applicants, 210 of which were internal in the previous reporting period.

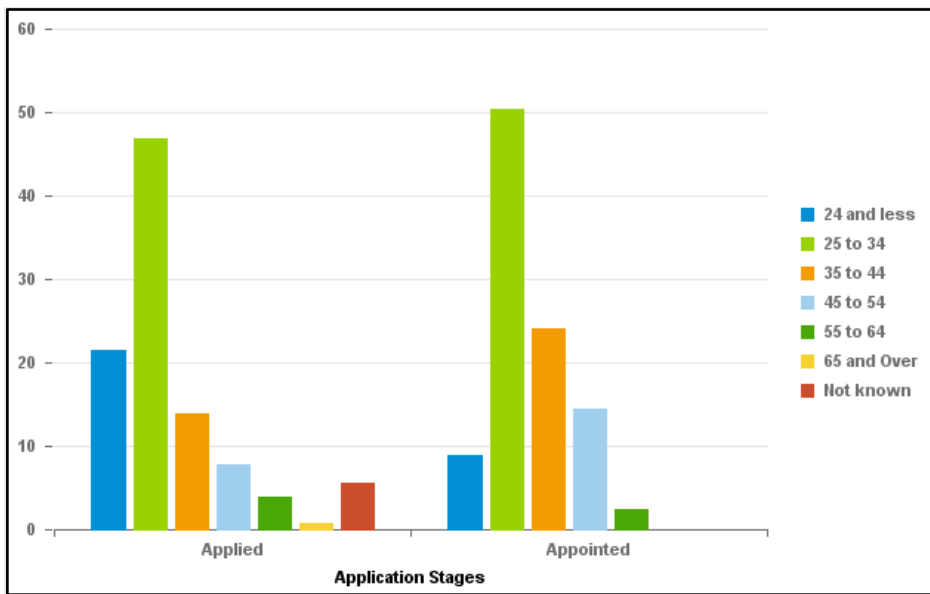
### 6.1 Recruitment by sex



Application Stage	Female %	Male %	Unspecified %
Applied	60.5%	35.7%	3.8%
Appointed	67.2%	32.8%	0.0%

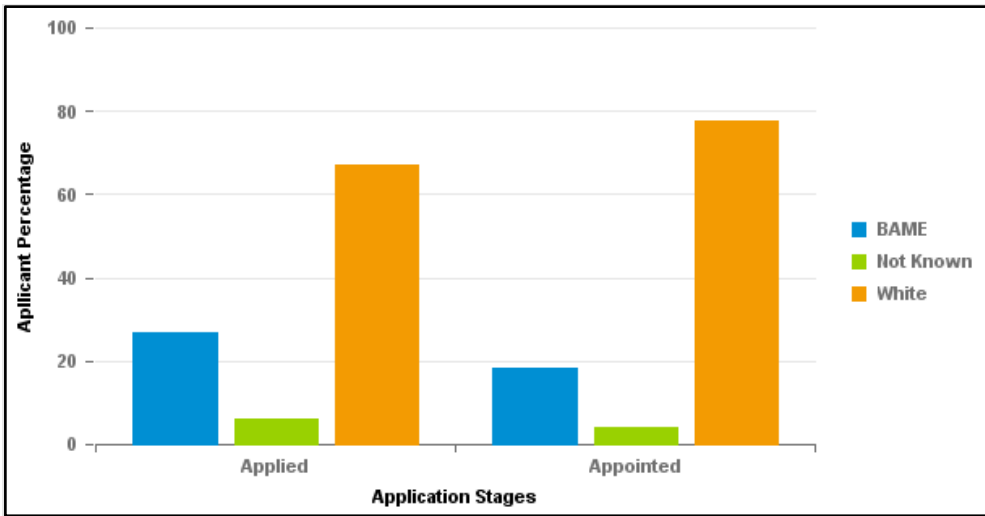


## 6.2 Recruitment by age



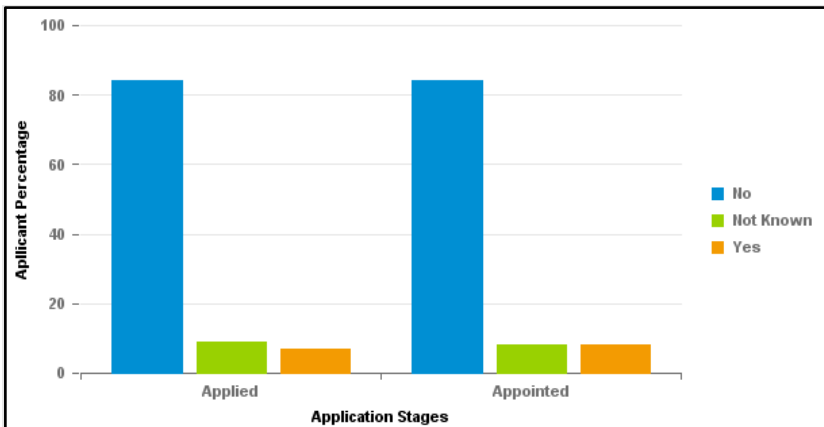
Age	Applied	Appointed
<b>24 and less</b>	21.5%	8.8%
<b>25 to 34</b>	46.8%	50.4%
<b>35 to 44</b>	13.8%	24.0%
<b>45 to 54</b>	7.7%	14.4%
<b>55 to 64</b>	3.8%	2.4%
<b>65 and Over</b>	0.8%	0.0%
<b>Not known</b>	5.5%	0.0%
<b>Total</b>	<b>100%</b>	<b>100%</b>

### 6.3 Recruitment by ethnicity



Ethnicity	Applied	Appointed
BAME	27.0%	18.4%
Not Known	6.0%	4.0%
White	67.0%	77.6%
<b>Total</b>	<b>100%</b>	<b>100%</b>

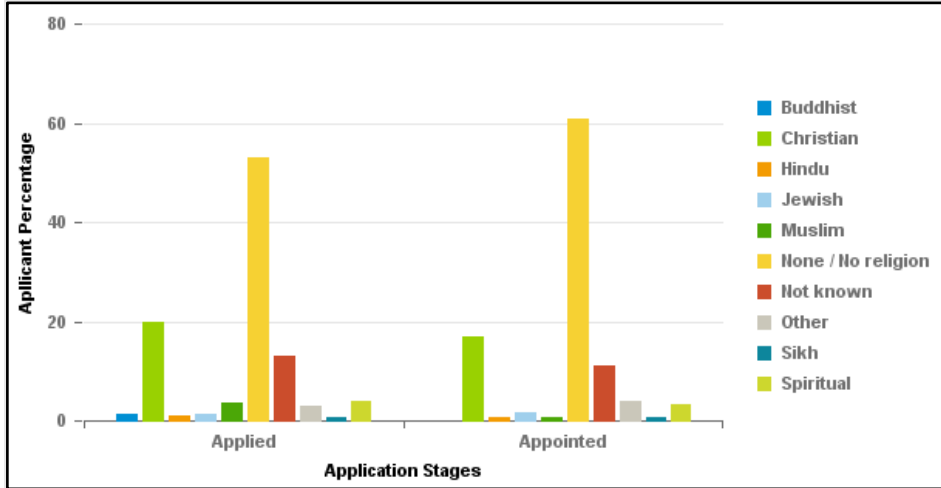
### 6.4 Recruitment by disability indicator



Disability	Applied	Appointed
No	84.3%	84.0%
Not Known	8.8%	8.0%
Yes	6.9%	8.0%

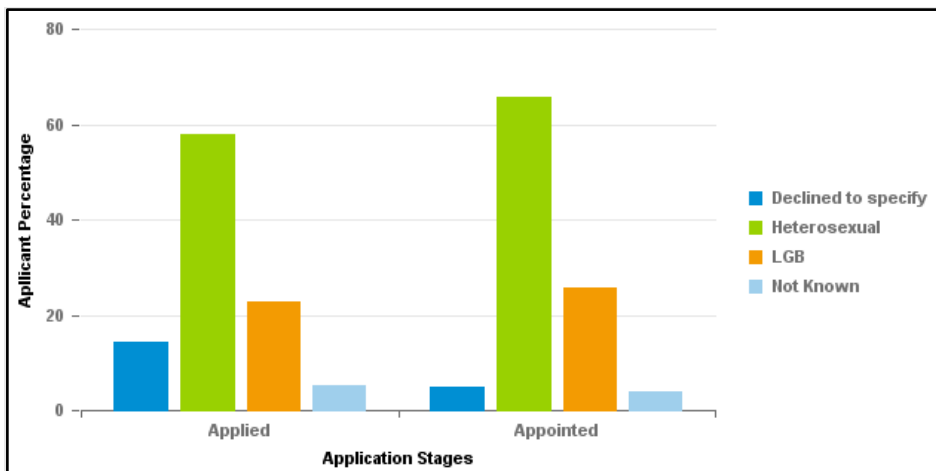
<b>Total</b>	<b>100%</b>	<b>100%</b>
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## 6.5 Recruitment by religion and belief



Religion / Belief	Applied	Appointed
Buddhist	1.2%	0.0%
Christian	19.7%	16.8%
Hindu	1.0%	0.8%
Jewish	1.2%	1.6%
Muslim	3.7%	0.8%
None / No religion	52.9%	60.8%
Not known	13.0%	11.2%
Other	2.9%	4.0%
Sikh	0.6%	0.8%
Spiritual	3.9%	3.2%
<b>Total</b>	<b>100%</b>	<b>100%</b>

## 6.6 Recruitment by sexual orientation



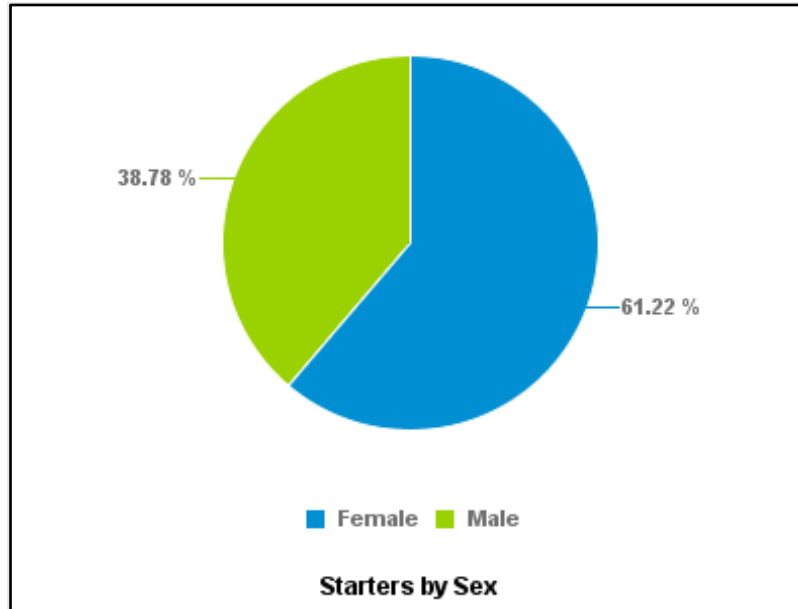
Sexual Orientation	Applied	Appointed
Declined to specify	14.4%	4.8%
Heterosexual	57.8%	65.6%
LGB	22.8%	25.6%
Not Known	5.2%	4.0%
<b>Total</b>	<b>100%</b>	<b>100%</b>

## 7 STARTER INFORMATION APRIL 2021 – MARCH 2022

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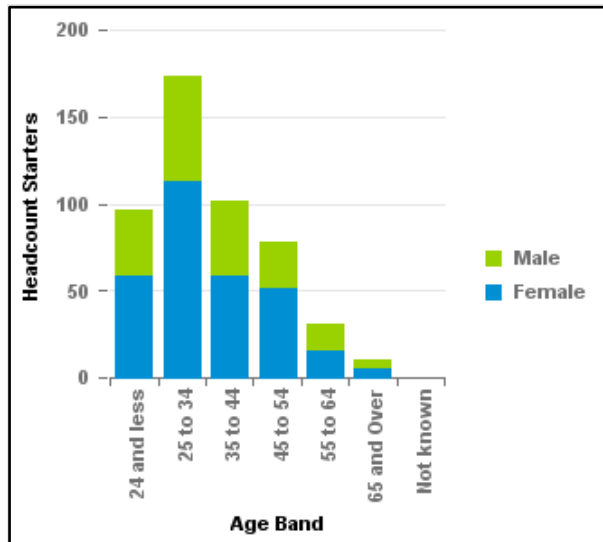
The tables below give a breakdown of the 318 new starters to the organisation including fixed/temporary terms employees. This data does not include those employees who already work for the City Corporation but have changed jobs. There have been 344 leavers in the same period.

### 7.1 Starters by sex



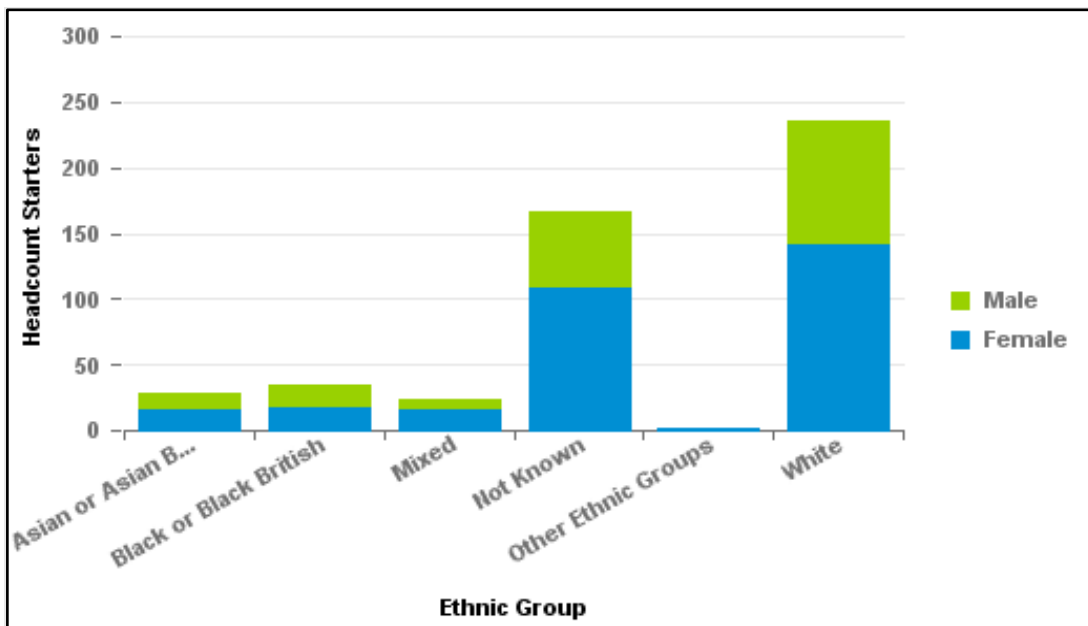
Sex	Headcount	%
Female	300	61.2%
Male	190	38.8%
Total	490	100%

### 7.2 Starters by age



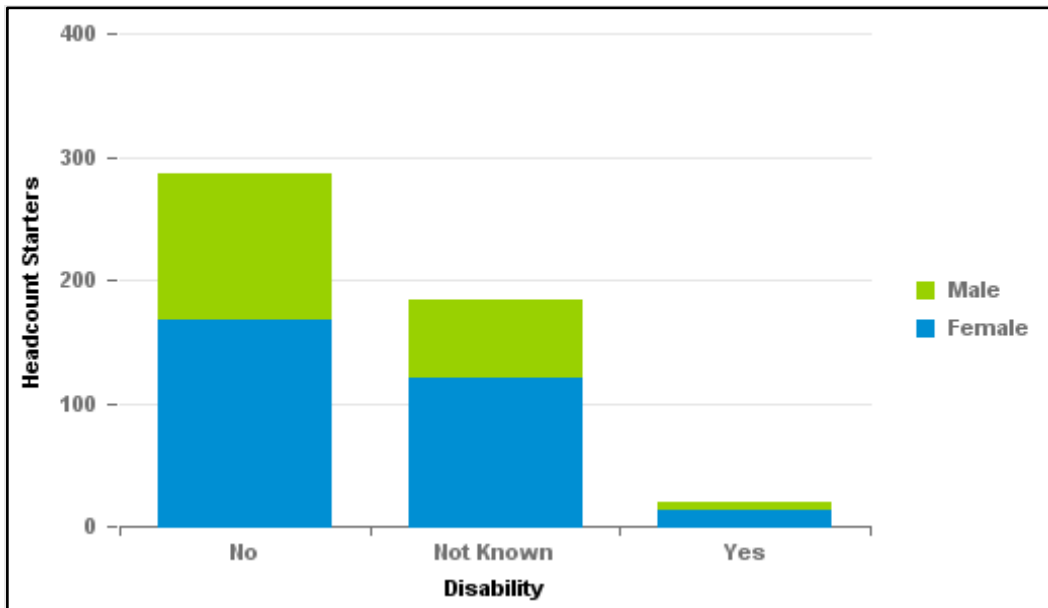
Age Band	Headcount Female	% Female	Headcount Male	% Male
24 and less	58	11.8%	38	7.8%
25 to 34	113	23.1%	60	12.2%
35 to 44	58	11.8%	44	9.0%
45 to 54	51	10.4%	27	5.5%
55 to 64	15	3.1%	16	3.3%
65 and over	5	1.0%	5	1.0%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

### 7.3 Starters by ethnicity



<b>Ethnicity</b>	<b>Headcount Female</b>	<b>% Female</b>	<b>Headcount Male</b>	<b>% Male</b>
<b>Asian or Asian British</b>	15	3.1%	13	2.7%
<b>Black or Black British</b>	18	3.7%	16	3.3%
<b>Mixed</b>	16	3.3%	7	1.4%
<b>Not Known</b>	108	22.0%	59	12.0%
<b>Other Ethnic Groups</b>	1	0.2%	1	0.2%
<b>White</b>	142	29.0%	94	19.2%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

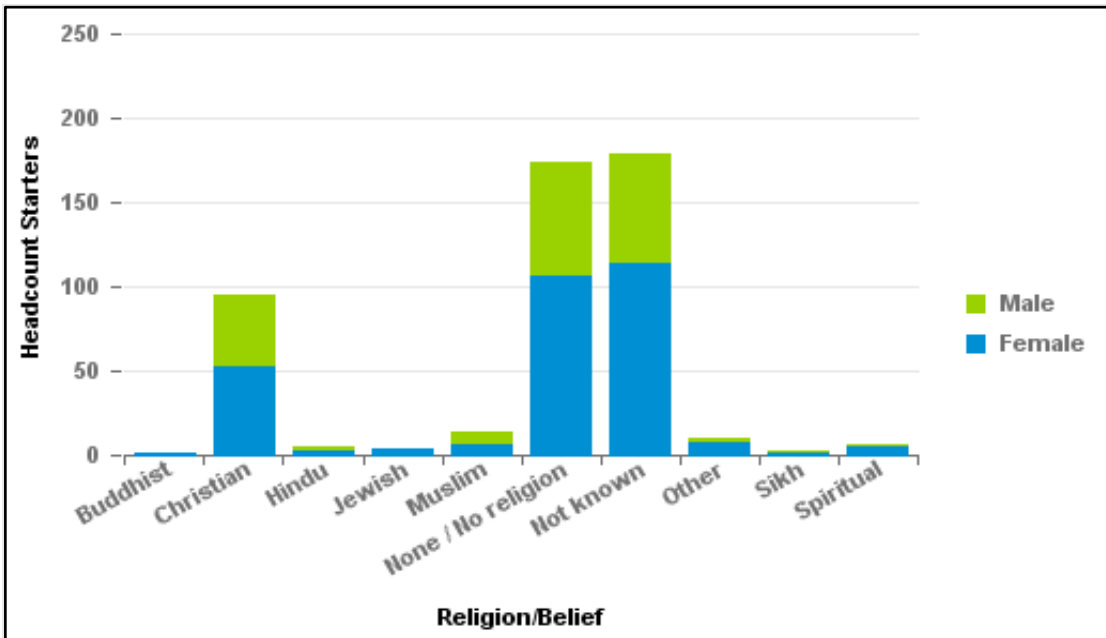
## 7.4 Starters by disability indicator



Disability	Headcount Female	% Female	Headcount Male	% Male
No	167	34.1%	119	24.3%
Not Known	120	24.5%	64	13.1%
Yes	13	2.7%	7	1.4%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

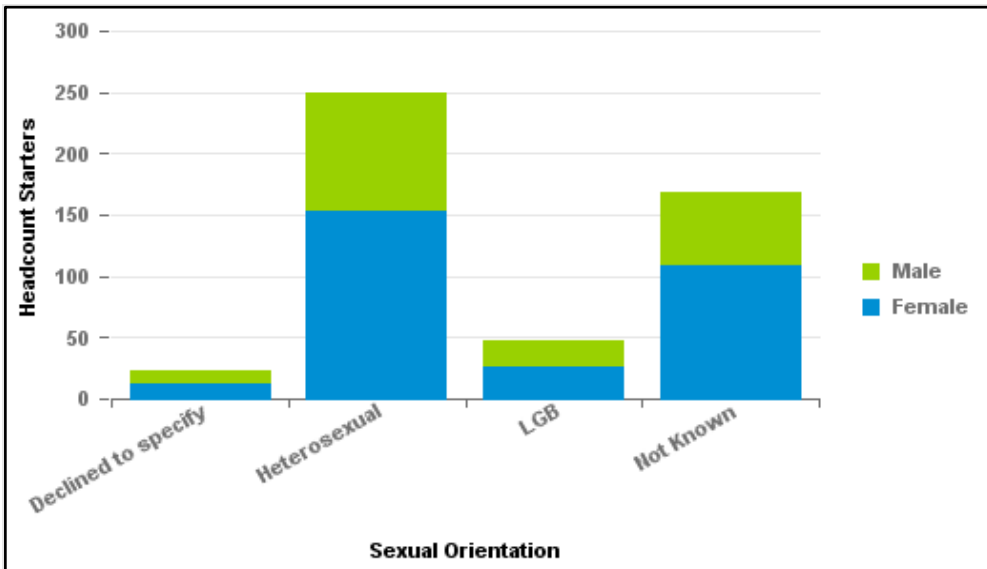
## 7.5 Starters by religion and belief





Religion / Belief	Headcount Female	% Female	Headcount Male	% Male
Buddhist	1	0.2%	0	0.0%
Christian	52	10.6%	43	8.8%
Hindu	3	0.6%	2	0.4%
Jewish	4	0.8%	0	0.0%
Muslim	6	1.2%	8	1.6%
None / No religion	106	21.6%	68	13.9%
Not known	114	23.3%	65	13.3%
Other	8	1.6%	2	0.4%
Sikh	1	0.2%	1	0.2%
Spiritual	5	1.0%	1	0.2%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

## 7.6 Starters by sexual orientation

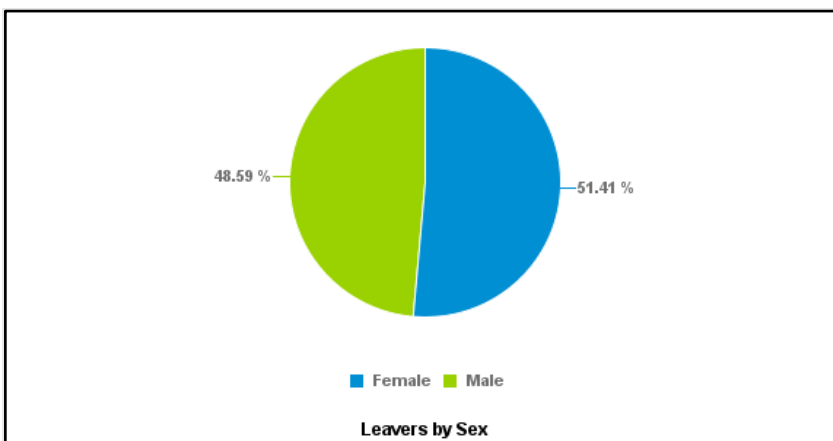


Sexual Orientation	Headcount Female	% Female	Headcount Male	% Male
Declined to specify	12	2.5%	11	2.2%
Heterosexual	153	31.2%	97	19.8%
LGB	26	5.3%	22	4.5%
Not Known	109	22.2%	60	12.2%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

## 8 LEAVER INFORMATION APRIL 2021 – MARCH 2022

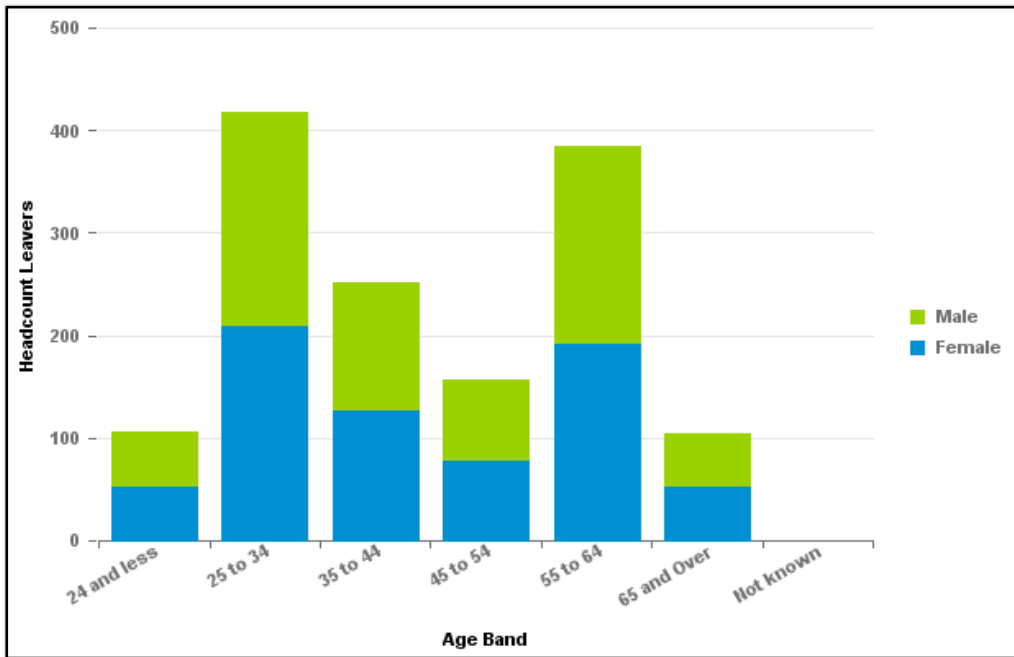
The tables below give a breakdown of the 344 leavers from the organisation.

### 8.1 Leavers by sex



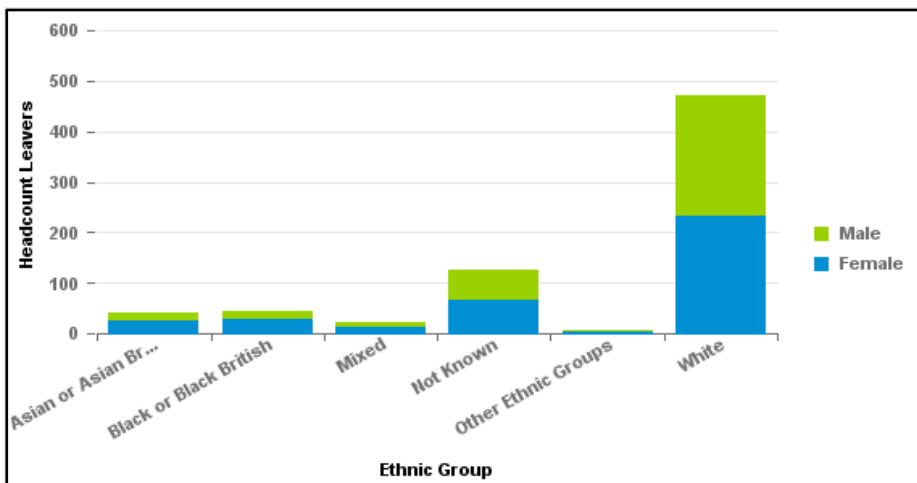
Sex	Headcount	%
Female	365	51.4%
Male	345	48.6%
<b>Total</b>	<b>710</b>	<b>100%</b>

## 8.2 Leavers by age



Age Band	Headcount Female	% Female	Headcount Male	% Male
24 and less	35	4.9%	18	2.5%
25 to 34	130	18.3%	79	11.1%
35 to 44	64	9.0%	62	8.7%
45 to 54	37	5.2%	41	5.8%
55 to 64	81	11.4%	111	15.6%
65 and Over	18	2.5%	34	4.8%
Not Known	0	0.0%	0	0.0%
<b>Totals</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>

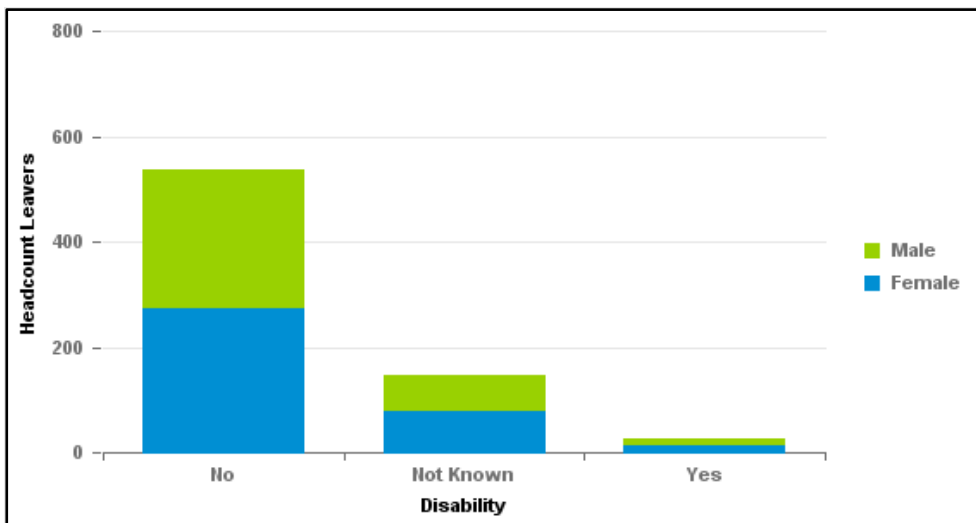
### 8.3 Leavers by ethnicity



Age Band	Headcount Female	% Female	Headcount Male	% Male
Asian or Asian British	24	3.4%	16	2.3%
Black or Black British	27	3.8%	16	2.3%
Mixed	11	1.6%	12	1.7%
Not Known	66	9.3%	59	8.3%
Other Ethnic Groups	3	0.4%	4	0.6%
White	234	33.0%	238	33.5%
<b>Total</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>

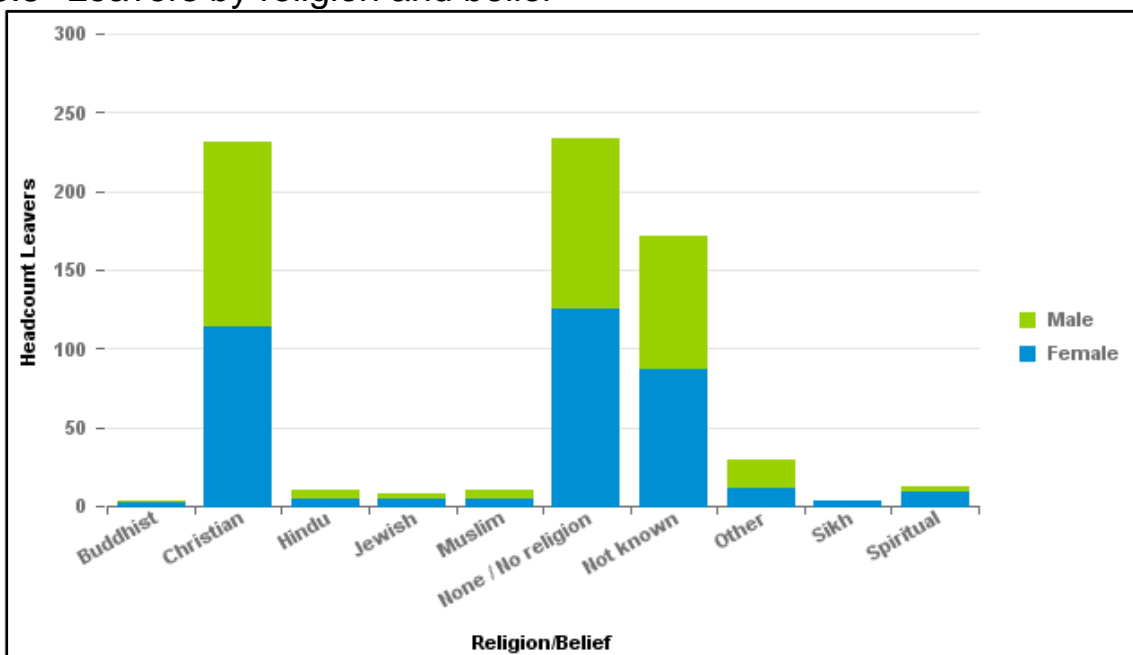


## 8.4 Leavers by disability indicator



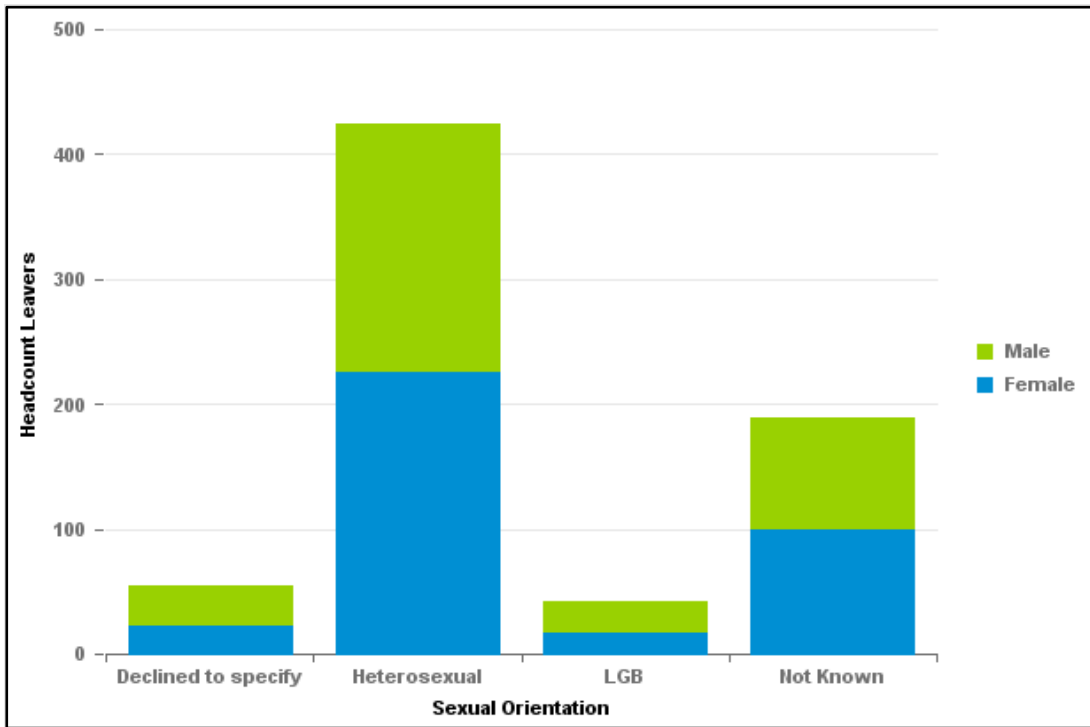
Disability	Headcount Female	% Female	Headcount Male	% Male
No	274	38.6%	262	36.9%
Not Known	78	11.0%	69	9.7%
Yes	13	1.8%	14	2.0%
<b>Total</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>

## 8.5 Leavers by religion and belief



Religion	Headcount Female	% Female	Headcount Male	% Male
Buddhist	2	0.3%	1	0.1%
Christian	114	16.1%	117	16.5%
Hindu	4	0.6%	6	0.9%
Jewish	5	0.7%	3	0.4%
Muslim	5	0.7%	5	0.7%
None / No religion	125	17.6%	108	15.2%
Not known	87	12.3%	84	11.8%
Other	11	1.6%	18	2.5%
Sikh	3	0.4%	0	0.0%
Spiritual	9	1.3%	3	0.4%
<b>Total</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>

## 8.6 Leavers by sexual orientation



Sexual Orientation	Headcount Female	% Female	Headcount Male	% Male
Declined to specify	23	3.2%	32	4.5%
Heterosexual	226	31.8%	198	27.9%
LGB	17	2.4%	25	3.5%
Not Known	99	13.9%	90	12.7%
<b>Total</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>



<b>Committee</b> Corporate Services Committee EDI Sub-Committee	<b>Date:</b> 12/07/2023 04/09/2023
<b>Subject:</b> Annual Employee Profile Report 2022 - 2023	<b>Public</b>
<b>Report of:</b> Director of Human Resources	<b>For Information</b>
<b>Report authors:</b> Dionne Williams-Dodoo; Niki Parr Corporate Human Resources Saida Bello Equality, Diversity & Inclusion Directorate	

## Summary

This report sets out the employee profile information for the year 2022-2023. It also includes the Gender, Ethnicity and Disability Pay Gaps previously reported for the snapshot date March 2022. It provides a breakdown of the workforce by six protected characteristics identified in the Equality Act 2010. These are sex, age, ethnicity, disability, religion and belief and sexual orientation. Analysis on socio-economic diversity based on the current profile of declared employees is also provided. The report also provides a summary of the wider initiatives undertaken during the reporting period. Appendix 2 provides further trend analysis of the workforce profile over the last five years. Additional information is included within the report on leavers, casework, family friendly policies, and a summary of our Equality and Inclusion initiatives during the year.

## Recommendation

Members are asked to note the report, the Employee Profile data 2022/23 at Appendix 1 and the trend analysis in Appendix 2.

## Main Report

### Background

1. Equality, Diversity, and Inclusion fell under the remit of the Corporate Services Committee until recently and which several update reports were received throughout the year. The Equality, Diversity and Inclusion Sub-Committee oversees the Equality, Diversity, and Inclusion Action Plan. This report is the annual update presenting data on the employee profile broken down by six protected characteristics as defined by the Equality Act 2010. These are sex, age, disability, ethnicity, sexual orientation and religion or belief. The analysis includes salary and grade; the top 5% of earners; Gender, Ethnicity and Disability Pay Gaps; turnover, recruitment and new starter and leaver information during the year. Socio-Economic Diversity data is included within the report for the first time. We have added four questions recommended by the Social Mobility Commission to capture Socio-Economic background data. The current declaration rate by employees on socio-economic background is 9%. Although this has increased

slightly in 2022/23 from 5%, the overall declaration rate is very low. This report sets out our plans to increase the current declaration rate for socio-economic diversity and in general for all diversity data in the coming months. Obtaining this information is essential in enabling us to draw meaningful insights and develop meaningful strategies and initiatives to attract, engage and retain a diverse workforce.

2. The employee profile data is used to inform the Public Sector Equality Duty under the Equality Act 2010 in relation to employment. This data along with the HR (Human Resources) dashboards and workforce planning data helps to inform the Human Resources priorities and the Equality, Diversity, and Inclusion (EDI) Board Action Plan.

### Current Position

3. Attached as Appendix 1 is an analysis of the workforce as at the end of March 2023. Data has been collated in this format for ten years.
4. The below table provides a breakdown of the new starters, leavers, and turnover rates over the last five reporting periods.

Year	Starters	Leavers	Turnover
2018/2019	575	535	14.7%
2019/2020	484	479	13.1%
2020/2021	318	344	9.4%
2021/2022	489	704	17.2%
2022/2023	782	633	16.8%

5. Attached as Appendix 2 is a trend analysis over the previous five years of reporting. This includes sex, ethnicity, disability, sexual orientation, and age analysis.

The following trends and themes have been highlighted from the Appendix 1 report and Appendix 2 trend analysis:

### Current workforce profile

6. In 2022/23 19.7% of the workforce identified as Black, Asian, and Minority Ethnic. This is an increase of 1.1% on the previous reporting period where the percentage was 18.6%. However, the percentage of the workforce identifying as Black, Asian and Minority Ethnic has remained within a consistent range of between 18.6% and 19.7% in the last five years.
7. The number of employees declared as having a disability has increased over the last five years from 7.8% in 2018/2019 to 9.3% in 2022/23.
8. Over the last five years the number of employees declared as LGBTQIA+ has steadily increased year on year from 4.7% in 2018/2019 to 5.7% in 2022/23. However, 36% of employees have not declared their sexual orientation.
9. In relation to age, 35 - 44-year-olds make up the highest proportion of the workforce at 25.3%, closely followed by 45 - 54-year-olds at 25.1% of the workforce. This has been a consistent theme over the last five years.

## New starters

10. The ratio of new starters who are female has been steadily increasing over the last five years. The percentage of new starters who are female have consistently ranged between 59.2 - 61.5%. In 2022/23 the ratio of new starters who were female was 58.7%. Analysis of recruitment by grade in 2022/23 shows that recruitment of females is broadly consistent across all levels of the organisation from Apprentice to Grade SMG.
11. The proportion of starters who identify as Black, Asian and Minority Ethnic has increased. In 2022/23 21.5% of new starters declared themselves as Black, Asian and Minority Ethnic. A further breakdown of this by ethnicity is below.

Ethnicity	Headcount	% of Employees
Any other Asian background	26	0.65
Any other black background	7	0.17
Any other ethnic group	39	0.97
Any other mixed background	43	1.07
Arab	2	0.05
Asian - Bangladeshi	52	1.29
Asian - British	63	1.57
Asian - Indian	62	1.54
Asian - Pakistani	29	0.72
Black - African	90	2.24
Black - British	122	3.04
Black - Caribbean	85	2.11
Chinese	37	0.92
Irish	57	1.42
Mixed - Asian & White	27	0.67
Mixed - White and Black African	5	0.12
Mixed - White & Black Caribbean	46	1.14
Not stated	67	1.67
Prefer not to say	20	0.50
White - any other white background	114	2.84
White - British	2055	51.13
White - EU	204	5.08
White - Other European	22	0.55

Not Known	745	18.39
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12. It is noted that there has also been a steady increase in the number of employees who have not declared their ethnicity, or the data is not known. An action plan has been set out later in this report which includes an objective to further understand and improve declaration rates.
13. The number of new starters joining the organisation with a declared disability has increased over the last five years. In 2018/19, 4.5% of new starters self-identified themselves as disabled. In 2022/23 this percentage was 5.7%. The current rate of declared disabled employees joining the organisation is lower than the overall disabled workforce profile of 9.3%.
14. In 2018/19, 6.7% of new starters declared themselves as LGBTQIA+. This has increased to 9.1% in 2022/23. This has increased year on year, with the exception of between 2021/22 and 2022/23 where there was a slight decline from 10.5% to 9.1% of new starters declaring as LGBTQIA+.
15. With regards to age, 25- to 34-year-olds have consistently been more successful at the recruitment stage over the last five years. 38.6% of new starters in 2022/23 were between the ages of 25 to 34. This trend aligns with our commitment to apprenticeships and providing opportunities for young people to access work. In contrast with the new starter population, the workforce profile has consistently had a higher representation of 35- to 44-year-olds and 45- to 54-year-olds, over the last five years. Although further analysis will need to be undertaken to understand the reasons behind this data, lower retention rates of the 25- to-34-year-old age group is an identifiable factor. We are committed to further understanding the factors that are impacting on engagement levels and the employee experience across protected characteristic groups.
16. Recruitment activity over the last year has increased significantly and beyond recruitment levels reported pre-pandemic. This increase in recruitment activity is due to several reasons, including the impact of the Target Operating Model (TOM) and a previous recruitment freeze. The TOM has resulted in additional recruitment to new positions and vacant positions due to leavers.

## Leavers

17. Whilst the ratio of females being recruited has steadily been increasing over the last five years, the number of leavers who are female has also increased slightly from 54.1% in 2018/19, to 58.1% in 2022/23.
18. The percentage of Black, Asian, and Minority Ethnic employees leaving the organisation has decreased over the last five years. In 2018/19, 25.1% of leavers were Black, Asian, and Minority Ethnic. This increased to a high of 37.3% in 2020/21. In 2022/23, the percentage of leavers who are from a Black, Asian, and Minority Ethnic background was 24.8%.
19. The percentage of leavers who classed themselves as disabled has slightly increased from 3.4% in 2018/2019, to 4.7% in 2022/23.
20. Leavers who identify as LGBTQIA+ has also increased from 6.3% in 2018/19, to 7.5% in 2022/23. We will continue to monitor these areas to understand if there is a developing trend that needs further action.
21. 25 – 34-year-olds, have consistently had the lowest retention rates over the last five years. In 2022/23, 29.4% of leavers were between 25 – 34 years old, this is

slightly lower than in previous years. In 2021/22, 26.4% of leavers were 55 – 64 years old. This was a significant increase on previous years. In 2019/20, 15.4% of leavers were 55 – 64 years old. This shift was due to the TOM with some employees in this age bracket opting to leave the organisation or retire. The percentage of this age group leaving the organisation has fallen to 17.8% in 2022/23.

22. There were 633 leavers in the reporting period of which 42 or 6.3% were end of fixed term contracts (FTC). Of the remaining 621 leavers, the reason for leaving is broken down as follows:

511 Resignations  
34 Retirements  
43 Redundancies  
22 Dismissals (ill health, misconduct, or capability)  
2 Death in Service  
9 Other

23. We have seen a slight decrease in leavers from 704 in 2021/22, to 633 in 2022/23. 78% of leavers were voluntary resignations, compared to 59.9% in 2022/23. The number of dismissals due to ill health, misconduct or capability has also increased when compared to 2021/22.

All leavers are provided with a link to complete an exit questionnaire and/ or have an exit interview with the line manager or HR. In this reporting period only 37 leavers completed the exit questionnaire. In the main most people had a positive experience of working for the City Corporation. The themes referenced are broadly in line with exit survey responses in 2021/22. Responses most commonly mention the following themes:

Positives about working for the City Corporation:

- Working with great people
- Good benefits
- History of the corporation/ opportunities to get involved with events

Areas for improvement:

- Career progression
- Unhappy with the TOM
- Workload and resource
- Employee voice
- Bureaucracy and inefficiency
- Pay and pay practices
- Perceived unfairness in decisions/ transparency
- Leadership and management/ poor performance management
- Behaviour of members and senior leaders

However, whilst the exit questionnaire does provide some useful qualitative analysis, engagement with the exit questionnaire is low and the existing format of the questionnaire makes it difficult to identify quantitative trends. Plans are being

scoped to ensure that we develop a more robust arrangement for capturing leaver reason information and exit survey analysis as the HR management information system is developed.

## **Turnover**

24. Turnover has fallen from 17.2% in 2021/22, to 16.8% in 2022/23. The reduction in turnover is a result of an increase in new joiners in the period and there being less leavers than in the previous year. Corporate Human Resources have set a KPI (Key Performance Indicators) for the organisation to aim to stay below 15.0% voluntary turnover. This is set out the HR Business Plan and is regularly monitored and published as part of the COO (Chief Operating Officer) Performance pack. As at the end of March 2023, voluntary turnover was 13.6%.
25. The top 5% of earners has been analysed over several years and was formerly a key performance indicator for local authorities. We now include data on the gender, ethnicity and disability pay gaps and these have previously been reported in detail to the Committee along with the measures being taken to address the imbalances identified. As noted previously, the differences are due to under-representation in senior grades.

## **Socio-economic diversity**

26. 9% of staff have responded to socio-economic questionnaires in City People.

Of the employees who have completed the question related to the type of school attended the following responses were given:

- Grammar 14%
- Private 14%
- State 68%
- Prefer not to say 14%

27. Of the employees who responded to whether they received free school meals 14% answered that they did.

28. 38% advised that they were the first in their family to attend university.

29. 37% of staff advised that the occupation of their main household earner was 'Routine, semi-routine manual, and service occupations' only 3% advised that they came from a background where the main earner was 'Long-term unemployed'.

30. As we look to further increase our declaration rates within this area we will seek to understand how the organisation's socio-economic diversity by other intersections, including by grade and salary.

## **Casework**

31. There were less than 5 formal grievances raised in the reporting period. Clearly these are small numbers and care should be taken to attach statistical significance to them or identify individuals.

Of the complainants:

2 were female and 2 were male.

3 did not have a disability and 1 was unknown.

2 were white; 1 was from a Black, Asian and Minority Ethnic background; 1 was unknown.

32. There were 22 formal disciplinary cases in the reporting period.

Of those disciplined:

17 were male 5 were female

15 did not have a disability; 1 had a disability; and 6 were unknown

9 were white; 7 were BAME; 6 were unknown

33. It should be noted that our Managing People Policy statement of intent requires Managers to deal with issues (both complaint and conduct matters) swiftly and informally and to mediate between parties, notwithstanding the employee's right to progress such matters through the formal process where necessary. This means that most issues can and are dealt with informally and successfully at the informal level or by informal resolution.

### **Family Friendly Policies**

34. In this reporting period:

60 employees began their maternity leave.

1 employee began adoption leave.

55 employees began paternity leave.

0 employees began their shared parental leave.

### **Maternity and post maternity leavers**

35. The Committee will be aware that significant improvements have been made to our maternity pay and leave provisions. Together with our wider family friendly policies, we aim to retain and support maternity returners and at the same time facilitate a good work life balance. An indication that our maternity and family friendly initiatives are having a positive affect can be gleaned from the maternity returners. Of the 54 women who had returned from maternity during the reporting period only 6 have subsequently left.

### **Women in Finance Charter and Gender, Ethnicity and Disability Pay Gaps**

36. In November 2017, the City Corporation signed up to the Women in Finance Charter. As part of this commitment, we have set a target of 45% of senior officers (at grade G and above) to be filled by women by 2025. In 2017 there were 20% of women in senior positions. In 2019, 33% of senior level staff (Grade G and above) were female. By 2021, the percentage of senior level staff who are female had increased to 37%. By 2022, the percentage of senior level staff who

are female had increased to 43%. We believe we are on track to meet our Charter target of 45% of senior staff to be female by March 2025.

37. We have published for the third year our pay gap analysis which can be found at page 16 of Appendix 1.

## **Equality Diversity and Inclusion Update**

38. Our vision is to co-create a sustainable equality, diversity, and inclusion ecosystem in the City of London where everyone can feel a sense of belonging. To this end, we are currently consulting on our Equality Objectives 2023 to 2027 which sets out our overall ambitions.

39. In September 2022, a member-led EDI Sub-Committee met for the first time. The EDI Sub-Committee reports into the Policy and Resources Committee. In addition, the EDI directorate was initiated in September 2022. The EDI Directorate is led by the Director of EDI/ Head of Profession who has responsibility for EDI across the Corporation. The team is supported by two EDI Officers and an EDI apprentice.

40. A new EDI governance structure was agreed with the Executive Leadership Board and the EDI Sub-Committee in December 2022. The EDI governance structure will enable better joined-up working on EDI across the City Corporation's departments, its institutions, and its services.

41. In relation to recruitment, one of the practical steps we will take to minimise unconscious bias during the hiring process is the use of anonymised recruitment. We plan to roll this out across all our hiring activities once our HR systems have been upgraded in the next 12 months. This step forms part of our broader recruitment and retention initiatives in development to support EDI.

42. The City Corporation has 7 Staff networks that play a huge part in enhancing our inclusive workplace culture, with additional networks in some of our Institutions. Our staff networks drive forward our EDI agenda by attending our bi-monthly EDI board meetings and supporting their members.

43. To ensure that we continue to make measurable and meaningful progress on EDI, we plan to set aspirational targets for EDI in 2023 which we will measure over the next two years. These aspirational targets will include increased representation in senior level roles for gender, disability, and ethnicity. As disclosure rates remain low for some protected characteristics, we will set aspirational targets to increase our disclosure rates for ethnicity, disability, and socio-economic background. We will increase our disclosure rates by stepping up our disclosure campaigns. We will increase employee engagement by demonstrating that we have acted on previous staff survey and pulse survey feedback.



44. To narrow our Pay Gaps, we will ensure that the EDI aspirational targets that we set are monitored quarterly alongside our overall EDI action plan, departmental action plans and our annual workforce and recruitment data.
45. Additionally, the City Corporation's People Strategy is being developed. The intention is that EDI will be considered as an individual theme in the strategy to encourage explicit and prioritised actions to be developed as well as a 'golden thread' to underpin all employee activities and initiatives.

## **Accreditations and EDI Initiatives**

### **Equality, Diversity, and Inclusion initiatives**

46. The City Corporation has taken a proactive approach to furthering the Equality, Diversity, and Inclusion (EDI) agenda at all levels of the organisation. The City Corporation is also taking active steps to improving diversity and inclusion by being signatories to the following charters and accreditations:

- Race at Work
- Women in Finance
- Stonewall Diversity Champions
- Disability Confident
- London Living Wage
- Progress together
- White Ribbon
- Race at Work Charter

Since the initiation of the EDI Directorate in September 2022, work has taken place in the area of staff engagement and enhancing the employee voice. These include, hosting a National Inclusion Week Celebration event for our 7 staff networks; Facilitating focus groups and workshops with over 100 staff which provided an opportunity to listen to employee feedback and develop an EDI Action Plan; and Supporting our Staff networks through training and attending their events. Our 7 Staff networks are City Pride, Disability and Wellbeing Network (DAWN) and City of London Ethnicity and Race Network (CLEAR), Young Employees Network (YEN), Carers and Parents, Multi-faith, and Women's Network.

### **Recruitment and retention initiatives to drive EDI/ Equality Objectives**

47. Our EDI Action Plan will set out various recruitment and retention initiatives that will help drive our EDI initiatives. These initiatives will include mentoring, reverse mentoring, staff networks and listening circles. The Action Plan will be owned by the EDI Directorate and overseen by the Executive Leadership Board and the EDI board.

### **Driving insights through improved systems and data**

48. We are committed to continuously improving our approach to data and creating opportunities to provide the opportunity for evidence-based decision making around EDI and the People agenda. Further detail will be provided within the EDI action plan on specific initiatives to further drive our EDI initiatives.

**Key areas that the plan will include are:**

- Increasing our declaration rates within the coming months, with a particular focus to improve declaration rates on socio-economic diversity and other areas where declaration rates are lower.
- Working to ensure that a consistent set of EDI questions are used across the board at various stages of the employee life-cycle and in our pulse surveys. This will further improve our ability to compare trends and form stronger insights.
- Improving the way in which we currently collect exit data.
- Providing leadership with more regular reporting and analysis of EDI data trends and changes across the organisation to further drive evidence-based decisions and an understanding of the workforce.
- Improving our systems, processes, and access to data further through a new Enterprise Resource Planning (ERP) solution, ensuring that our EDI recruitment and retention initiatives are effectively supported by the system, are accessible and inclusive. With the support of a new system, we will seek to further understand how the City of London Corporation is attracting and recruiting talent with an EDI lens on all stages of the recruitment process from applications to appointment.

**Socio-Economic Diversity**

49. In 2021? we added four questions recommended by the Social Mobility Commission to capture Socio-Economic background data. We will be asking all staff to update their personal information in the coming months to improve the declaration rate. Access to better information will support us in engaging and attract a diverse pool of talent regardless of their background. Further work is being done to refine these questions and ensure that the language used as part of recruitment or for self-declaration during employment is consistent.

**Corporate & Strategic Implications**

50. Monitoring our workforce by protected characteristics provides us with key data that informs the equality and inclusion agenda and progress being made to address areas of concern. E&I initiatives link to the Corporate Plan aim of 'contributing to a flourishing society.'

**Implications**

51. There are no specific costs arising from this report, but the data helps us to identify where there is a disproportionate impact in relation to protected characteristics.

## Conclusion

52. This report sets out the 2022 to 2023 annual employee workforce profile data by six of the protected characteristics and socio-economic diversity. The data enables us to better understand our workforce and manage talent across different stages of the employee life cycle. In addition, it enables comparison and benchmarking with industry, and monitors progress being made to reduce inequalities identified in our workforce. The report notes that the significant increase in recruitment, starters and leavers during this reporting period is a potential consequence of post-pandemic and an impact of the Target Operating Model process. Corporate Human Resources and ED&I (Equality, Diversity, and Inclusion) are committed to working in close partnership to support the organisation to further improve our approach to EDI. The EDI Action Plan will further set out our initiatives and commitments.

## Appendices

Appendix 1 - City of London Corporation – Annual Equalities Inclusion Monitoring Report 2023

Appendix 2 – Trend analysis

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# CITY OF LONDON CORPORATION – EMPLOYEE PROFILE MARCH 2022

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# 1 INTRODUCTION

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This document illustrates and describes the profile of the workforce which informs the City Corporation's Public Sector Equality Duty; our equality and inclusion action plan; and HR policy review and development.

## 2 SCOPE

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The analysis provides information on all employees both full time and part time and directly employed temporary employees. The departments covered are:

Chamberlain's, City Surveyor's, Community & Children's Services, Comptroller & City Solicitor's, Mansion House & Central Criminal Court, Markets & Consumer Protection, Open Spaces, Remembrancer's, the Built Environment and Town Clerk's.

This report also includes, unless where stated, the following institutions:

The Barbican Centre, Guildhall School of Music & Drama, the City's three schools - City of London Freemen's School; City of London School; and City of London School for Girls.

Excluded are the City of London Police Officers and support employees whose data is reported separately to the Police Committee. Also excluded are casual and agency workers, contractors and consultants.

The employee profile data reflects the workforce recorded as at the 31 March 2022 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.

We have published our Gender Pay Gap in accordance with the Gender Pay Gap Regulations 2017. In addition, we voluntarily publish our Ethnicity and Disability pay gaps. These are included in this report.

**Employee Profile - Protected Characteristics:** The data analysis looks at 6 protected characteristics in the Equality Act 2010. These are: Sex, Age, Ethnicity, Disability, Religion and Belief and Sexual Orientation. 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, but also to ensure that no individual/s are easily identifiable.

**Categories of analysis:** This report covers an analysis of the overall employee profile; salary and grades; top 5% of earners and Gender, Ethnicity and Disability Pay Gaps; turnover and recruitment; starters and leavers.

### 3 OVERVIEW OF THE WORKFORCE

As at 31 March 2022, there were a total of 3936 employees across the departments and functions in scope, covering a wide range of service areas. There have been 490 starters including fixed term workers and 344 leavers including fixed term workers during the reporting period. Fixed term work may be for several reasons such as cover for maternity leave, fixed term/grant funding, finite project work, secondments and traineeships etc.

#### 3.1 Sex

**Data is held on 100% of the workforce.**

As shown below, 49.9% of the workforce are female and 50.1% are male. This is a comparable to the split for 2020/21 ( 47.78% female and % 52.22% male). It should be noted that whilst some comparison can be useful, the City Corporation’s local authority function is smaller than London Boroughs and other Local Authorities which makes a direct comparison with them difficult.

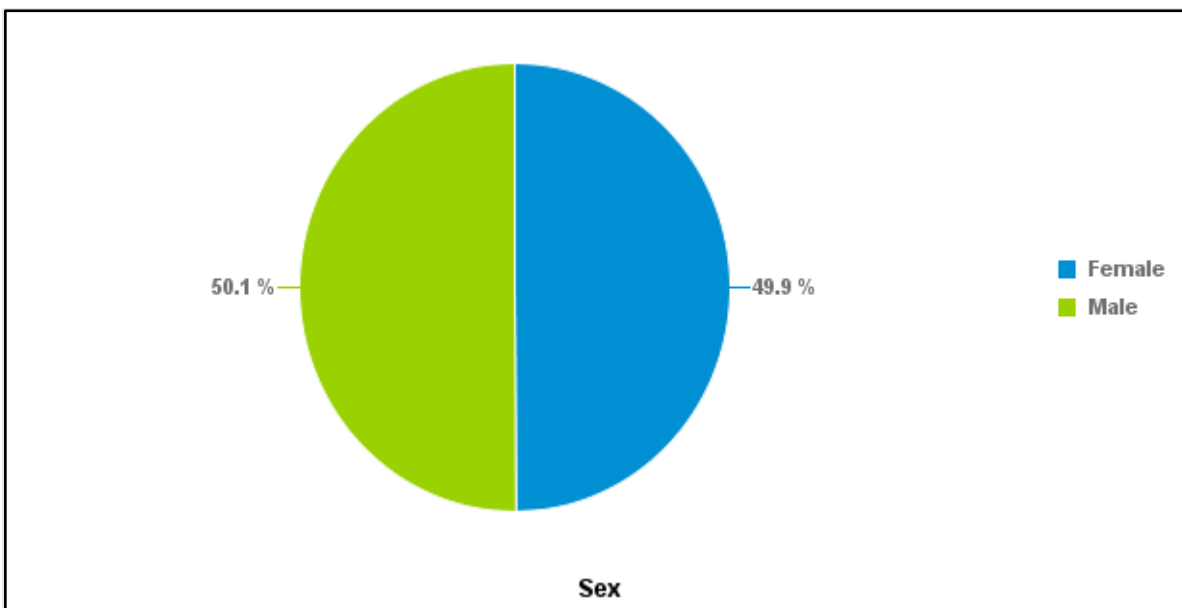


Figure 1 - Gender breakdown of all staff as at 31 March 2022

Sex	Headcount 2020/2021	% 2020/2021	Headcount 2021/2022	% 2021/2022
Female	1741	47.8%	1964	49.9%
Male	1903	52.2%	1972	50.1%

Table 1 - Gender breakdown of staff 2021 and 2022

#### 3.2 Age

**Age data is held on 100% of the workforce.**

The age distribution is essentially unchanged from the previous year.



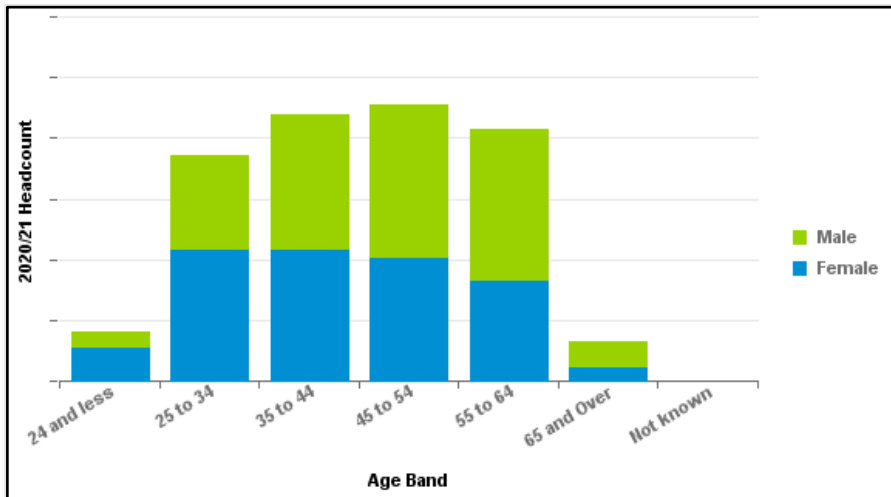


Figure 2 - Age distribution of staff

Age Band	2020/21 % Female	2020/21 % Male	2021/22 Headcount Female	2021/22 % Female	2021/22 Headcount Male	2021/22 % Male	2021/22 % Total Workforce
>24	6.1%	2.9%	93	4.7%	57	2.9%	3.8%
25-34	24.7%	16.3%	466	23.7%	315	16.0%	19.8%
35-44	24.8%	23.4%	519	26.4%	478	24.2%	25.3%
45-54	23.0%	26.7%	483	24.6%	503	25.5%	25.1%
55-64	18.9%	26.3%	353	18.0%	528	26.8%	22.4%
65+	2.5%	4.4%	50	2.6%	91	4.6%	3.6%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>1964</b>	<b>100%</b>	<b>1972</b>	<b>100%</b>	<b>100%</b>

Table 2 - Age distribution of staff

### 3.3 Ethnicity

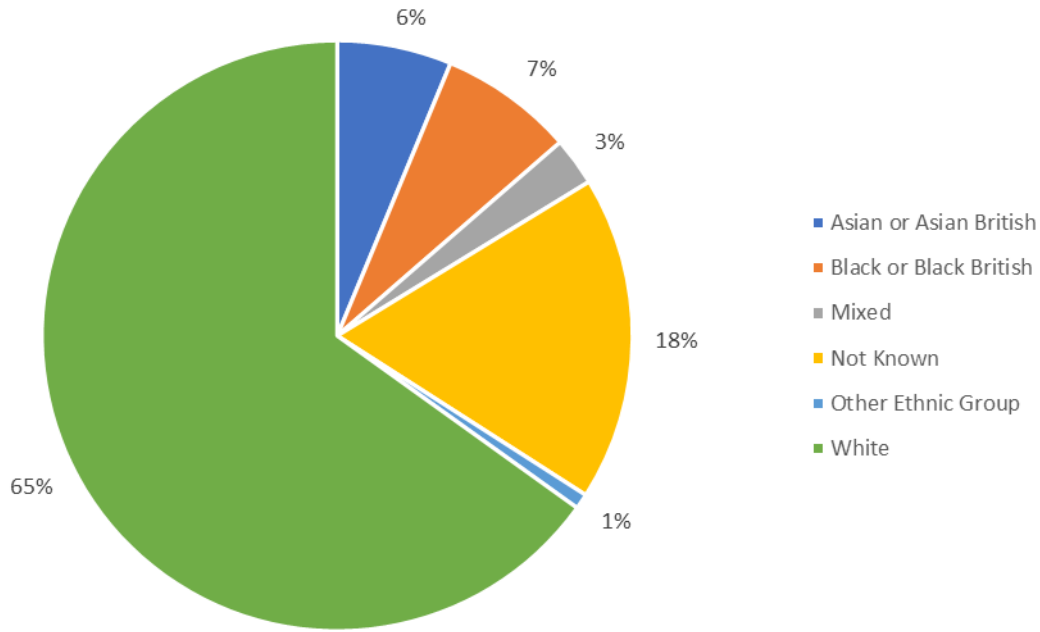
**Ethnicity data is held on 82.2% of the workforce.**

For the purpose of this analysis employees are classified as belonging to the following ethnic groups. 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

The ethnicity profile has broadly remained the same since last year compared to white.

Headcount 31st March 2022



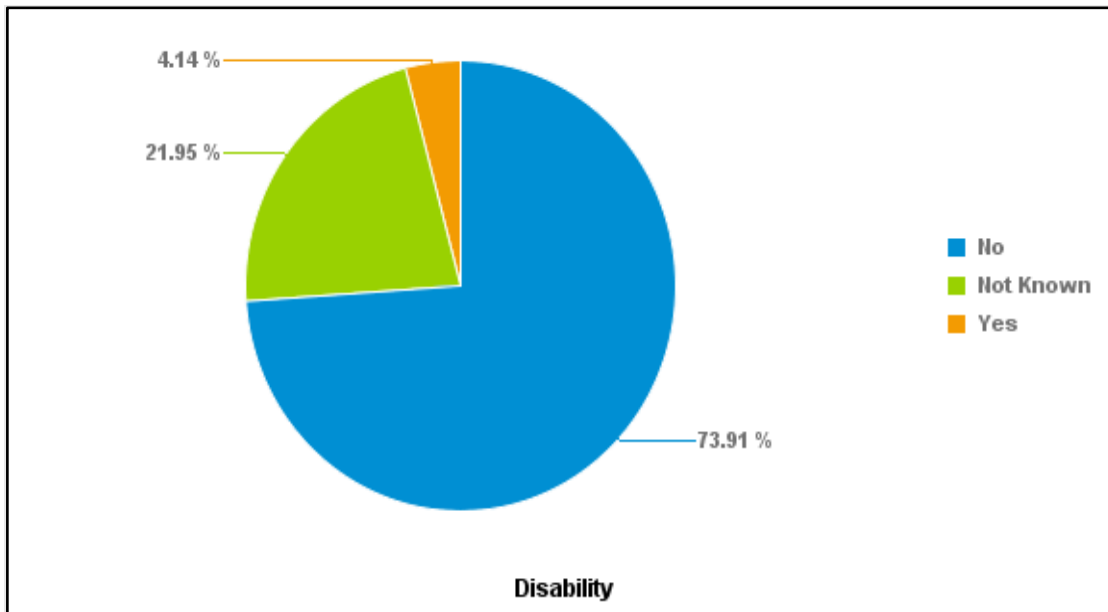
Ethnic Group	2020/21 Headcount	2020/21 %	2021/22 Headcount	2021/22 %
Asian or Asian British	202	5.5%	247	6.3%
Black or Black British	272	7.5%	289	7.3%
Mixed	102	2.8%	104	2.6%
Not Known	444	12.2%	701	17.8%
Other Ethnic Group	69	1.9%	33	0.8%
White	2555	70.1%	2562	65.1%
<b>Total</b>	<b>3644</b>	<b>100%</b>	<b>3936</b>	<b>100%</b>

### 3.4 Disability

**Disability data is held on 78% of the workforce.**

4.1% of the total workforce have declared themselves as having a disability. Employees are asked to state whether they “self-certify” as having a disability on the HR information system and similarly

job applicants are asked to indicate Yes or No to the statement of “I consider myself to have a disability”. Therefore, it should be noted this indicator does not necessarily accurately measure whether an employee meets the definition of “disability” under the Equality Act 2010.

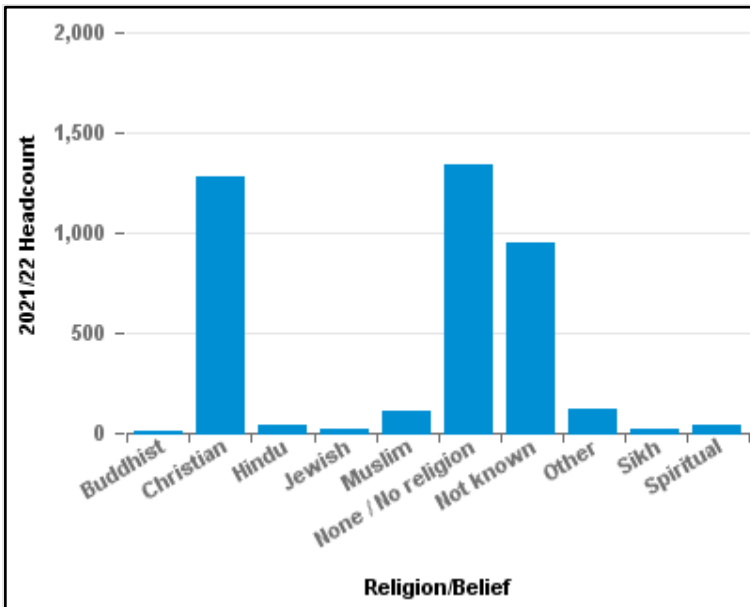


Disability	2020/21 Headcount	2020/21 %	2021/22 Headcount	2021/22%
No	2983	81.9%	2909	73.9%
Not Known	526	14.4%	864	22.0%
Yes	135	3.7%	163	4.1%
<b>Total</b>	<b>3644</b>	<b>100%</b>	<b>3936</b>	<b>100%</b>

### 3.5 Religion and Belief

Religion and belief information is held on 78% of the workforce.

Of the overall workforce 32.6% is Christian. 34% stated that they have None/No religion or belief which has increased slightly since last year. Total other religions and beliefs is 9.4% and not known 24%



Religion / Belief	2020/21 Headcount	2020/21%	2021/22 Headcount	2021/22%
Buddhist	13	0.4%	13	0.3%
Christian	1327	36.4%	1282	32.6%
Hindu	47	1.3%	44	1.1%
Jewish	25	0.7%	23	0.6%
Muslim	97	2.7%	110	2.8%
None/No Religion	1310	36.0%	1339	34.0%
Not known	624	17.1%	946	24.0%
Other	136	3.7%	117	3.0%
Sikh	26	0.7%	25	0.6%
Spiritual	39	1.1%	37	0.9%
<b>Total</b>	<b>3644</b>	<b>100%</b>	<b>3936</b>	<b>100%</b>

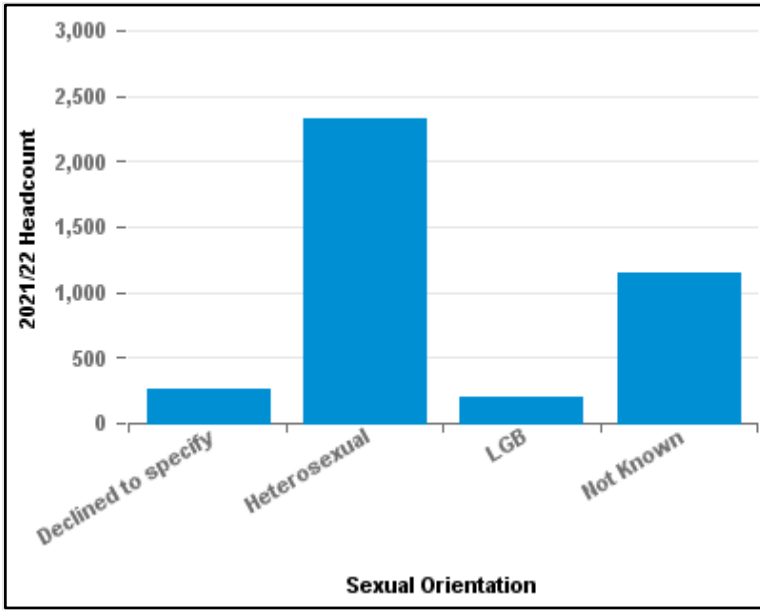
### 3.6 Sexual Orientation

**Sexual orientation information is held on 64.3% of the workforce.**

The Government uses a figure of 5% - 7% of the population as Lesbian, Gay, Bisexual, Trans (LGBT) which the LGBT charity *Stonewall* feels is a reasonable estimate. There has been a significant increase in data capture since last year. It should be noted that of the 35.7% employees whose sexual orientation is unknown, this includes 6.5% who have positively declined to specify.

This protected characteristic is therefore still slightly lower than other self-reported protected characteristic information.

In the table below, LGBT are grouped together as they are individually small in numbers:



Sexual Orientation	2020/21 Headcount	2020/21 %	2020/21 Headcount	2020/21 %
Declined to specify	277	7.6%	254	6.5%
Heterosexual	2351	64.5%	2326	59.1%
LGB	183	5.0%	206	5.2%
Not known	833	22.9%	1150	29.2%
<b>Total</b>	<b>3644</b>	<b>100%</b>	<b>3936</b>	<b>100%</b>

## 4 SALARY AND GRADE PROFILE

This section provides details of salary and gradings in relation to protected characteristics.

### Salary Scales

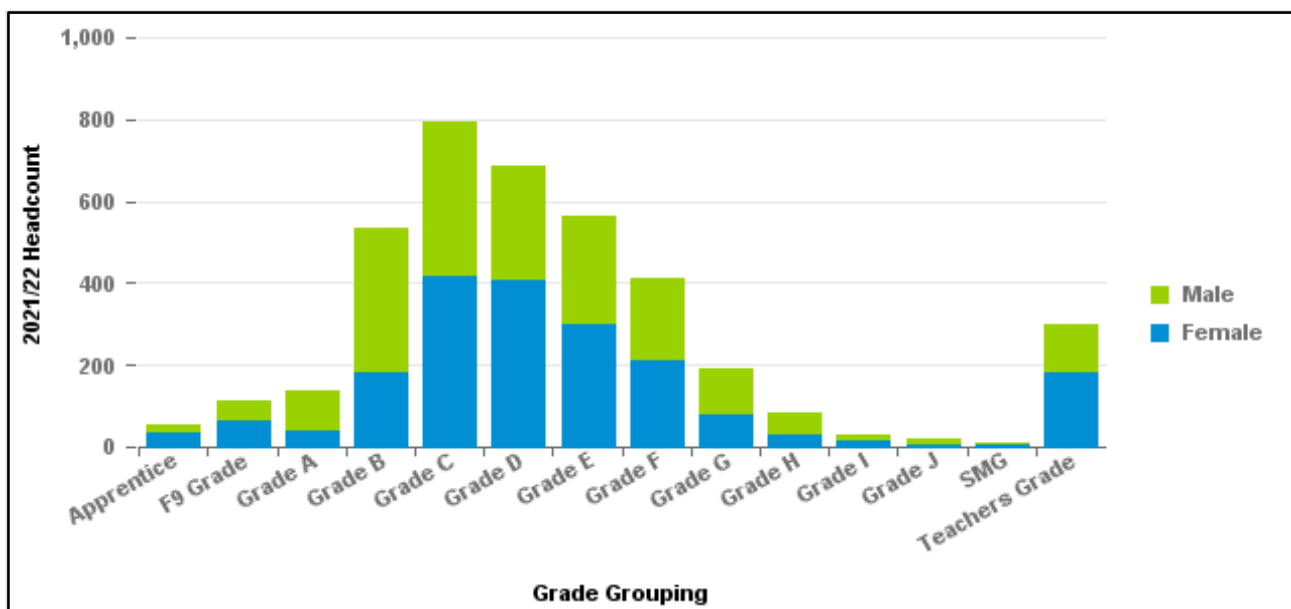
The pay of City Corporation employees is determined locally. This differs from most other Local Authorities whose pay is governed by the National Joint Council for Local Government (NJC).

Grade	Min Salary (£)	Max Salary (£)	2021/22 Workforce headcount	2021/22 Workforce %	2021/22 Female Headcount	2021/22 Female %	2021/22 Male Headcount	2021/22 Male %
Apprentice	20,170	20,570	55	1.4%	35	63.6%	20	36.4%
Grade A	14,840	18,720	137	3.5%	39	28.5%	98	71.5%
Grade B	16,170	22,350	534	13.6%	182	34.1%	352	65.9%
Grade C	21,110	29,170	796	20.2%	415	52.1%	381	47.9%
Grade D	26,070	36,070	687	17.5%	406	59.1%	281	40.9%
Grade E	30,210	41,830	562	14.3%	300	53.4%	262	46.6%
Grade F	38,300	53,040	410	10.4%	213	52.0%	197	48.1%
Grade G	45,760	63,290	192	4.9%	78	40.6%	114	59.4%
Grade H	53,040	73,360	85	2.2%	28	32.9%	57	67.1%
Grade I	61,470	85,070	28	0.7%	13	46.4%	15	53.6%
Grade J	73,360	101,600	20	0.5%	3	15.0%	17	85.0%
Chief Officers*	84,240	258,970	12	0.3%	5	41.7%	7	58.3%
F9 Grade	No fixed values	No fixed values	115	2.9%	65	56.5%	50	43.5%
Teachers	29,490	89,780	301	7.7%	180	59.8%	121	40.2%

Figures exclude London Weighting and other allowances

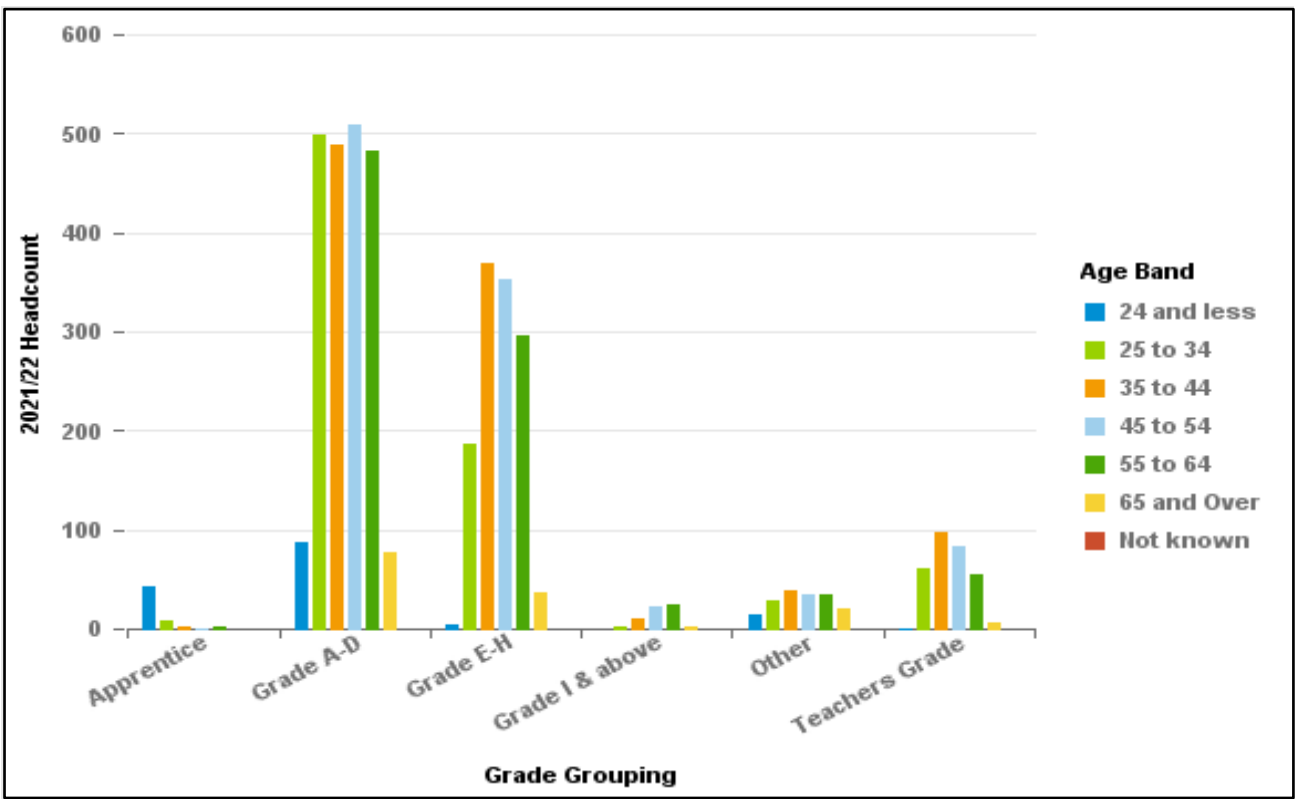
\*Chief Officers have individual salary scales within this range and includes Head Teachers

#### 4.1 Sex and Grade Profile



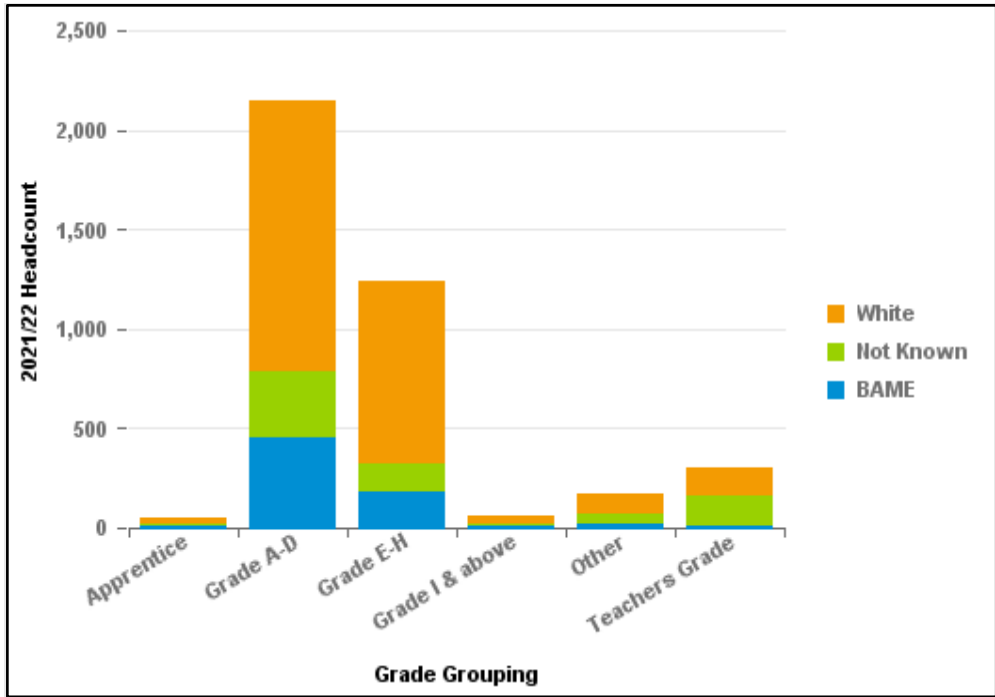
Grade Grouping	2020/21 Female Headcount	2020/21 Female %	2020/21 Male Headcount	2020/21 Male %	2021/22 Female Headcount	2021/22 Female %	2021/22 Male Headcount	2021/22 Male %
Apprentice	32	58.2%	23	41.8%	35	63.6%	20	36.4%
A-D	890	45.6%	1061	54.4%	1042	48.4%	1112	51.6%
E-H	545	47.7%	597	52.3%	619	49.6%	630	50.4%
I and above	17	29.8%	40	70.2%	21	35.0%	39	65.0%
Other	57	51.4%	54	48.7%	65	56.5%	50	43.5%
Teachers	190	61.5%	119	38.5%	180	59.8%	121	40.2%

#### 4.2 Age and grade profile



Grade Grouping	24 and less	25 to 34	35 to 44	45 to 54	55 to 64	65 and Over
Apprentice	1.1%	0.2%	0.1%	0.0%	0.1%	0.0%
Grade A-D	2.2%	12.6%	12.3%	12.8%	12.2%	2.0%
Grade E-H	0.1%	4.7%	9.3%	8.9%	7.4%	0.9%
Grade I & above	0.0%	0.1%	0.3%	0.6%	0.6%	0.1%
Other	0.4%	0.7%	1.0%	0.9%	0.9%	0.5%
Teachers Grade	0.0%	1.5%	2.4%	2.1%	1.4%	0.2%
<b>All Staff Total 2021/22</b>	<b>3.8%</b>	<b>19.7%</b>	<b>25.3%</b>	<b>25.2%</b>	<b>22.5%</b>	<b>3.6%</b>
<b>All Staff Total 2020/21</b>	<b>4.4%</b>	<b>20.2%</b>	<b>24.0%</b>	<b>25.0%</b>	<b>22.9%</b>	<b>3.5%</b>

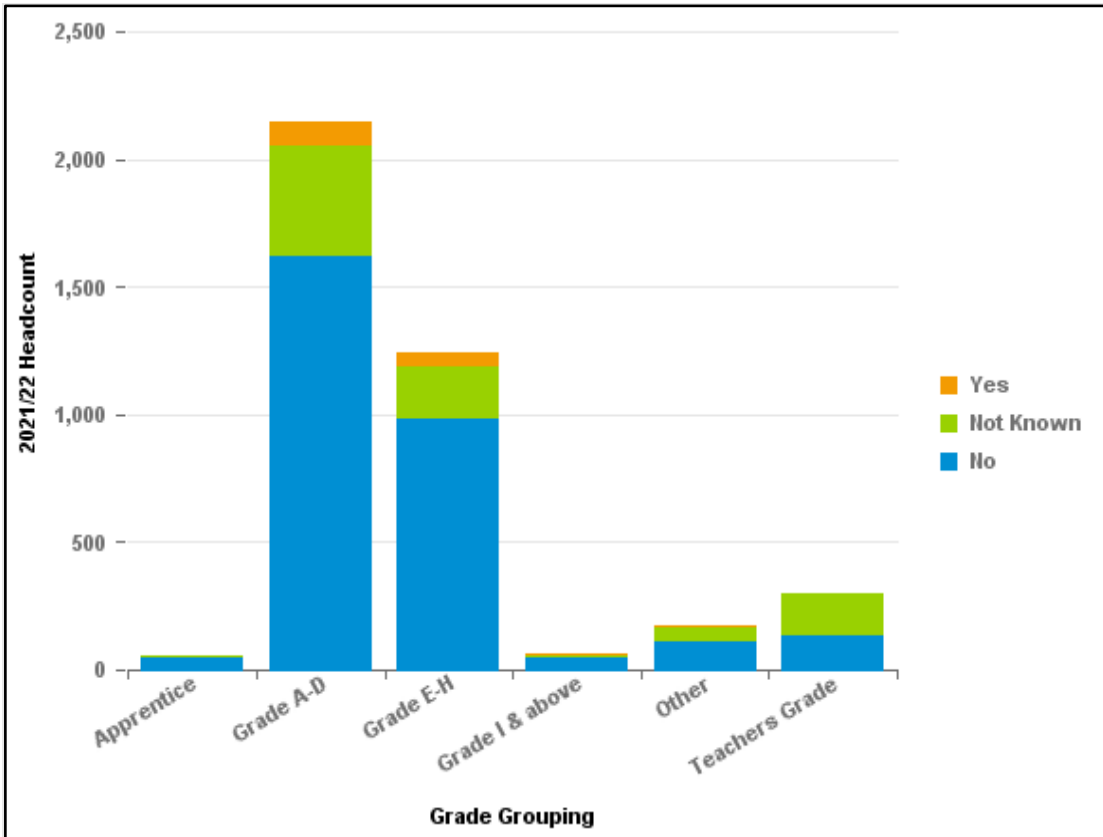
### 4.3 Ethnicity and grade profile





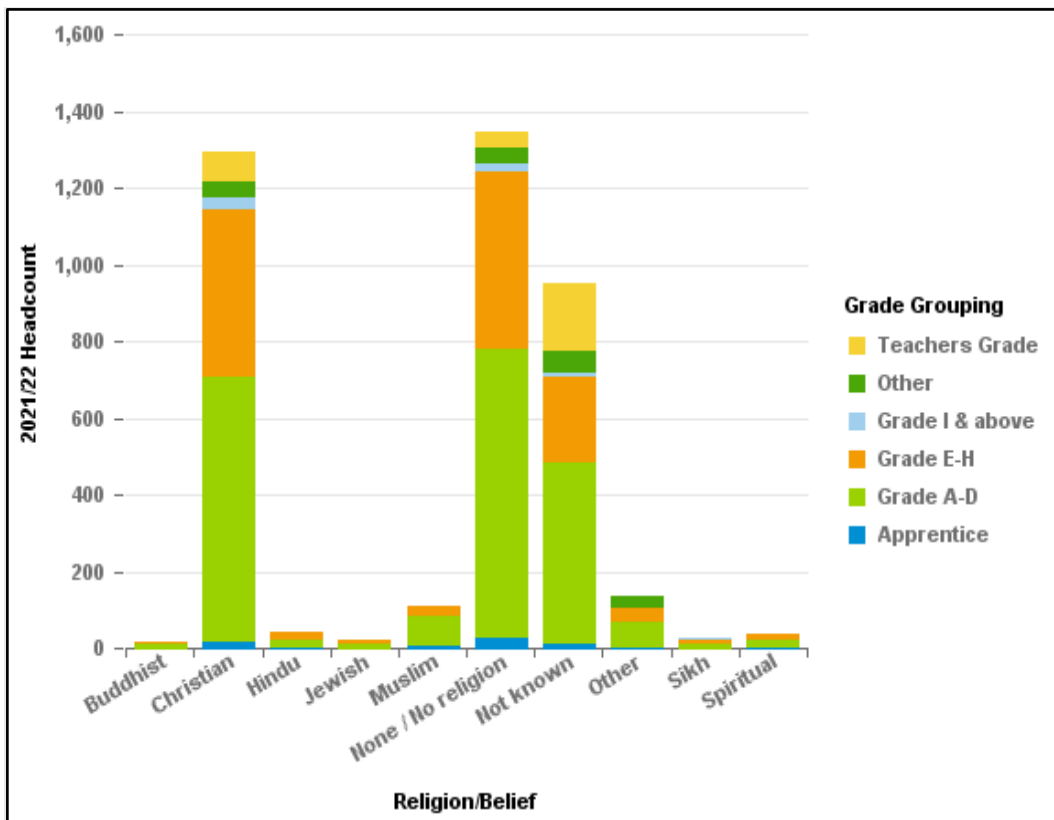
Grade Grouping	BAME	Not known	White
Apprentice	18.2%	12.7%	69.1%
Grade A-D	21.0%	15.8%	63.2%
Grade E-H	14.4%	11.4%	74.2%
Grade I+	11.7%	16.7%	71.7%
Other	10.3%	31.0%	58.6%
Teachers	3.0%	51.2%	45.9%
<b>All Staff Total 21/22</b>	<b>17.1%</b>	<b>17.8%</b>	<b>65.1%</b>
All Staff Total 20/21	17.7%	12.2%	70.1%

#### 4.4 Disability indicator and grade profile



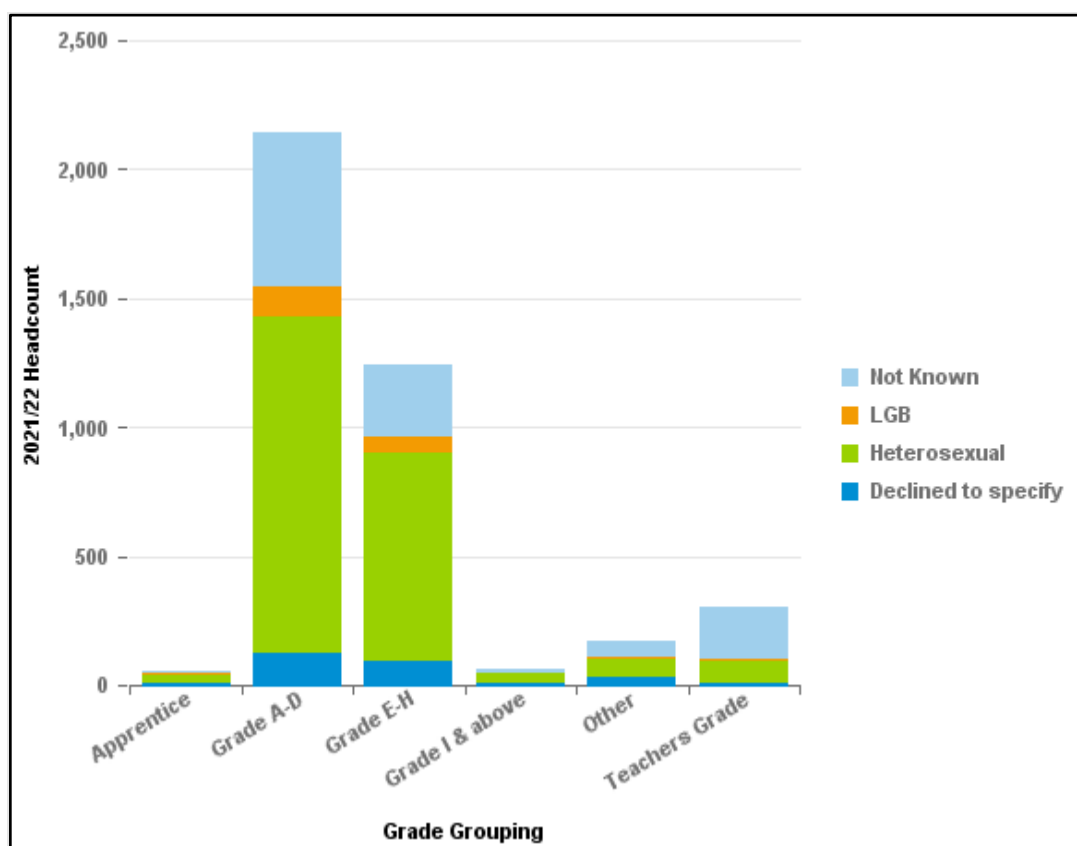
Grade Grouping	No	Not Known	Yes
Apprentice	81.8%	12.7%	5.5%
Grade A-D	75.4%	20.1%	4.5%
Grade E-H	79.1%	16.8%	4.2%
Grade I+	81.7%	13.3%	5.0%
Other	64.4%	31.0%	4.6%
Teachers	45.5%	53.5%	1.0%
<b>All Staff Total 21/22</b>	<b>73.9%</b>	<b>22.0%</b>	<b>4.1%</b>
All Staff Total 20/21	81.9%	14.4%	3.7%

#### 4.5 Religion and belief and grade profile



Grade Grouping	Buddhist	Christian	Hindu	Jewish	Muslim	None / No religion	Not known	Other	Sikh	Spiritual
Apprentice	0.0%	0.3%	0.0%	0.0%	0.1%	0.7%	0.2%	0.0%	0.0%	0.1%
Grade A-D	0.3%	17.5%	0.6%	0.3%	2.0%	18.9%	12.0%	1.6%	0.3%	0.5%
Grade E-H	0.1%	11.0%	0.4%	0.2%	0.6%	11.7%	5.6%	1.0%	0.3%	0.3%
Grade I & above	0.0%	0.7%	0.0%	0.0%	0.0%	0.5%	0.3%	0.0%	0.0%	0.0%
Other	0.0%	1.1%	0.1%	0.0%	0.0%	1.0%	1.4%	0.7%	0.0%	0.0%
Teachers Grade	0.0%	2.0%	0.0%	0.0%	0.0%	1.2%	4.4%	0.0%	0.0%	0.0%
<b>All Staff Total 2021/22</b>	<b>0.3%</b>	<b>32.5%</b>	<b>1.1%</b>	<b>0.6%</b>	<b>2.8%</b>	<b>33.9%</b>	<b>23.9%</b>	<b>3.4%</b>	<b>0.6%</b>	<b>0.9%</b>
All Staff Total 2020/21	0.4%	36.3%	1.3%	0.7%	2.6%	35.8%	17.04%	4.2%	0.7%	1.1%

#### 4.6 Sexual orientation and grade profile



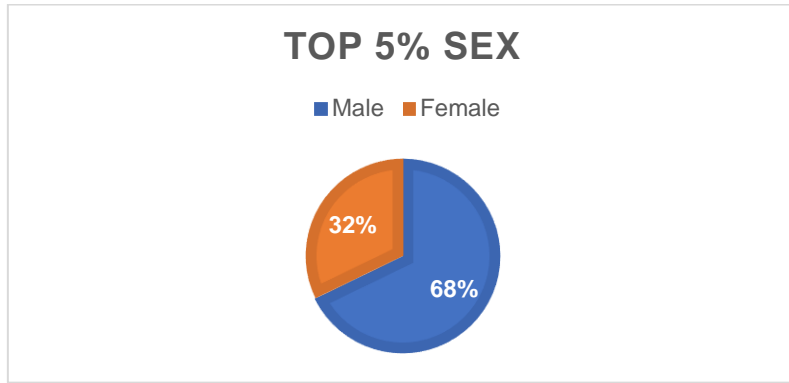
Grade Grouping	Declined to specify	Heterosexual	LGB	Not Known
Apprentice	0.1%	0.9%	0.2%	0.2%
Grade A-D	3.2%	32.7%	3.0%	15.1%
Grade E-H	2.3%	20.3%	1.6%	6.9%
Grade I & above	0.1%	1.0%	0.1%	0.3%
Other	0.8%	1.7%	0.3%	1.6%
Teachers Grade	0.2%	2.2%	0.1%	5.0%
<b>All Staff Total 2021/22</b>	<b>6.8%</b>	<b>58.9%</b>	<b>5.3%</b>	<b>29.0%</b>
All Staff Total 2020/21	8.0%	64.2%	5.1%	22.8%

## 5 TOP 5% OF EARNERS AND GENDER, ETHNICITY AND DISABILITY PAY GAPS

The following section examines the profile of the top 5% of earners. This includes basic pay, London Weighting and Market Forces Supplements. There are currently 163 employees in the top 5% of earners in the City of London Corporation as at 31 March 2022. The ranking used to establish the top 5% of earners is based on the top 5% of gross salaries. Section 5.7 sets out the Gender, Ethnicity and Disability Pay Gaps at the snapshot date of 31 March 2021. As with our gender pay gap, in relation to ethnicity and disability, the difference is in the main attributable to the lower numbers of ethnic minorities staff and staff with disabilities in more senior roles. This is addressed in our Equality and Inclusion Action Plan.

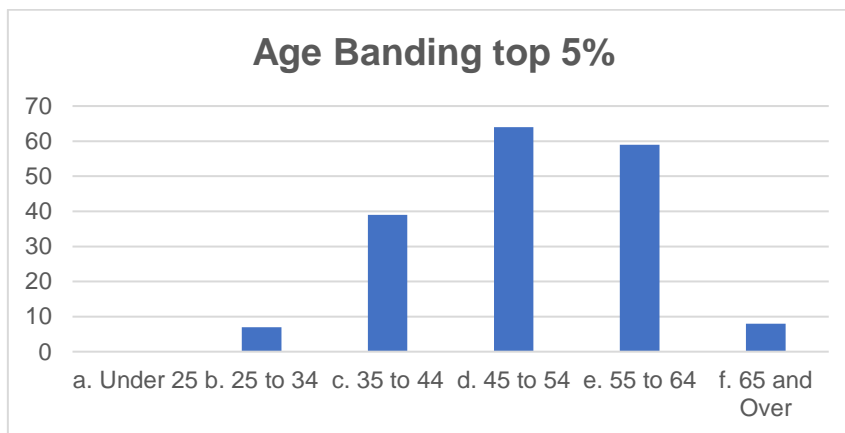
### 5.1 Top 5% earners by sex

Sex	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
Male	120	67.8%	51.5%	114	69.9%
Female	57	32.2%	48.5%	49	30.1%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



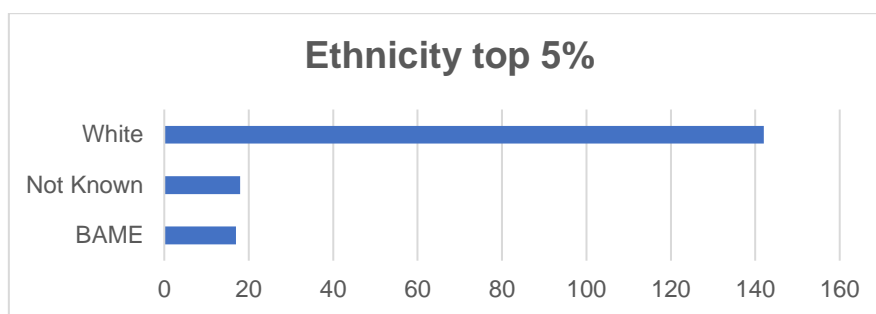
## 5.2 Top 5% earners by age

Age band	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
a. Under 25	0	0.0%	2.6%	0	0.0%
b. 25 to 34	7	4.0%	19.8%	5	3.1%
c. 35 to 44	39	22.0%	24.9%	33	20.3%
d. 45 to 54	64	36.2%	25.7%	56	34.4%
e. 55 to 64	59	33.3%	23.4%	63	38.7%
f. 65 & Over	8	4.5%	3.6%	6	3.7%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



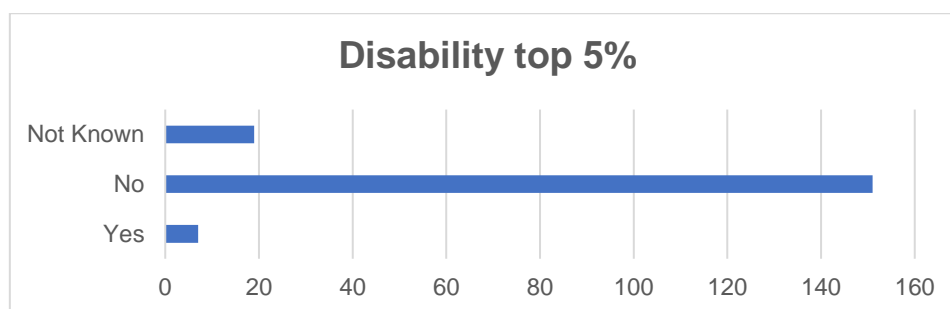
### 5.3 Top 5% earners by Ethnicity

Ethnicity	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
BAME	17	9.6%	18.1%	13	8.0%
Not Known	18	10.2%	14.0%	12	7.4%
White	142	80.2%	67.9%	138	84.7%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



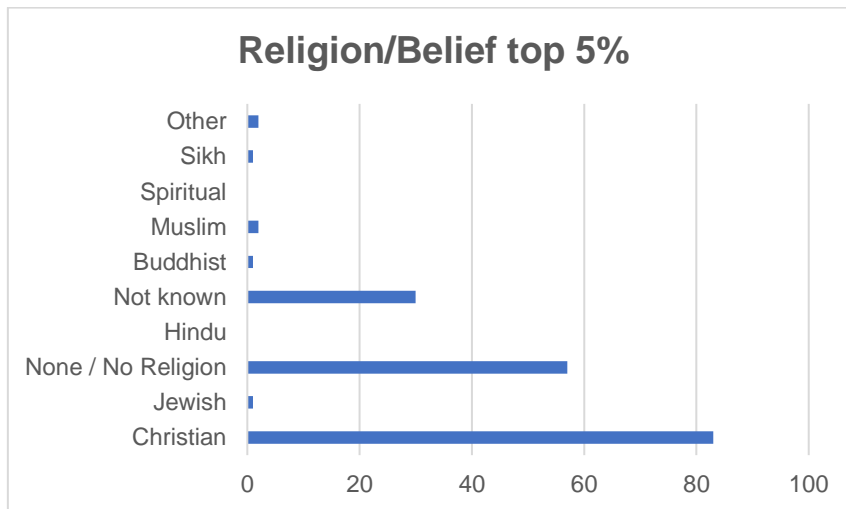
### 5.4 Top 5% earners by disability indicator

Disability	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
Yes	7	4.5%	4.5%	3	1.8%
No	151	77.0%	77.0%	149	91.4%
Not Known	19	18.5%	18.5%	11	6.8%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



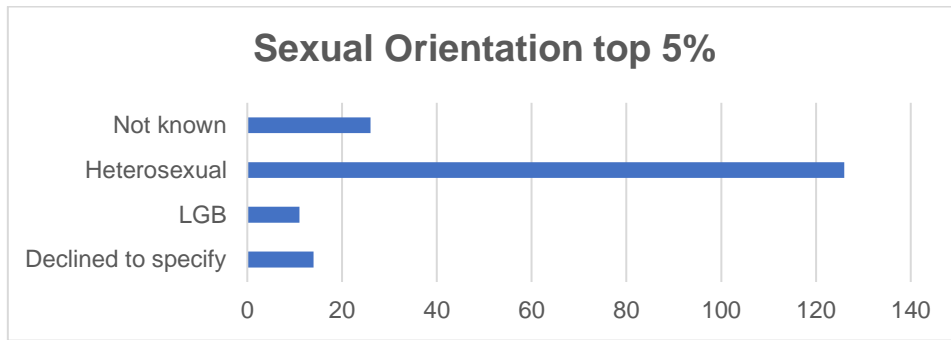
## Top 5% earners by religion and belief

Religion / Belief	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
Christian	83	46.9%	33.4%	84	51.5%
Jewish	1	0.6%	0.7%	2	1.2%
None/No Religion	57	32.2%	35.8%	50	30.7%
Hindu	0	0.0%	1.1%	0	0.0%
Not Known	30	17.0%	20.2%	23	14.1%
Buddhist	1	0.6%	0.4%	0	0.0%
Muslim	2	1.1%	3.0%	1	0.6%
Spiritual	0	0.0%	1.0%	0	0.0%
Sikh	1	0.6%	0.7%	1	0.6%
Other	2	1.1%	3.8%	2	1.2%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



## 5.5 Top 5% earners by sexual orientation

Sexual Orientation	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
Declined to specify	14	7.9%	7.2%	12	7.6%
LGB	11	6.2%	5.6%	9	5.7%
Heterosexual	126	71.2%	61.8%	123	77.4%
Not known	26	14.7%	25.5%	19	12.0%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>102.5%</b>





## 5.6 Pay Gaps - Gender, Ethnicity and Disability

### THE CORPORATION'S GENDER PAY GAP ("SNAPSHOT" DATE OF 31 MARCH 2021)

\* Bracketed figures represent the 31 March 2020 pay gap.

#### 5.6.1 Pay Rates

Pay Rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay
Mean hourly rate	7.1% (5.6%)
Median hourly rate	2.2% (0.0%)

#### 5.6.2 Pay Quartiles

Pay Quartiles	Women	Men	Total
Proportion of women and men in the <b>upper quartile</b> (paid above the 75th percentile point)	43.9% (43.9%)	56.1% (56.1%)	(100%)
Proportion of women and men in the <b>upper middle quartile</b> (paid above the median and at or below the 75th percentile point)	50.5% (53.2%)	49.5% (46.8%)	(100%)
Proportion of women and men in the <b>lower middle quartile</b> (paid above the 25th percentile point and at or below the median)	50.9% (52.2%)	49.1% (47.8%)	(100%)
Proportion of women and men in the <b>lower quartile</b> (paid below the 25th percentile point)	49.4% (45.7%)	50.6% (54.3%)	(100%)

#### 5.6.3 Bonus Pay

Bonus Pay	Bonus Gender Pay Gap - the difference women's bonus and men's bonus as a % of men's bonus
Mean bonus	5.4% (15.7%)
Median bonus	-14% Higher i.e. male employees have lower bonuses than female employees (0.5% Lower)

Bonus Pay	Women	Men
Who received bonus pay	26% (13.1%)	34.5% (14.1%)

## THE CORPORATION'S ETHNICITY PAY GAP ("SNAPSHOT" DATE OF 31 MARCH 2021)

### 5.6.4 Pay Rates

Pay Rates	BAME pay gap - the difference between BAME employees' pay and white employees pay as a percentage of white employees' pay	BAME pay gap - BAME employees' pay as a percentage of white employees' pay	Hourly rate of pay for BAME employees	Hourly rate of pay for white employees	Difference £
Mean hourly rate	16.8% (19.1%)	83.3% (80.9%)	£22.13 (£20.62)	£26.58 (£25.49)	£4.45 (£4.87)
Median hourly rate	15.7% (17.1%)	84.3% (82.9%)	£19.69 (£18.02)	£23.37 (£21.73)	£3.68 (£3.71)

### 5.6.5 Pay Quartiles

Pay Quartiles	BAME	White	Total
Proportion of BAME and white employees in the <b>upper quartile</b> (paid above the 75th percentile point)	8.2% (6.8%)	75% (74%)	83.2% (80.8%)
Proportion of BAME and white employees in the <b>upper middle quartile</b> (paid above the median and at or below the 75th percentile point)	14.9% (14.4%)	71.4% (72.9%)	86.3% (87.3%)
Proportion of BAME and white employees in the <b>lower middle quartile</b> (paid above the 25th percentile point and at or below the median)	20.9% (21.4%)	62.7% (63.3%)	83.6% (84.7%)
Proportion of BAME and white employees in the <b>lower quartile</b> (paid below the 25th percentile point)	16.9% (18.2%)	54.7% (55.7%)	71.6% (73.9%)

### 5.6.6 Workforce Composition

Workforce Composition	BAME headcount	White headcount	Non-disclosed headcount	Total headcount
Proportion of BAME and white employees in the <b>upper quartile</b> (paid above the 75th percentile point)	104 (85)	957 (930)	215 (242)	1276 (1257)
Proportion of BAME and white employees in the <b>upper middle quartile</b> (paid above the median and at or below the 75th percentile point)	190 (181)	911 (917)	175 (160)	1276 (1258)
Proportion of BAME and white employees in the <b>lower middle quartile</b> (paid above the 25th percentile point and at or below the median)	266 (269)	800 (796)	210 (193)	1276 (1258)
Proportion of BAME and white employees in the <b>lower quartile</b> (paid below the 25th percentile point)	217 (229)	699 (700)	361 (328)	1277 (1258)

### 5.6.7 Bonus Pay

Bonus Pay	Bonus BAME Pay Gap - the difference between BAME employees' bonus and white employees' bonus as a % of white employees' bonus	Bonus BAME Pay Gap - BAME employees' bonus as a % of white employees' bonus	Bonus pay of BAME employees	Bonus pay of white employees	Difference £
Mean bonus	22.2% (23.1%)	78% (76.9%)	£853.80 (£1,081.26)	£1,097.50 (£1,406.85)	£243.70 (£325.59)
Median bonus	49.9% (31.9%)	50% (68.1%)	£500 (£652.80)	£998.70 (£958.40)	£498.70 (£305.60)

Who received bonus pay:

- BAME paid bonus as % of all BAME: 30.9% (9.9%)
- White paid bonus as % of all White staff: 35.4% (16.9%)

#### Note

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

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

## The Corporation's Disability Pay Gap ("snapshot" date of 31 March 2021)

### 5.6.8 Pay Rates

	Disability pay gap - the difference between the pay of employees who have declared a disability and the pay of employees who have declared they do not have a disability as a % of the pay of employees who have declared they do not have a disability	Disability pay gap - the pay of employees who have declared a disability as a percentage of the pay of employees who have declared they do not have a disability	Hourly rate of employees who have declared they have a disability	Hourly rate of employees who have declared they do not have a disability	Difference £
Mean hourly rate	8.9% (10.3%)	93% (89.7%)	£23.86 (£22.06)	£25.64 (£24.59)	£1.78 (£2.53)
Median hourly rate	7.1% (9.4%)	93% (90.6%)	£20.73 (£19.68)	£22.31 (£21.73)	£1.58 (£2.05)

### 5.6.9 Pay Quartiles

Pay Quartiles	Disabled	Not disabled	Total
Proportion of disabled and not disabled employees in the <b>upper quartile</b> (paid above the 75th percentile point)	2.1% (2%)	74.8% (73.4%)	76.9% (75.3%)
Proportion of disabled and not disabled employees in the <b>upper middle quartile</b> (paid above the median and at or below the 75th percentile point)	3.9% (3.5%)	77.6% (78.5%)	81.5% (82%)
Proportion of disabled and not disabled employees in the <b>lower middle quartile</b> (paid above the 25th percentile point and at or below the median)	4.6% (4%)	73.8% (75.7%)	78.4% (79.7%)
Proportion of disabled and not disabled employees in the <b>lower quartile</b> (paid below the 25th percentile point)	3.8% (4%)	66.9% (68.6%)	70.7% (72.6%)

### 5.6.10 Workforce Composition

Workforce Composition	Disabled headcount	Not disabled headcount	Non-disclosed headcount	Total headcount
Proportion of disabled and not disabled employees in the <b>upper quartile</b> (paid above the 75th percentile point)	27 (22)	954 (922)	295 (310)	1276 (1257)
Proportion of disabled and not disabled employees in the <b>upper middle quartile</b> (paid above the median and at or below the 75th percentile point)	50 (44)	990 (987)	236 (227)	1276 (1258)
Proportion of disabled and not disabled employees in the <b>lower middle quartile</b> (paid above the 25th percentile point and at or below the median)	58 (50)	942 (952)	276 (256)	1276 (1258)
Proportion of disabled and not disabled employees in the <b>lower quartile</b> (paid below the 25th percentile point)	49 (50)	854 (862)	374 (345)	1277 (1258)

### 5.6.11 Bonus Pay

Bonus Pay	Bonus Disability Pay Gap - the difference between the bonus paid to employees who have declared a disability and employees who have not declared a disability as a % of employees who have declared a disability.	Bonus Disability Pay Gap - Pay of employees who have declared a disability as a % of pay of employees who have declared they do not have a disability	Bonus pay of employees who have declared they have a disability	Bonus pay of employees who have declared they do not have a disability	Difference £
Mean bonus	-4.3% Higher (-14.8% Higher)	-4% (114.8%)	£1,106.73 (£1,611.31)	£1,060.98 (£1,403.97)	£45.75 (£207.34)
Median bonus	16.8% (3.9%)	83% (96.1%)	£830.99 (£920.88)	£998.70 (£958.40)	£176.71 (£37.52)

Who received bonus pay:

- Disabled paid bonus as % of all disabled: 27.2% (11.8%)
- Non-disabled paid bonus as % of all non-disabled staff: 34.9% (15.8%)

**Note**

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

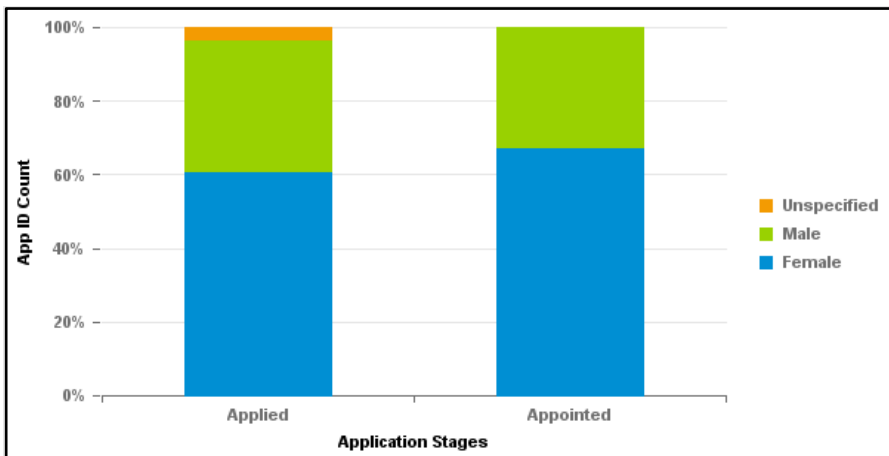
## 6 TURNOVER

Recruitment Data April 2021 – March 2022

The turnover rate including leavers who were on a fixed term contract is 9.4%. This is a significant fall from the 2020/2021 figure of 13.1%.

The following charts do not include all recruitment such as recruitment in schools and specialist recruitment where search and select organisations have been commissioned. There was a total of 5690 applicants for posts of which 89 were internal applicants. This compares to 9975 applicants, 210 of which were internal in the previous reporting period.

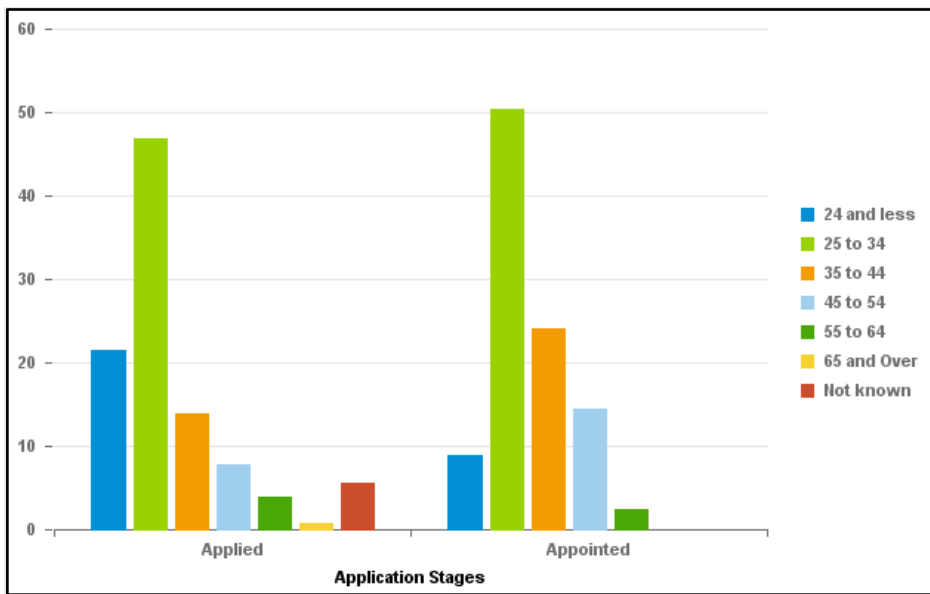
### 6.1 Recruitment by sex



Application Stage	Female %	Male %	Unspecified %
Applied	60.5%	35.7%	3.8%
Appointed	67.2%	32.8%	0.0%

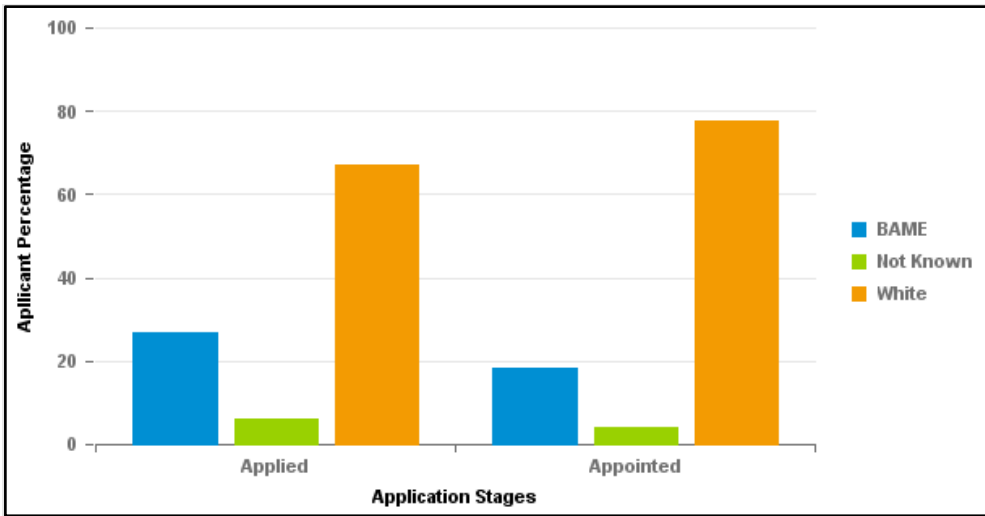


## 6.2 Recruitment by age



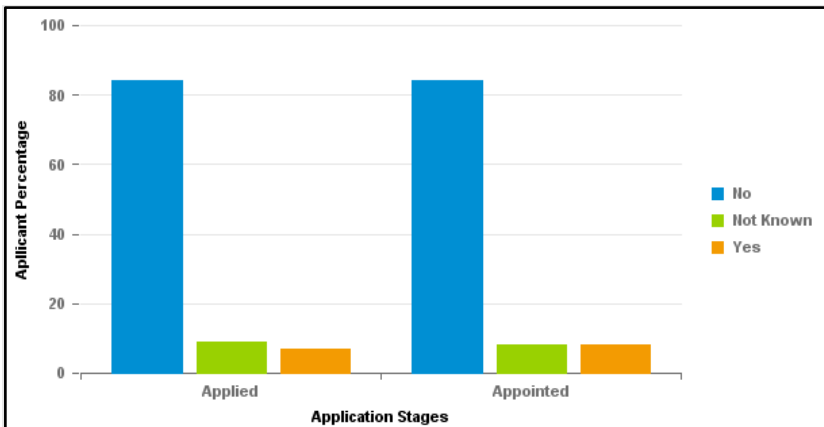
Age	Applied	Appointed
<b>24 and less</b>	21.5%	8.8%
<b>25 to 34</b>	46.8%	50.4%
<b>35 to 44</b>	13.8%	24.0%
<b>45 to 54</b>	7.7%	14.4%
<b>55 to 64</b>	3.8%	2.4%
<b>65 and Over</b>	0.8%	0.0%
<b>Not known</b>	5.5%	0.0%
<b>Total</b>	<b>100%</b>	<b>100%</b>

### 6.3 Recruitment by ethnicity



Ethnicity	Applied	Appointed
BAME	27.0%	18.4%
Not Known	6.0%	4.0%
White	67.0%	77.6%
<b>Total</b>	<b>100%</b>	<b>100%</b>

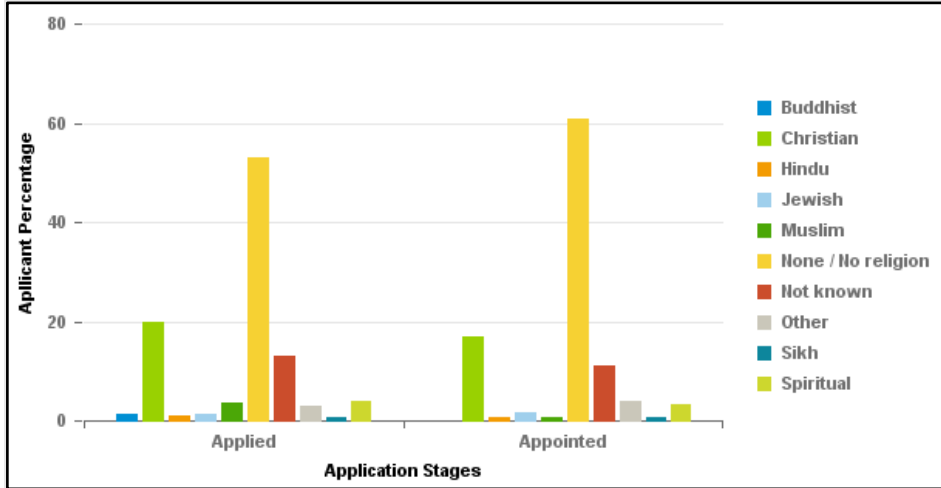
### 6.4 Recruitment by disability indicator



Disability	Applied	Appointed
No	84.3%	84.0%
Not Known	8.8%	8.0%
Yes	6.9%	8.0%

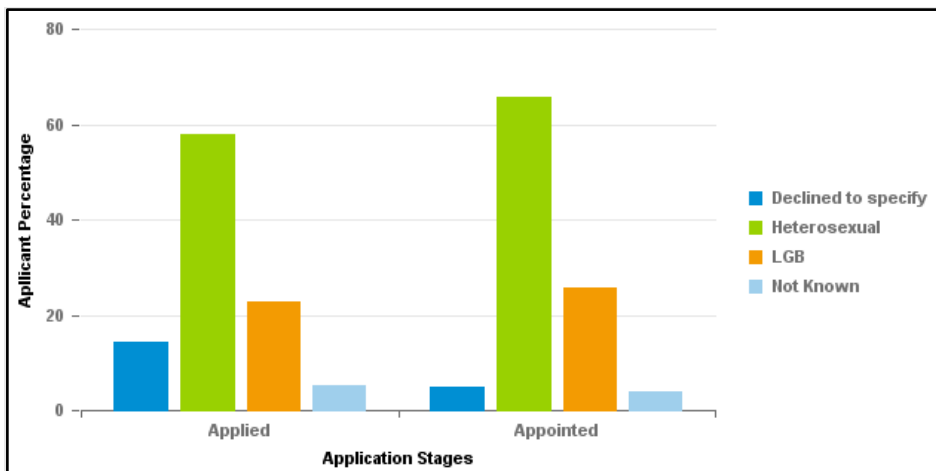
<b>Total</b>	<b>100%</b>	<b>100%</b>
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## 6.5 Recruitment by religion and belief



Religion / Belief	Applied	Appointed
Buddhist	1.2%	0.0%
Christian	19.7%	16.8%
Hindu	1.0%	0.8%
Jewish	1.2%	1.6%
Muslim	3.7%	0.8%
None / No religion	52.9%	60.8%
Not known	13.0%	11.2%
Other	2.9%	4.0%
Sikh	0.6%	0.8%
Spiritual	3.9%	3.2%
<b>Total</b>	<b>100%</b>	<b>100%</b>

## 6.6 Recruitment by sexual orientation

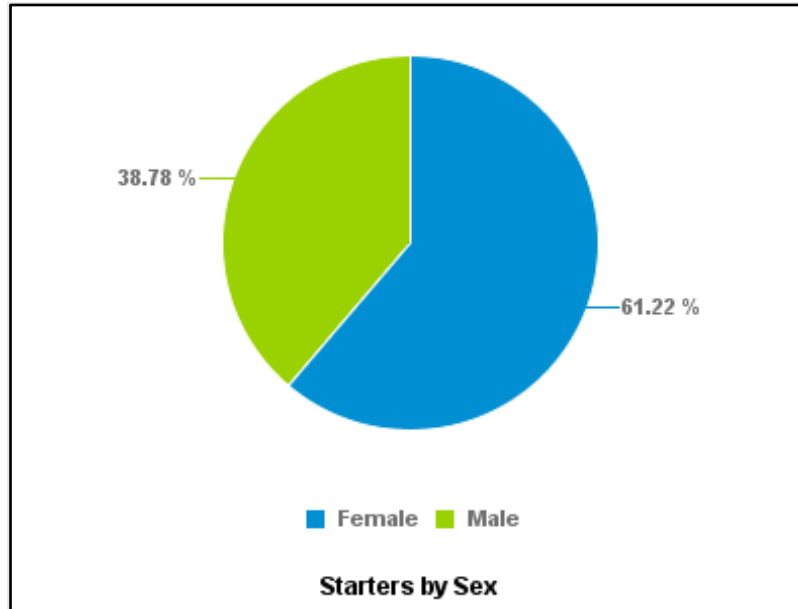


Sexual Orientation	Applied	Appointed
Declined to specify	14.4%	4.8%
Heterosexual	57.8%	65.6%
LGB	22.8%	25.6%
Not Known	5.2%	4.0%
<b>Total</b>	<b>100%</b>	<b>100%</b>

## 7 STARTER INFORMATION APRIL 2021 – MARCH 2022

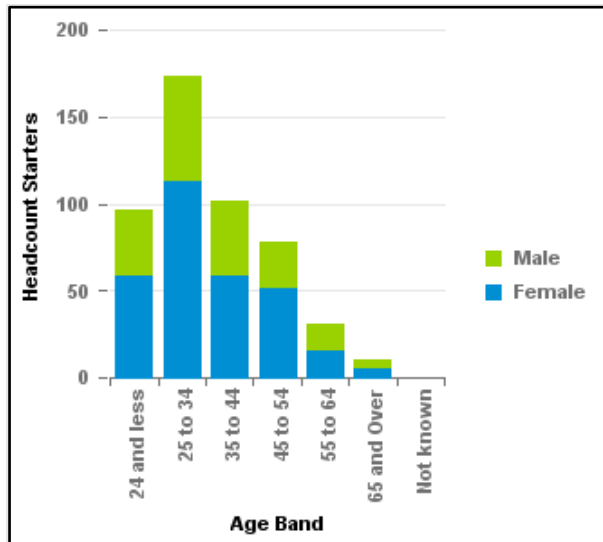
The tables below give a breakdown of the 318 new starters to the organisation including fixed/temporary terms employees. This data does not include those employees who already work for the City Corporation but have changed jobs. There have been 344 leavers in the same period.

### 7.1 Starters by sex



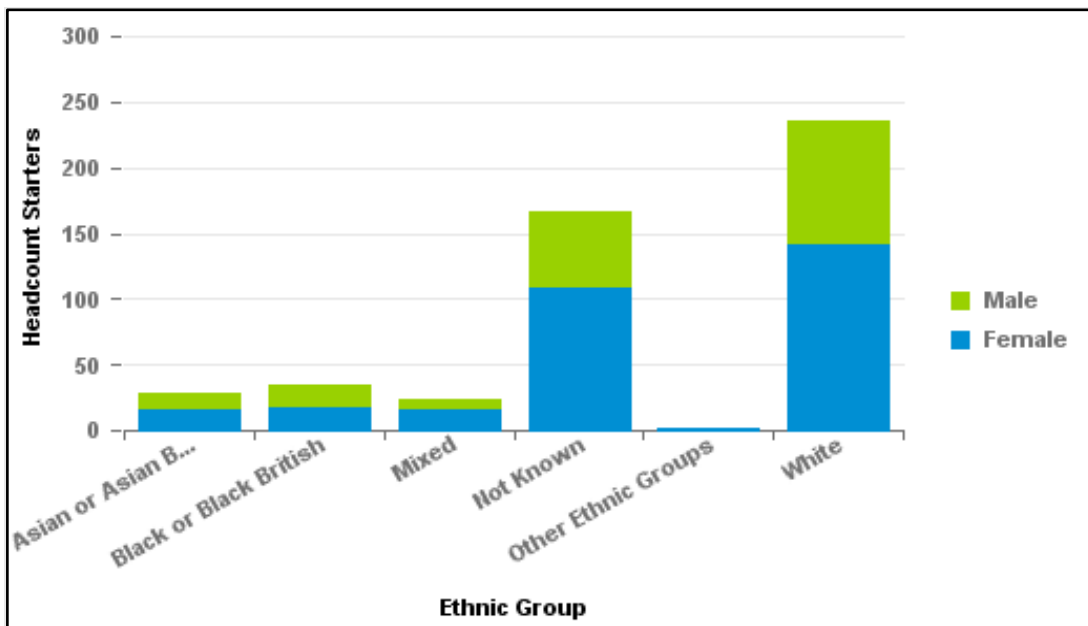
Sex	Headcount	%
Female	300	61.2%
Male	190	38.8%
Total	490	100%

### 7.2 Starters by age



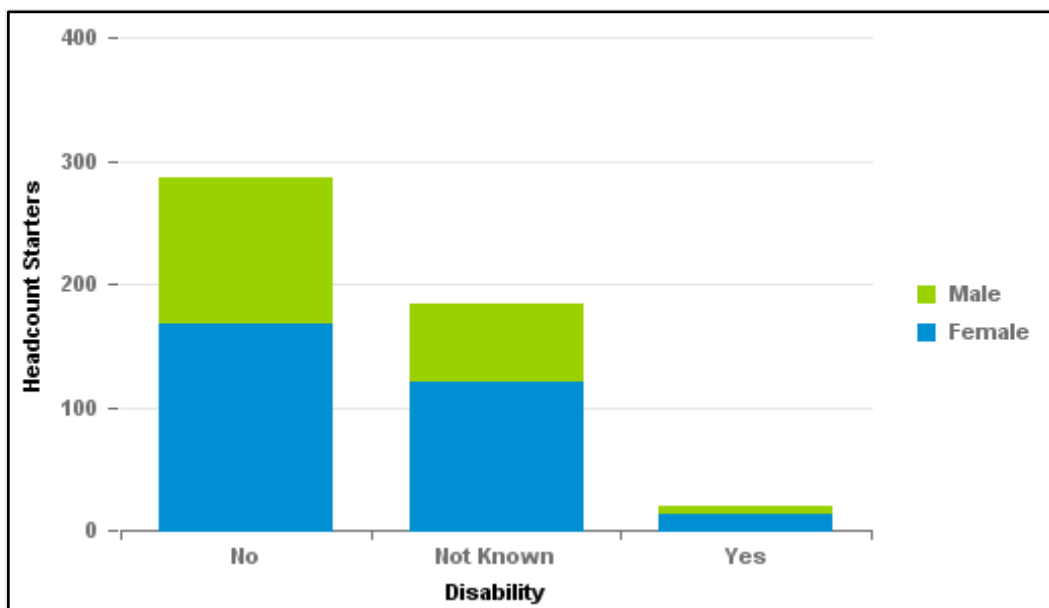
Age Band	Headcount Female	% Female	Headcount Male	% Male
24 and less	58	11.8%	38	7.8%
25 to 34	113	23.1%	60	12.2%
35 to 44	58	11.8%	44	9.0%
45 to 54	51	10.4%	27	5.5%
55 to 64	15	3.1%	16	3.3%
65 and over	5	1.0%	5	1.0%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

### 7.3 Starters by ethnicity



<b>Ethnicity</b>	<b>Headcount Female</b>	<b>% Female</b>	<b>Headcount Male</b>	<b>% Male</b>
<b>Asian or Asian British</b>	15	3.1%	13	2.7%
<b>Black or Black British</b>	18	3.7%	16	3.3%
<b>Mixed</b>	16	3.3%	7	1.4%
<b>Not Known</b>	108	22.0%	59	12.0%
<b>Other Ethnic Groups</b>	1	0.2%	1	0.2%
<b>White</b>	142	29.0%	94	19.2%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

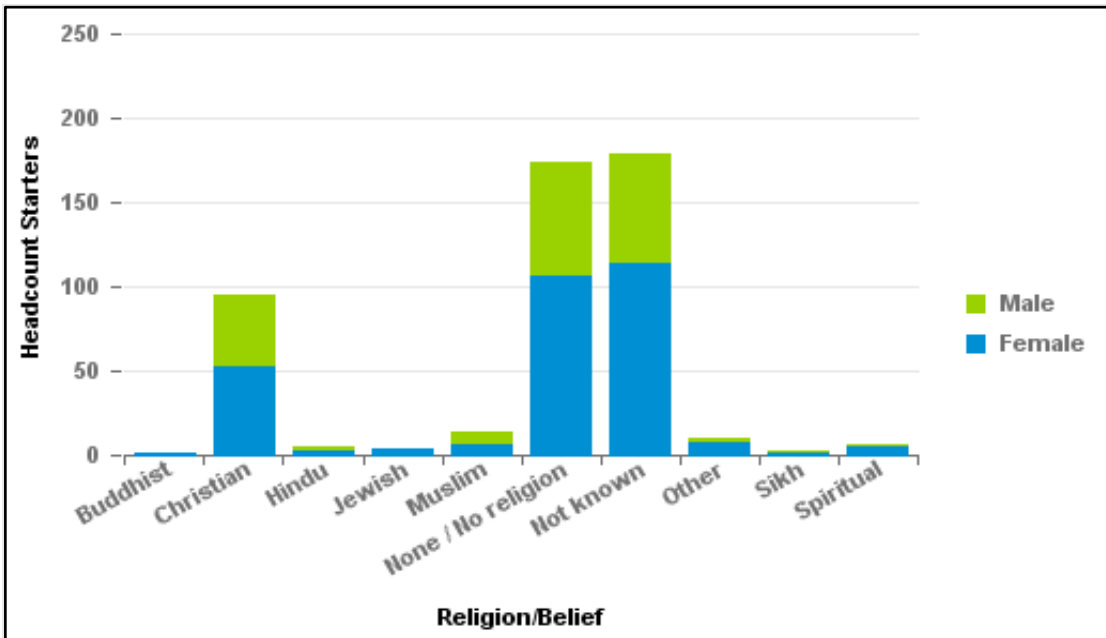
## 7.4 Starters by disability indicator



Disability	Headcount Female	% Female	Headcount Male	% Male
No	167	34.1%	119	24.3%
Not Known	120	24.5%	64	13.1%
Yes	13	2.7%	7	1.4%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

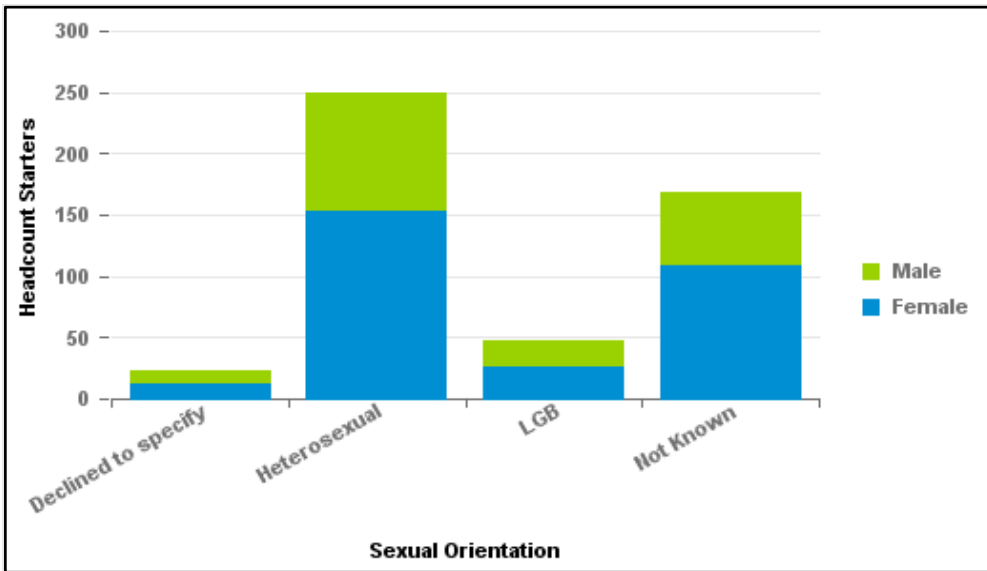
## 7.5 Starters by religion and belief





Religion / Belief	Headcount Female	% Female	Headcount Male	% Male
Buddhist	1	0.2%	0	0.0%
Christian	52	10.6%	43	8.8%
Hindu	3	0.6%	2	0.4%
Jewish	4	0.8%	0	0.0%
Muslim	6	1.2%	8	1.6%
None / No religion	106	21.6%	68	13.9%
Not known	114	23.3%	65	13.3%
Other	8	1.6%	2	0.4%
Sikh	1	0.2%	1	0.2%
Spiritual	5	1.0%	1	0.2%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

## 7.6 Starters by sexual orientation

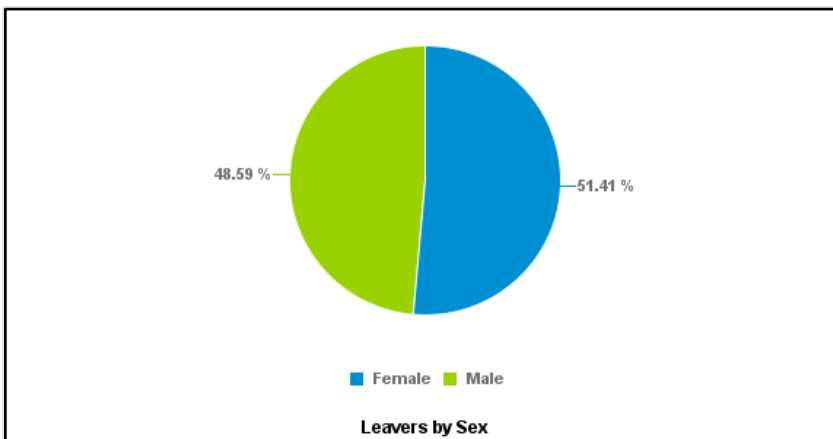


Sexual Orientation	Headcount Female	% Female	Headcount Male	% Male
Declined to specify	12	2.5%	11	2.2%
Heterosexual	153	31.2%	97	19.8%
LGB	26	5.3%	22	4.5%
Not Known	109	22.2%	60	12.2%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

## 8 LEAVER INFORMATION APRIL 2021 – MARCH 2022

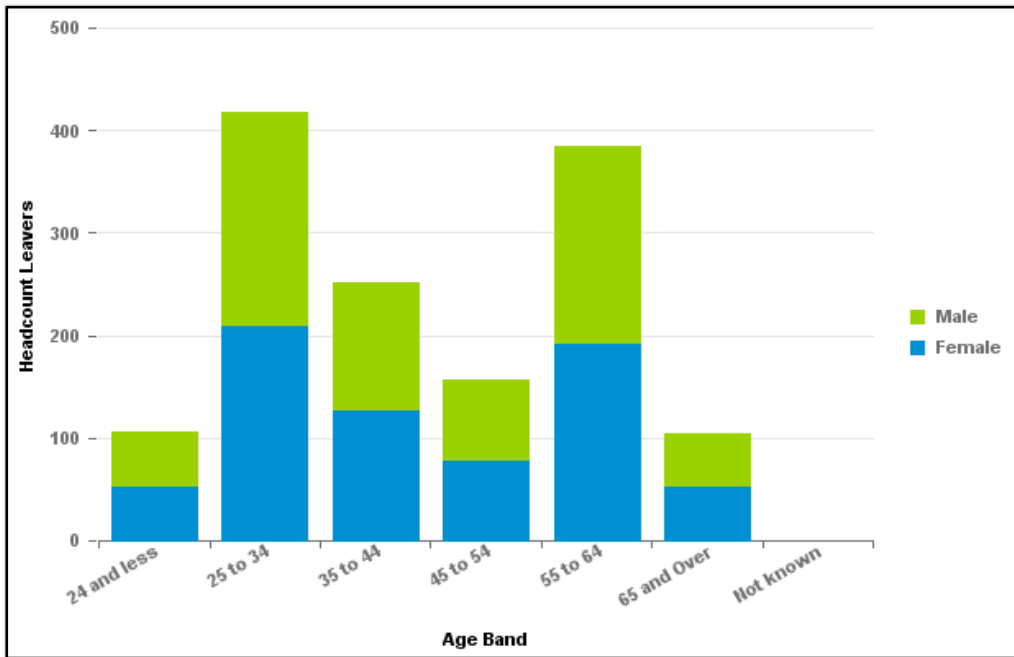
The tables below give a breakdown of the 344 leavers from the organisation.

### 8.1 Leavers by sex



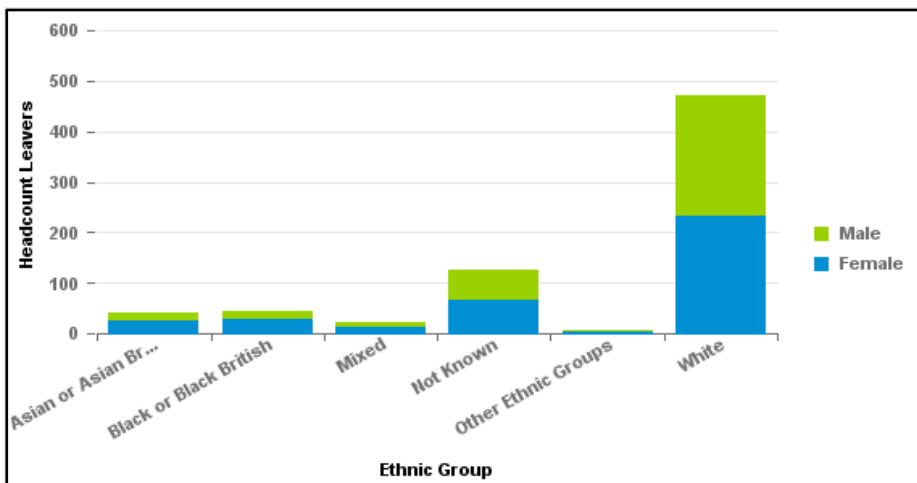
Sex	Headcount	%
Female	365	51.4%
Male	345	48.6%
<b>Total</b>	<b>710</b>	<b>100%</b>

## 8.2 Leavers by age



Age Band	Headcount Female	% Female	Headcount Male	% Male
24 and less	35	4.9%	18	2.5%
25 to 34	130	18.3%	79	11.1%
35 to 44	64	9.0%	62	8.7%
45 to 54	37	5.2%	41	5.8%
55 to 64	81	11.4%	111	15.6%
65 and Over	18	2.5%	34	4.8%
Not Known	0	0.0%	0	0.0%
<b>Totals</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>

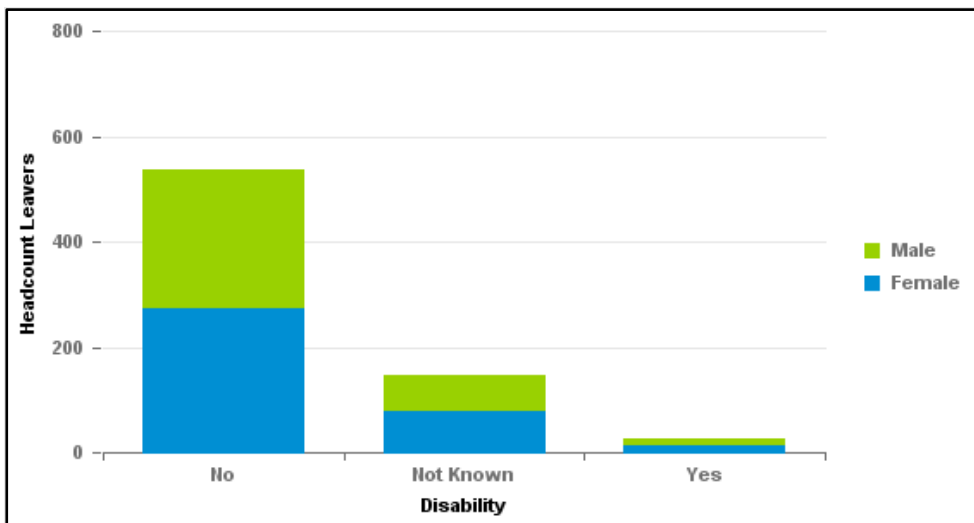
### 8.3 Leavers by ethnicity



Age Band	Headcount Female	% Female	Headcount Male	% Male
Asian or Asian British	24	3.4%	16	2.3%
Black or Black British	27	3.8%	16	2.3%
Mixed	11	1.6%	12	1.7%
Not Known	66	9.3%	59	8.3%
Other Ethnic Groups	3	0.4%	4	0.6%
White	234	33.0%	238	33.5%
<b>Total</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>

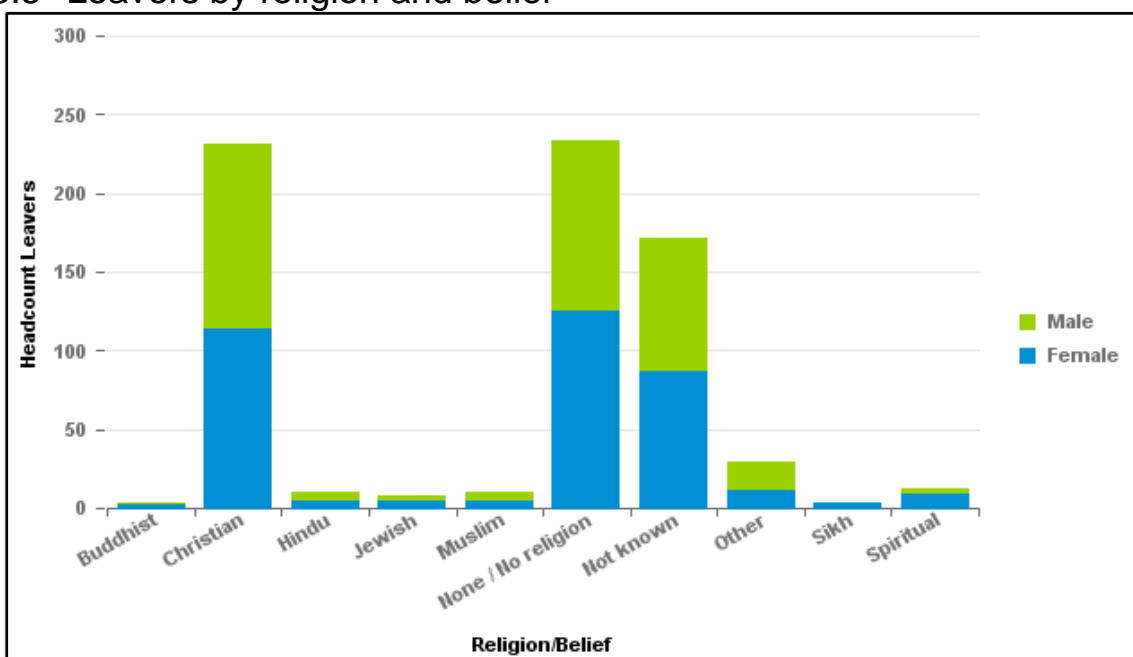


## 8.4 Leavers by disability indicator



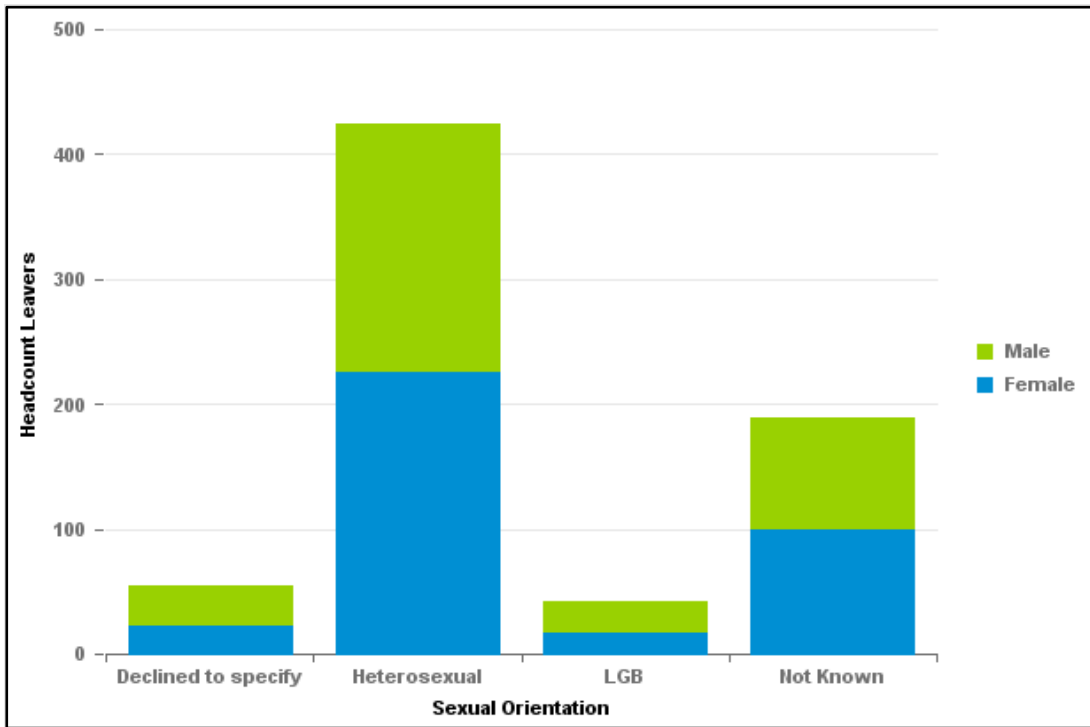
Disability	Headcount Female	% Female	Headcount Male	% Male
No	274	38.6%	262	36.9%
Not Known	78	11.0%	69	9.7%
Yes	13	1.8%	14	2.0%
<b>Total</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>

## 8.5 Leavers by religion and belief



Religion	Headcount Female	% Female	Headcount Male	% Male
Buddhist	2	0.3%	1	0.1%
Christian	114	16.1%	117	16.5%
Hindu	4	0.6%	6	0.9%
Jewish	5	0.7%	3	0.4%
Muslim	5	0.7%	5	0.7%
None / No religion	125	17.6%	108	15.2%
Not known	87	12.3%	84	11.8%
Other	11	1.6%	18	2.5%
Sikh	3	0.4%	0	0.0%
Spiritual	9	1.3%	3	0.4%
<b>Total</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>

## 8.6 Leavers by sexual orientation

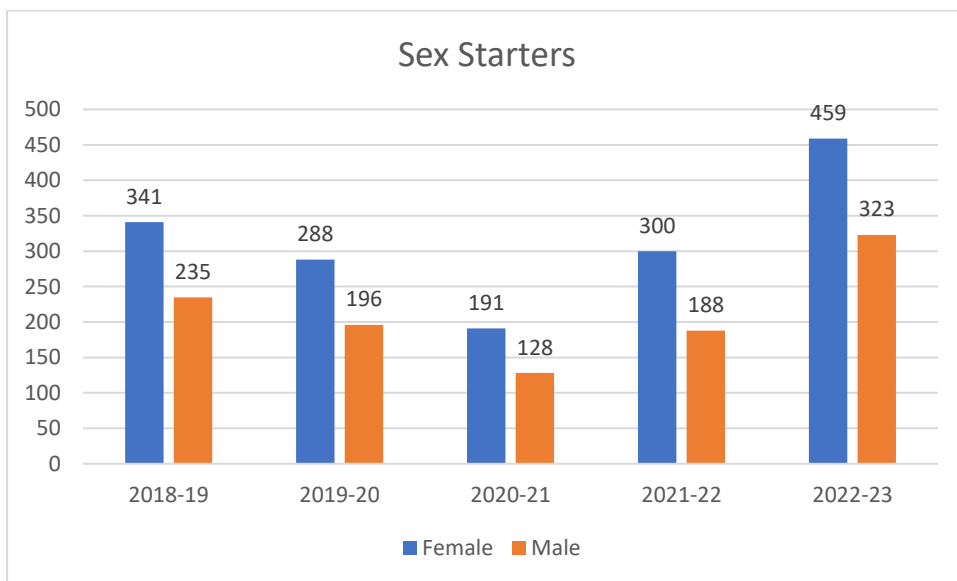
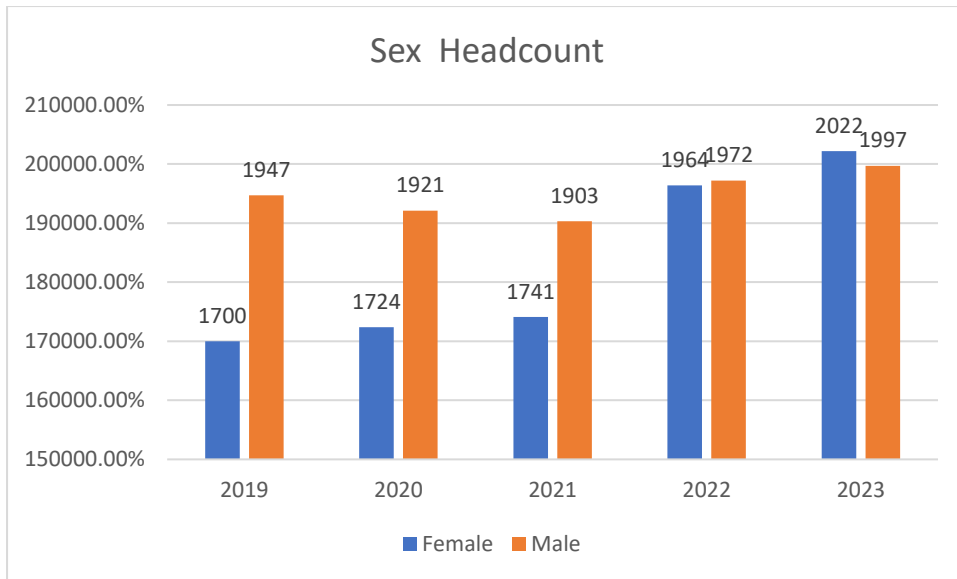


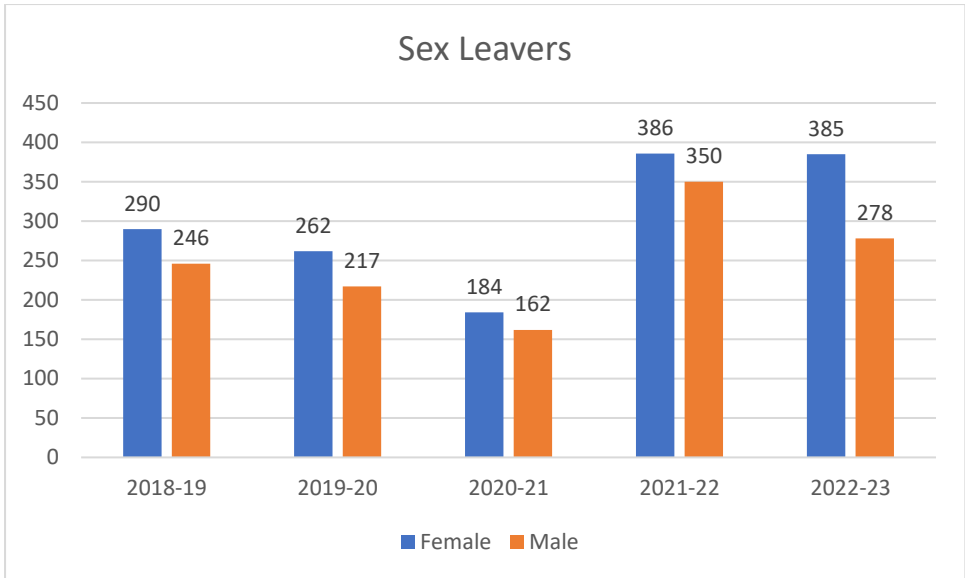
Sexual Orientation	Headcount Female	% Female	Headcount Male	% Male
Declined to specify	23	3.2%	32	4.5%
Heterosexual	226	31.8%	198	27.9%
LGB	17	2.4%	25	3.5%
Not Known	99	13.9%	90	12.7%
<b>Total</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>

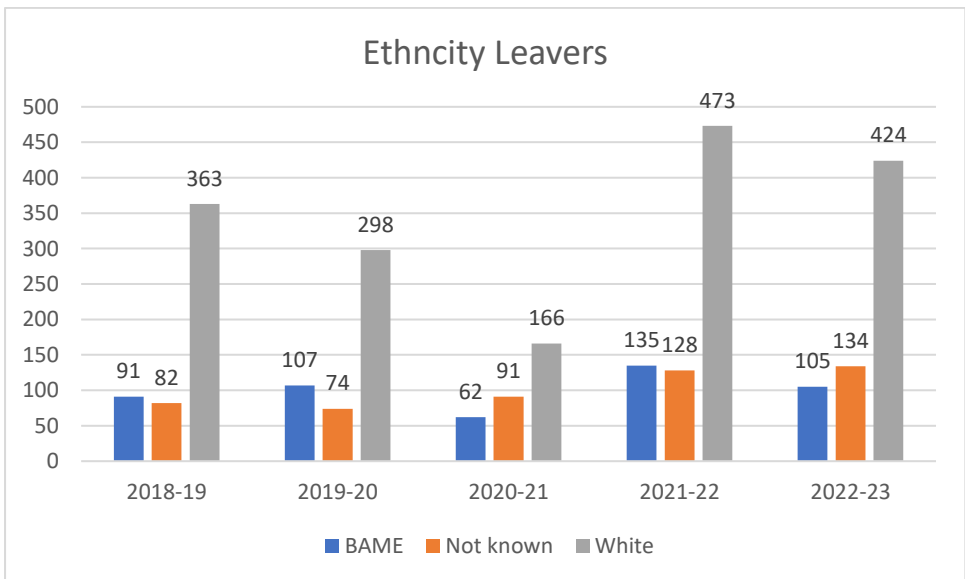
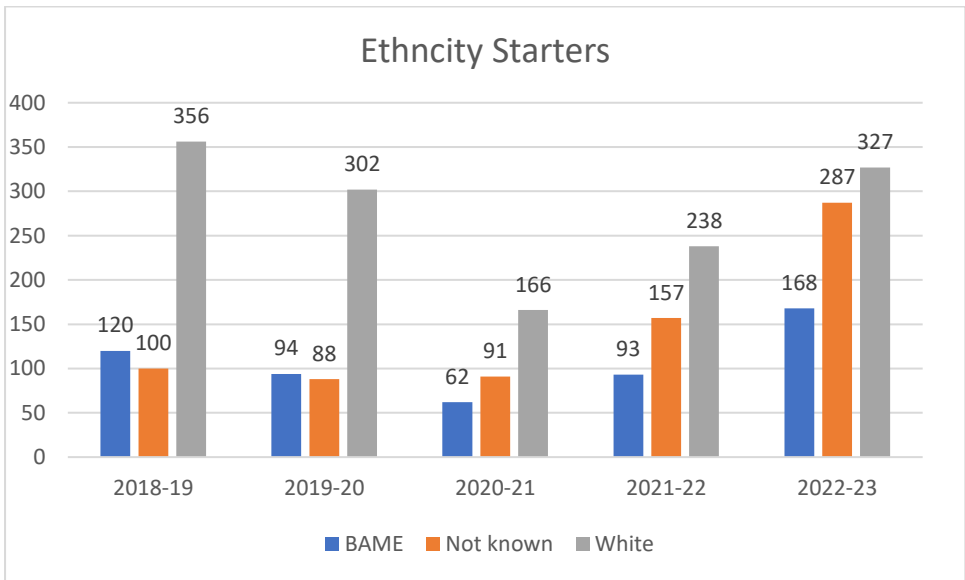
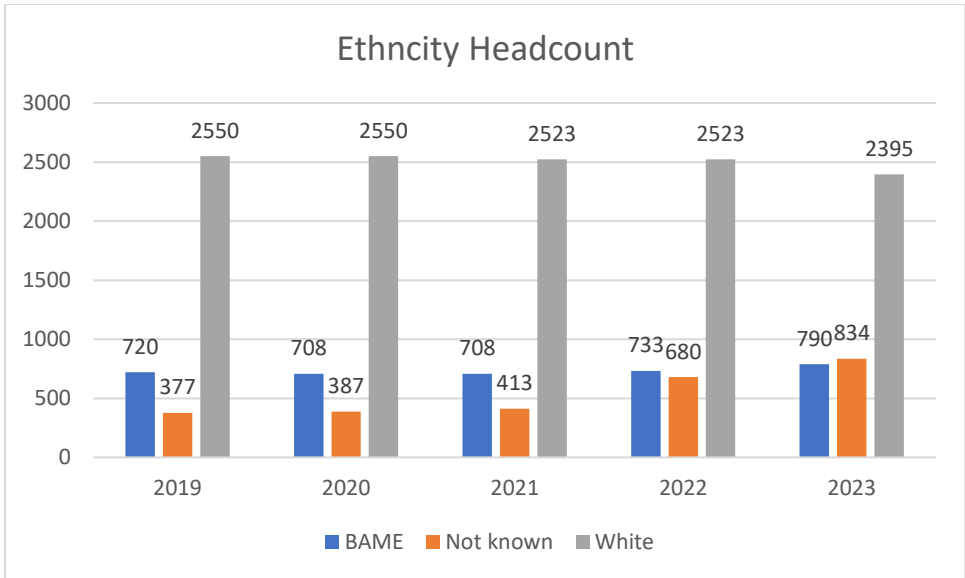


## Appendix 2

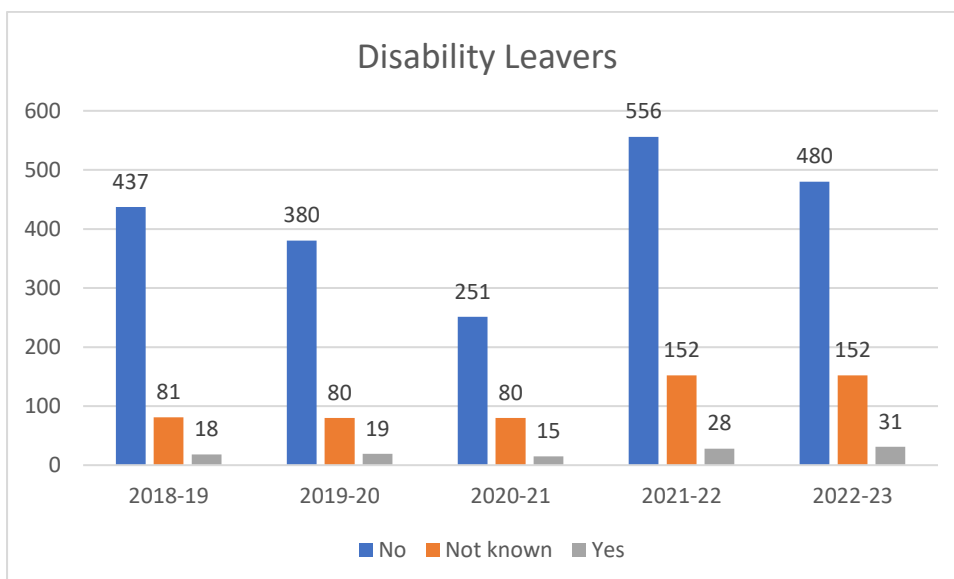
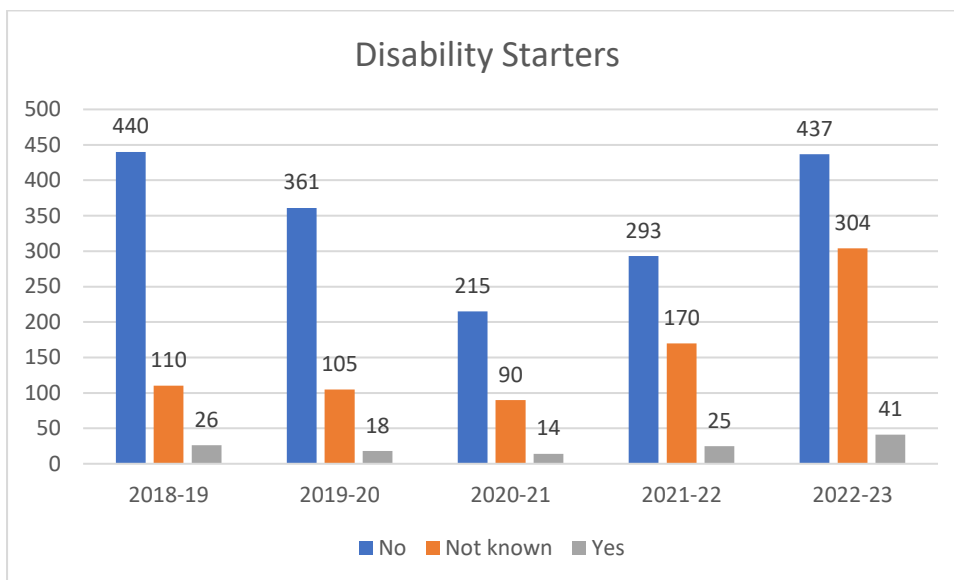
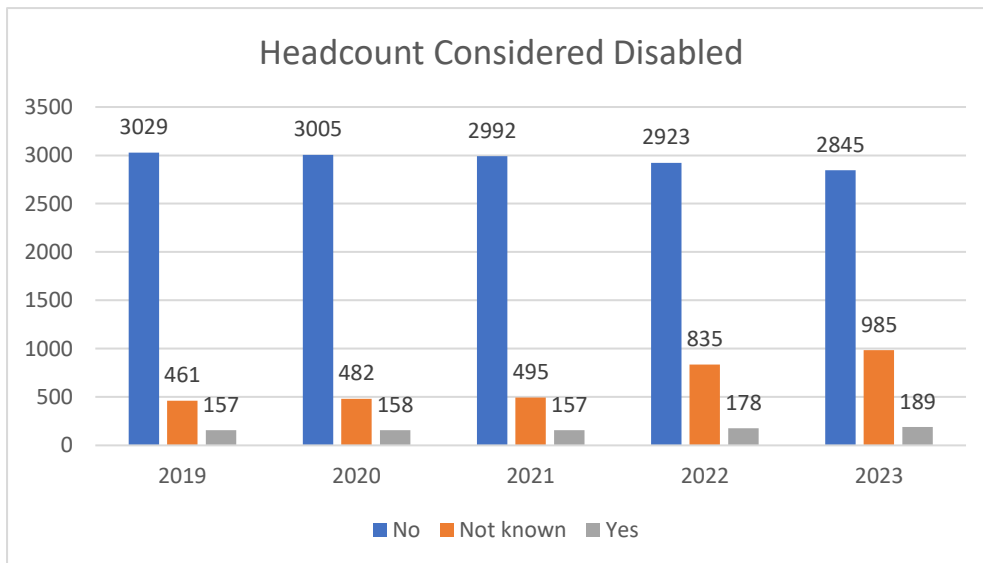
### Sex



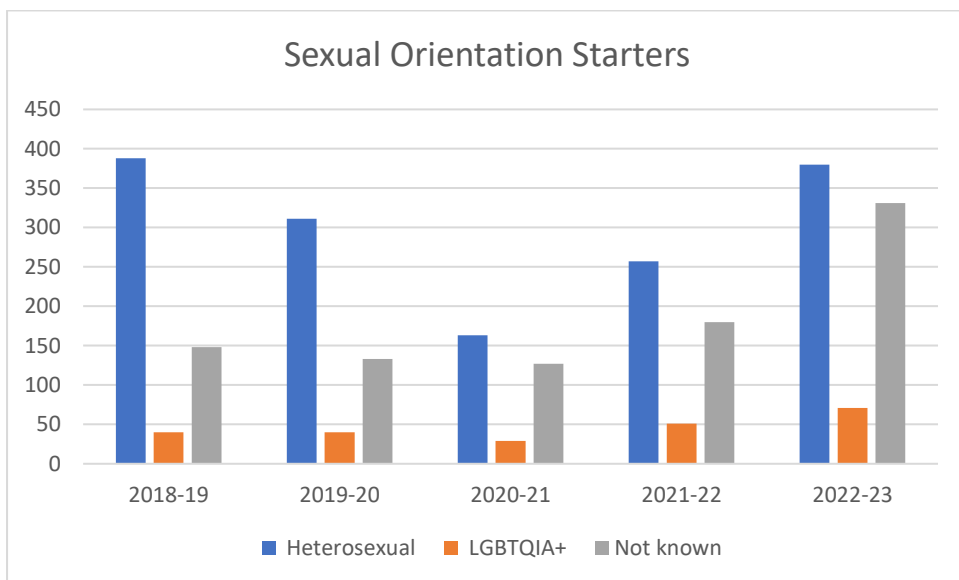
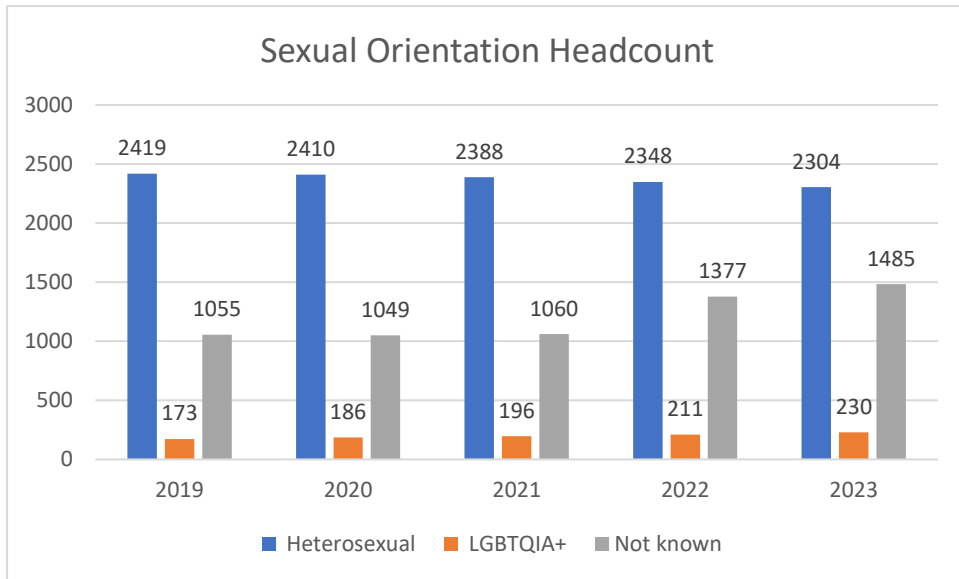


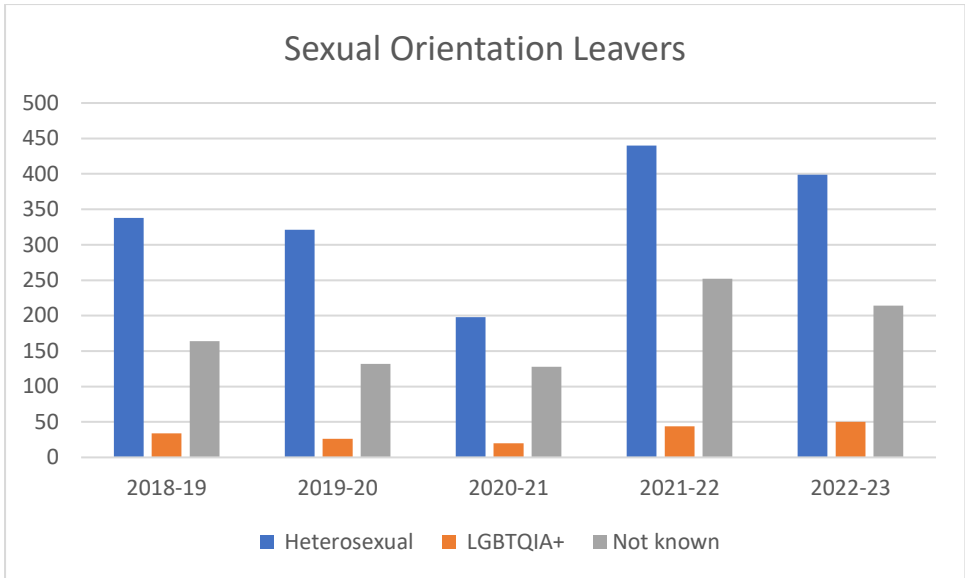


## Disability



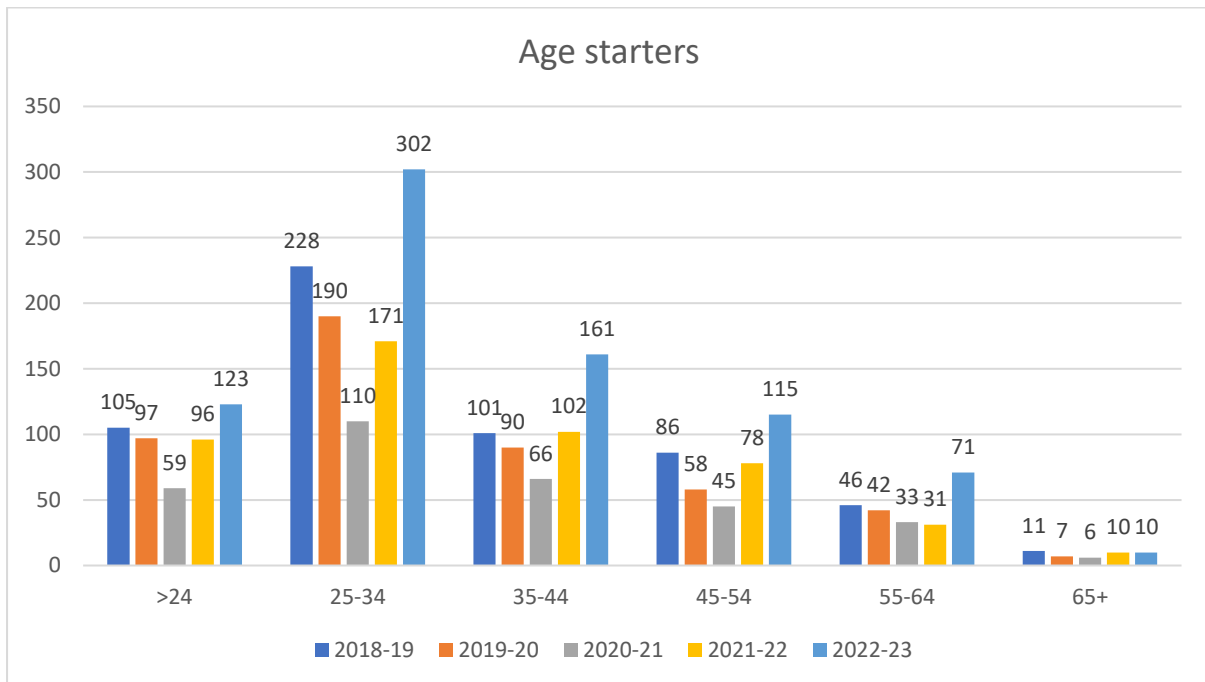
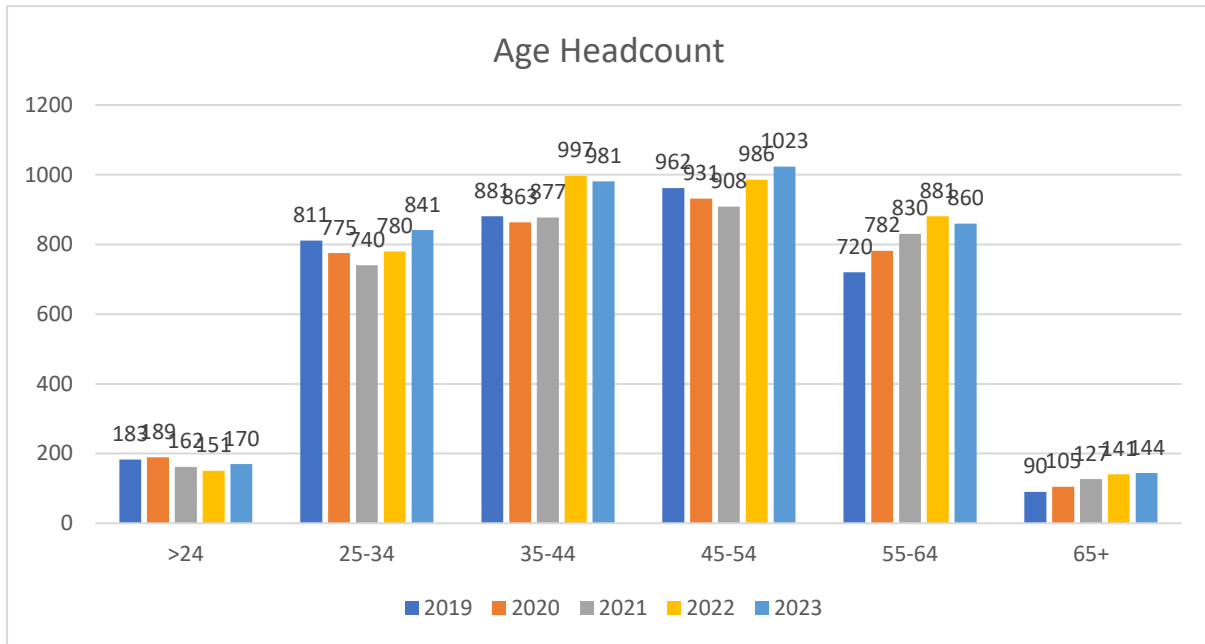
## Sexual Orientation





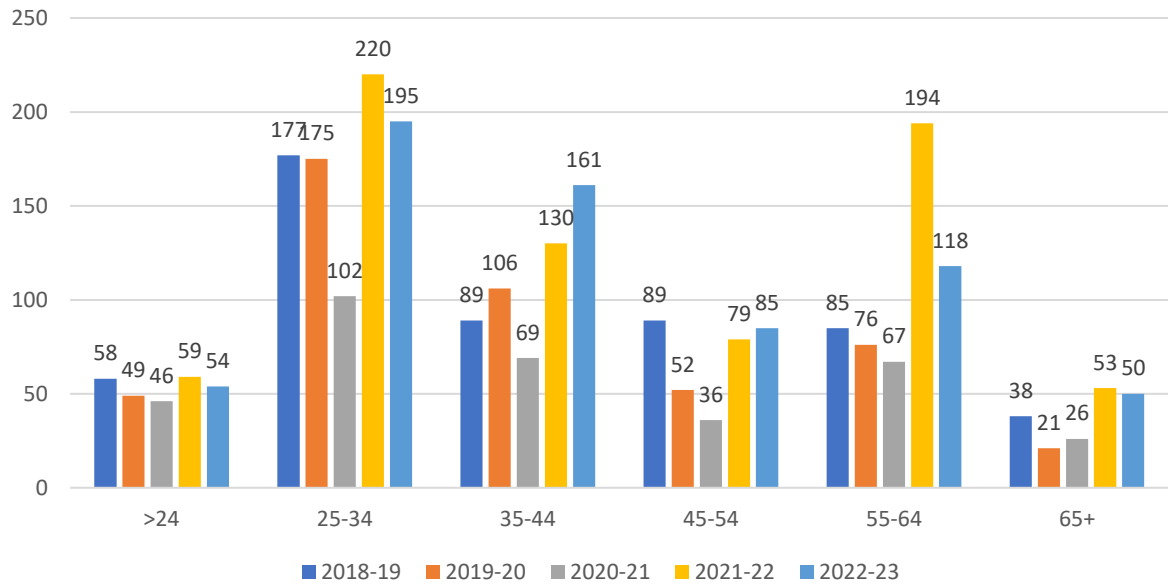


## Age





### Age Leavers



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<b>Committee(s):</b> EDI Sub-committee – For Information	<b>Dated</b> <b>4<sup>th</sup> September 2023</b>
<b>Subject: Tackling Racism Task Force update</b>	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>1,2,3,4,5, 8</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: Emma Moore, Chief Operating Officer</b>	<b>For Information</b>
<b>Report author: Micah McLean, EDI Officer</b>	

## Summary

In July 2021, The Tackling Racism Taskforce (TRT) submitted a report to the Policy and Resources Committee highlighting what the City Corporation does to tackle racism in all its forms and to assess whether any further actions could be taken to promote economic, educational, and social inclusion.

Further to the update provided at the July meeting of this Sub-Committee, this report sets out further detail on progress for Member consideration, including expected timescales for completion of those not yet completed.

## Recommendation(s)

Members are asked to note:

The updates on the implementation of the Tackling Racism Taskforce (TRT) recommendations.

## Main Report

### Background

1. Although the recommendations of the TRT were made in December 2021, some of the recommendations have yet to be actioned in full or in part.
2. Over the remainder of this financial year, the EDI Directorate will work with the relevant departments in the areas covered by the ‘Findings and Recommendations of the TRT’ to ensure that as many of the recommendations in the TRT report 2021 are implemented. An updated table

has been provided in this report at Appendix 1 to build on the information provided in July and to clearly set out timescales for implementation of the remaining items.

## **Corporate & Strategic Implications**

Strategic implications – The proposals align with outcomes 1, 2 3, 4, 5 and 8 of the Corporate Plan 2018 to 2023. It also aligns with the CoLC’s Social Mobility Strategy 2018 to 2028 and other Strategic Plans.

Resource implications –The project led by the EDI directorate is cross-cutting and it will have resource implications for all CoLC departments, services and institutions. Consequently, each department and institution should consider the human and financial resources required to achieve the Equality Objectives of the CoLC and to comply with the CoLC obligations under the Equality Act 2010 and related regulations.

Legal implications – The Public Sector Equality Duty (Section 149 of the Equality Act 2010) is supported by the specific duties regulation which requires public bodies to set themselves, specific and measurable equality objectives every four years. This proposal will enable the CoLC to comply with its obligations and specific duties regulations mentioned in the Equality Act.

Risk implications – The risk of non-compliance with the Equality Act 2010 and related regulations includes reputational damage and the possibility of the proceedings being brought by the Equalities and Human Rights Commission.

Equalities implications – This proposal will enable the CoLC to comply with the Public Sector Equality Duty 2010, Section 149 which covers the Public Sector Equality Duty and the Specific Duties regulations mentioned above. This proposal involves setting objectives required to comply with the Equality Act 2010. This proposal, is therefore, likely to have a positive impact on citizens protected by existing equality legislation which are age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.

Climate implications – N/A.

Security implications – N/A.

## **Conclusion**

The EDI Directorate will continue to provide quarterly updates to the TRT actions to this Sub-Committee. Several of the recommendations have been incorporated into departmental business plans or programmes where noted. Progress continues to be made to a variable degree, noting change in personnel and team structures for some departments since the TRT recommendations were made.

## **Appendices**

Appendix 1 – TRT Recommendations (August 2023 update) Open Actions

## Appendix 2 – TRT Recommendations Closed Actions

Micah McLean

EDI Officer

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## Appendix 1 – Anti Racism Taskforce Recommendations (August 2023 update)

### OPEN ACTIONS

#### 1. Staffing Workstream

#### Key Recommendations

	<u>Objective</u>	<u>Recommendation</u>	<u>Status</u>	<u>Responsible Officer</u>
1	Recruitment	Anonymised recruitment across all grades (not just at senior levels) be introduced at the City Corporation. <b>(Already approved at Establishment Committee in September 2020)</b>	Not Completed – we do not have the system capability to introduce this. For senior roles this is done manually but it would be too labour intensive to do across all recruitment. Completion therefore contingent on ERP system at Q4 2024/25.	Alison Littlewood, HR
2	Mentoring	Mentoring and reverse mentoring schemes be developed at the City Corporation. <b>(Already approved at Establishment Committee in September 2020)</b>	Partially complete – mentoring programme through WIN Network for their members. HR to consider how to establish this as part of the HR Transformation programme. ETA end 2024.	Alison Littlewood, HR
3	Training	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. <b>(Already approved at Policy &amp; Resources Committee in September 2020.)</b>	Partially complete – this has been more complex to arrange through budget adjustments as a lot of training spend is not visible. Suggest pause or cancel this recommendation pending wider review of mandatory and vocational training currently underway.	Alison Littlewood, HR & Caroline Al-Beyerty, Chamberlain
5	Work Experience	Current and possible schemes that support work experience programmes with schools and young adults in the City of London be explored. <b>(Already approved at Establishment Committee in September 2020)</b>	Partially complete – scheme to be introduced in 2024 under the L&OD Team.	Alison Littlewood, HR
6	Bullying and Harassment	A revised HR policy on bullying and harassment be developed at the City Corporation. <b>(Already</b>	Not Completed. A large number of policies need reviewing within HR and a schedule of review has been drawn up. Given limited	Alison Littlewood, HR

		<b>approved at Establishment Committee in September 2020)</b>	resource this is unlikely to be completed until Q3 2024/25.	
7	Data	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).	Not Completed. Current establishment project underway to cleanse employee data and provide better baseline for data-led activity and analysis. This will also enable a standard monthly MI suite to be produced for review and action by departments. ETA Q2 2024/25	Alison Littlewood, HR

## **2. Governance Workstream**

### **Key Recommendations**

ALL COMPLETE

## **3. Police Workstream**

### **Key Recommendations**

	<u>Objective</u>	<u>Recommendation</u>	<u>Action Completed/Not Completed</u>	<u>Responsible Officer</u>
1	Police Force	<p>The Tackling Racism Taskforce would encourage the City of London Police to sign up to the 40% recruitment target that the Metropolitan Police had recently announced.</p> <p>The Tackling Racism Taskforce 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.</p>	Not Completed. Awaiting update from the police.	Kam Dhaliwal / Carly Humphries

## **4. Education Workstream**

### **Key Recommendations**

	<u>Objective</u>	<u>Recommendation</u>	<u>Completed/Not Completed</u>	<u>Responsible Officer</u>
1	Staff	The 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. Equality and inclusion training, as well as difficult conversations training, should be rolled out to all staff.	Not Completed. Awaiting update from CLS, CLSG and Freemans, as this recommendation is not within the CoLC remit to deliver. CoLAT is an independent employer to the CoLC. The Aldgate School staff are employed by their Governors. The independent schools have their own CoLC Boards to manage their arrangements. This was confirmed by Members of the Education Board at their June 2023 meeting.	Deborah Bell
5	Work Experience	There should be a focus on work experience placements and consider not always giving the most 'capable' student a placement, but those where there would be most impact.	Partially completed. This will be a key focus as the Education, Cultural & Creative Learning and Skills strategies are rewritten during 2023 for Education Board sign off in early 2024. Additionally, 20 supported internships have been committed to for delivery between now and 2025. These will be for young people with additional needs.	Deborah Bell
7	Governance	It is recommended that the City Corporation should support the Academies by creating and promoting an alumni network, of which members could be encouraged to stand as a governor to contribute towards a more representative governing body for each of the schools.	Partially completed. This recommendation was not able to be progressed due to the pandemic. Local Governing Body recruitment is a matter for CoLAT and individual schools and not one which the Education Strategy has a remit to lead and influence. It is anticipated to be a feature of the revised Education, Cultural & Creative and Skills Strategies for 2024-28, with consultation discussions in train to date. Key partners in alumni activity have been approached to progress this ambition. A date for the	Deborah Bell



			<p>inaugural alumni network event has been set for 21<sup>st</sup> June 2024.</p> <p>Sir John Cass School has been renamed the Aldgate School to better reflect our knowledge and understanding of our current commitment to inclusion.</p>	
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**5. Business Workstream**  
**Key Recommendations**

	<u>Objective</u>	<u>Recommendation</u>	<u>Completed/Not Completed</u>	<u>Responsible Officer</u>
2	Charter	The City Corporation should formally support the Change the Race Ratio campaign and the Race Fairness Commitment (but not to become full signatories to these)	Not Completed. For consideration by EDI Sub-Committee as part of wider review of Charters in Q4 2023/24	EDI Directorate
3	Events	The City Corporation 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.	Not Completed. Awaiting update	Innovation & Growth
4	Conferences and events	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.	Not Completed. Awaiting update	Innovation & Growth

		Consideration should be given to targets for diverse attendees of City Corporation conferences and events		
5	#10000BlackInterns	The City Corporation should support the #10000BlackInterns 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.	Not Completed. Awaiting update	Innovation & Growth
6	Black SMEs/ microbusinesses	The City Corporation should encourage Black SMEs/ microbusinesses to take part in the pop-up market in the Guildhall Yard. (The current market provider, Street Food Markets, is itself a majority Black-owned, all-BAME Director led SME)	Not Completed. Awaiting update	Innovation & Growth
7	Data collection, disclosure and action	The City Corporation should write to individual firms, promoting the ambitions of the Financial Services Skills Commission in encouraging more data collection, disclosure and reporting.	Not Completed. Awaiting update	Innovation & Growth
8	Investments	To change our own criteria for investments to include a specific target on diversity (as we have done on climate action)  The City Corporation should write to asset managers asking them how they manage diversity within their organisation  The City Corporation should explore with the asset managers how diversity is captured within their investment process and how this can be reported.	Not Completed. Awaiting update	Chamberlain's

## Appendix 2 – Tackling Racism Taskforce, CLOSED ACTIONS

### 1. Staffing Workstream

#### Key Recommendations

	<u>Objective</u>	<u>Recommendation</u>	<u>Action Completed/Not Completed</u>	<u>Responsible Officer</u>
4	Staff Support	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.	Completed – Dignity at Work Advisors introduced in 2021	EDI Directorate

### 2. Governance Workstream

#### Key Recommendations

	<u>Objective</u>	<u>Recommendation</u>	<u>Action Completed/Not Completed</u>	<u>Responsible Officer</u>
1	Member Diversity	Remuneration of Members should be reviewed and resolved, mindful of improving diversity and inclusion. A series of promotional activities in the lead up to the 2022 Common Council Elections should take place to encourage a diverse range of candidates to consider standing for election. A dedicated senior Officer responsible for Member diversity and inclusion needs to be appointed.	Completed	Mark Gettleson
2	Events	More needs to be done to review diversity of events (this is also covered in the business workstream).	Completed	Mark Gettleson/ events team

3	Livery	The Tackling Racism Taskforce want to underline the importance of the Diversity Charter and would encourage Liveries to sign up to it. The Tackling Racism Taskforce would also encourage a strong diversity and inclusion process for new guilds and liveries when they are being set up. • Where possible, and in other areas of the Taskforce's work, there has been importance placed on collecting and reporting data on ethnicity to improve monitoring and auditing on diversity. The Tackling Racism Taskforce advise that this might be something that individual Livery Companies might like to consider.	Completed	Mark Gettleson/ Greg Moore
4	Talking about racism & diversity	Approve the guidance note for Chairs, Members and Officers when talking about equality and diversity in relation to race, outlined in Appendix 3.	Completed	Mark Gettleson

### **3. Police Workstream**

#### **Key Recommendations**

	<u>Objective</u>	<u>Recommendation</u>	<u>Action Completed/Not Completed</u>	<u>Responsible Officer</u>
2	Governance	The Police Authority Board should take a particular focus on diversity and inclusion as one of its objectives.	Completed	Kam Dhaliwal /Kate MacLeod
3	Engagement	It was noted that the City of London Police do some good work in this area, but the public do not tend to know about this. The Tackling Racism Taskforce would therefore recommend improving communications on the diversity work they do.	Completed. Head of Comms recruited	Kam Dhaliwal/ Kate MacLeod

### **4. Education Workstream**

#### **Key Recommendations**

	<u>Objective</u>	<u>Recommendation</u>	<u>Action Completed/Not Completed</u>	<u>Responsible Officer</u>
2	Curriculum	The curriculum should not portray black and minority ethnic people as 'victims' but tell a positive story. As part of this, the Tackling Racism Taskforce would encourage the schools to build on its strong Continual Professional Development (CPD) offer for teachers on ways to use cultural resources in learning and to reinvigorate curriculum with culturally diverse content.	Completed. Decolonialising the curriculum has been a key piece of work through Head Teachers Forums.	Deborah Bell
3	Partnership Working	There should be more joined up partnership working, e.g. between the City of London Police and the family of schools.	Completed. CoLP work alongside City Education Partners including the Family of Schools, most notably via the Safeguarding Education Forum. In addition, CoLP are one of the three Statutory Partners that represent the Senior Leadership Team of the City and Hackney Safeguarding Children Partnership. Schools are also represented at this level through the Director of Children's Services and the Chief Executive for City of London Academy Trust. These arrangements are ongoing, and allow for close partnership and collaboration across the system at a strategic level.	Deborah Bell/Chris Pelham
4	Bursaries	Bursaries at the independent schools could be advertised to academies and change the conversation, so it was less about 'class' or 'race' and more about education itself.	Completed. Bursaries and scholarships to CoL independent schools are widely publicised to CoLAT schools as Social Mobility through educational opportunities. Positive individual examples are available (subject to GDPR).	Deborah Bell/Chris Pelham
6	Adult Skills / Lifelong Learning	Consideration should be given as to what support could be offered to children at risk of exclusion and to offer and promote mentoring by Members and officers to young people.	Completed. Whilst this operational aspiration is the remit of local Governors of CoLAT and the Aldgate School, the Education Strategy Unit (through the City Premium Grant), has funded the Apprentice Academy provision within CoLAT secondary schools as an	Deborah Bell

		The important work of the Culture Mile Learning team to help children access and be exposed to cultural institutions should be recognised.	alternative to suspensions and permanent exclusions. This funding continues into 2024 to date.	
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**5. Business Workstream**  
**Key Recommendations**

	<u>Objective</u>	<u>Recommendation</u>	<u>Completed/Not Completed</u>	<u>Responsible Officer</u>
1	Socio-economic diversity taskforce	The Tackling Racism Taskforce support and promote the work of the Socio-Economic Diversity Taskforce	Completed	Oliva Larkin/ Innovation and Growth
9	Procurement	<p>The Tackling Racism Taskforce endorse City Procurement's approach to targeted advertising of contracts where there is a recognised under-representation of BAME organisations in that industry.</p> <p>The Tackling Racism Taskforce endorse the new strand of work being initiated by City Procurement to assess whether targeted action (new policies and procedures) for contracts under £100,000 can be effective in increasing the proportion of under-represented minority owned SMEs, especially micros and small companies in our supply chain.</p> <p>The Tackling Racism Taskforce note the approach that Chamberlain's are intending to take to improve the functionality of CBIS and the granularity of data held on our suppliers, in order to establish appropriate baselines and the ability to measure the Corporation's performance.</p>	Noted.	Lisa Moore



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