



Equality, Diversity & Inclusion Sub-Committee

Date: THURSDAY, 25 SEPTEMBER 2025
Time: 1.45 pm
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members: Deputy Caroline Haines (Chair)
Joanna Tufuo Abeyie
Alderman Sir Charles Bowman
Deputy Anne Corbett
Deputy Peter Dunphy
Anthony David Fitzpatrick
Gregory Lawrence
Charles Edward Lord, OBE JP
Deputy Henry Pollard
Deputy James Thomson CBE
David Williams

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

3. ELECTION OF A DEPUTY CHAIR

To elect a Deputy Chair in accordance with Standing Order 26(6).

For Decision

4. MINUTES

To approve the public minutes and non-public summary of the previous meeting held on 5 February 2025 as a correct record.

For Decision
(Pages 5 - 10)

5. DESTINATION CITY

Report of the Town Clerk.

For Information
(Pages 11 - 24)

6. FAITH IN THE CITY

Report of the Chief Strategy Officer.

For Information
(Pages 25 - 62)

7. EQUITY, EQUALITY, DIVERSITY AND INCLUSION (EEDI) CHARTERS, MEMBERSHIPS AND PARTNERSHIPS

Report of the Chief Strategy Officer.

For Information
(Pages 63 - 68)

8. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

9. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

10. 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

11. NON-PUBLIC MINUTES

To approve the non-public minutes of the previous meeting held on 5 February 2025 as a correct record.

For Decision
(Pages 69 - 72)

12. NOTE OF THE INQUORATE MEETING OF THE EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE

To receive the note of the inquorate meeting held on 16 June 2025.

For Information
(Pages 73 - 80)

13. DRAFT EQUITY, EQUALITY, DIVERSITY & INCLUSION (EEDI) STRATEGIC FRAMEWORK

Report of the Chief Strategy Officer.

For Decision
(Pages 81 - 102)

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

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

Part 3 - Confidential Item

16. **NOTE OF THE CONFIDENTIAL SESSION OF THE EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE**

To receive the note of the confidential session held on 16 June 2025.

For Information

17. **SUPREME COURT JUDGEMENT**

Report of the Comptroller and City Solicitor, Deputy Chief Executive.

For Information

EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE **Wednesday, 5 February 2025**

Minutes of the meeting of the Equality, Diversity & Inclusion Sub-Committee held at Committee Rooms, West Wing, Guildhall on Wednesday, 5 February 2025 at 1.45 pm

Present

Members:

Deputy Andrien Meyers (Chair)
Deputy Randall Anderson
Deputy Peter Dunphy
Mary Durcan
Charles Edward Lord, OBE JP

Officers:

Dionne Corradine	- Chief Strategy Officer
Sarah Guerra	- Equalities Director
Alice Reeves	- Corporate Strategy & Performance
Sacha Than	- Corporate Strategy & Performance
Siobhan Harley	- Corporate Strategy & Performance
Tom Kennedy	- People and Human Resources
Kaye Saxton-Lea	- People and Human Resources
Cindy Vallance	- People and Human Resources
Omkar Chana	- Innovation & Growth
Fiona Hoban	- Remembrancer's Department
Matthew Cooper	- Town Clerk's Department
Kate Doidge	- Town Clerk's Department
Zoe Williams	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Alderman Sir Charles Bowman and Caroline Haines.

Joanna Abeyie, Alderman Sir Charles Bowman, Caroline Haines, Judith Pleasance, and Deputy Henry Pollard observed the meeting virtually.

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

There were no declarations.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 22nd November 2024 be approved as an accurate record.

4. **EQUALITY INFORMATION REPORT 2024**

The Sub-Committee received a report of the Chief Strategy Officer, concerning the approval to publish the City of London Corporation's Equality Information Report 2024, to meet its responsibilities under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

The Sub-Committee raised queries relating to the intersectionality of data, which aligned with the People Strategy's work on attraction and recruitment, and collecting and analysing the intersectionality of data. Analysis of data had been expanded since the previous year, noting the challenge that if the data became too granular, this would have to be redacted from the Equality Information Report. With the improved data collection over the last year, more analysis of intersectionality of data could be reported in the future.

A Member queried whether there was confidence that the data was an accurate representation of the City Corporation's workforce. The Sub-Committee heard that, since the publication of the previous years' Equality Information Report, questions had been amended for clarity and the range of questions expanded, and therefore the data may change in the next years' report. There was assurance that the data reflected the workforce, with disclosure rates improving following ongoing communications to staff during 2024. This would enhance data quality achieve a higher confidence in the data.

RESOLVED – That Members of the Equality, Diversity & Inclusion Sub-Committee:

- Endorse the Equality Information Report 2024 provided at Appendix 1 for publication on the City Corporation's external website by 30 March 2025, thereby fulfilling our legislative responsibilities.
- Note the continued commitment to improving the quality of Equity, Equality, Diversity and Inclusion (EEDI) data employees and service users, and the progress made to date on encouraging employees to share their diversity data.

5. **EQUITY, EQUALITY, DIVERSITY AND INCLUSION REVIEW UPDATE**

The Sub-Committee received a report of the Chief Strategy Officer providing an update on the Equity, Equality, Diversity and Inclusion (EEDI) Review. The report set out activity taken by the consultants, Belonging Pioneers, since November 2024 including their data gathering work and with the Review due to conclude on 1 April 2025, the report set out next steps.

The Sub-Committee received a presentation from Belonging Pioneers, which included its framework; process of methodology; inputs and insights from their stakeholder engagement to date including a document review, the EEDI Review survey, interviews, listening circles and an upcoming workshop with senior leaders; extracts of data providing initial findings; examples of good practice; examples of challenges; emerging themes; and next steps. Members asked questions and made comments throughout the presentation, summarised below.

Members of the Sub-Committee noted and made queries on the response rate to the EEDI Review Survey, with particular interest around the City

Corporation's Institutions. Members heard that the reasons behind low engagement with the survey varied, such as a parallel survey being run during the same period. The survey and engagement with it across the City Corporation had been picked up by the Town Clerk for further discussion with the Senior Leadership Team. Further discussion was held in non-public session.

Members noted emerging observations on the responses from staff in relation to Elected Members, which, generally, appeared to be unfavourable. A point was raised that much of the City Corporation's workforce would not encounter a Member during their daily work and suggested that future surveys should ask whether the respondents role involved engagement with Members. The Sub-Committee were reminded that although much of the workforce might not engage directly with Members, a perception did exist of Members who made political decisions on enabling functions that did directly affect a respondent's daily work.

It was noted that a final report setting out the baseline assessment, recommendations to drive change would be produced and received by the Sub-Committee at its June 2025 meeting.

RESOLVED – That Members:

- Note the report;
- Consider and comment on the baseline assessment and initial findings presentation provided by Belonging Pioneers at the February EDI Sub Committee meeting; and
- Endorse the proposal that the final report with recommendations and options for next steps be brought to the June EDI Sub Committee meeting for decision.

6. EMPLOYMENT RIGHTS BILL UPDATE AND HR POLICY FRAMEWORK

The Sub-Committee received a report of the Chief People Officer and Executive Director of HR, concerning an update on the Employment Rights Bill 2024, and its impact the comprehensive compliance and risk management audit of the City Corporation's HR policies. It also included an update on the current status of the Employee Handbook.

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

7. PEOPLE STRATEGY BI-ANNUAL PROGRESS REPORT 1: APRIL 2024 TO SEPTEMBER 2024

The Sub-Committee received a report of the Chief People Officer and Executive Director of HR, concerning the bi-annual progress report for the City Corporation's People Strategy, and an overview of and summary of actions following the City Corporation's 2024 Staff Survey.

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

8. BECKFORD AND CASS STATUE PROJECT WEBPAGES

The Sub-Committee received a report of the Head of Profession (Culture), concerning an update on the Beckford and Cass statue plaques project

(‘Revealing the City’s Past’), and the defined content and previous of what would be published on the City Corporation’s webpages as part of the ‘Retain and Explain’ approach. The Sub-Committee were receiving the report for discussion and to provide recommendations for onward consideration by the Culture, Heritage and Libraries Committee.

The Sub-Committee made comments in relation to the length of time the project had taken to implementation. Following a query on the date for the installation of the plaques, the Sub-Committee heard that, not pre-empting a decision from the Culture, Heritage and Libraries Committee, a provisional date had been identified. This was based on ability to gain access to the Great Hall, and to ensure attendance of the contributors. The Sub-Committee urged that, given the long delays, it did not wish to prolong installation any further and emphasised the need to maintain the provisional date.

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

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

There were no public questions.

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

Diversity Monitoring Form

The Sub-Committee were sighted on a draft proposal for a diversity monitoring form for Members and candidates for the upcoming Court of Common Council elections. Comments were sought from Members of the Sub-Committee, who were also invited to submit their comments separately.

The Sub-Committee commended the positive progress as it has been a long-standing recommendation. The form would be sent electronically and would be voluntary to complete. It would be anonymised for candidates but following the election it would be re-sent to Elected Members, at which point it would not be anonymised.

A Member suggested that given marriage or civil partnership statuses were rarely collected, that this be removed from the form.

Concerns were raised that if the data was anonymised, this would be a detraction from the City Corporation understanding individuals’ requirements (such as access requirements, etc.). The Sub-Committee were reminded that there needed to be secure data governance owing to the granularity of the data, however, even if anonymised, responses would inform the City Corporation of what it needed to provide to candidates.

A Member asked if there would be any measures for success. The response was that this was based on how success was defined – in this instance, it would be that the forms were completed, and not what was statistically significant.

11. EXCLUSION OF THE PUBLIC

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

12. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the previous meeting held on 22nd November 2024 be approved as an accurate record.

13. BECKFORD AND CASS STATUE PROJECT WEBPAGES

The Sub-Committee received a report of the Head of Profession (Culture), concerning an update on the Beckford and Cass statue plaques project ('Revealing the City's Past'), and the defined content and previous of what would be published on the City Corporation's webpages as part of the 'Retain and Explain' approach. The Sub-Committee discussed appendices 1 – 4, which were non-public.

14. EVENTS AND VENUE ACCESSIBILITY

The Sub-Committee received a report of the Remembrancer, concerning the overview of ongoing venue accessibility enhancements for event spaces.

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

Non-public questions were raised in relation to the EEDI Review.

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

There were no non-public items of urgent business.

The meeting ended at 3.33 pm

Chairman

Contact Officer: Kate Doidge
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City of London Corporation Committee Report

Committee(s): EDI Sub-Committee – For information	Dated: 25/09/2025
Subject: Destination City update to EDI Sub-Committee	Public report: For Information
This proposal: <ul style="list-style-type: none"> Provides an update on the Destination City programme and its relation to EDI themes 	Vibrant, Thriving Destination
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of:	Gregory Moore , Deputy Town Clerk
Report author:	Eloise Evans , Programme Advisor, Destination City Benjamin Dixon , Head of Programme, Destination City

Summary

This report provides an update on the Destination City Programme as agreed by Members in 2024, following the independent review of Destination City by Paul Martin.

Members agreed to recast Destination City as the growth strategy of the Square Mile. The programme has evolved into a portfolio of collective action which aims to achieve four overlapping – and corporate wide – outcomes. This includes an ambition to develop the Square Mile as a place which is, “an inclusive and welcoming destination which attracts the next generation of talent”.

The Sub-Committee is asked to give its views on measures that could be put in place to support the City’s offer to a future diverse workforce.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. Post-pandemic, following a significant reduction in footfall and changes in working patterns, the City of London Corporation launched its Destination City initiative. This initial programme was driven by a view that developing the Square Mile as a leading *leisure* destination would drive sustained economic growth.
2. In September 2023, the Town Clerk initiated an independent review of the Destination City programme – “the Martin Review”, which concluded in March 2024 with Members endorsing the 14 recommendations presented. Further detail can be found in Appendix 1.
3. Chief among these recommendations was to recast Destination City as the growth strategy for the Square Mile. According to the Martin Review the new Destination City programme should be an enhanced initiative that moves beyond positioning the Square Mile as a leading leisure destination and instead brings together a wider series of projects and activities that will position the City as a magnetic destination – for businesses, workers and visitors.
4. The approach aligns with measures being taken on the Corporation’s residential reset initiative, led by the Communications and Community Engagement team.
5. Members have agreed four target outcomes for the recast Destination City programme:
 - To be a globally attractive destination for business, including through the launch of a concierge service for relocating businesses.
 - To attract current City workers back to the office - "earning the commute".
 - To be an inclusive and welcoming destination which attracts the next generation of talent.
 - To be a destination where people want to live, work, learn and explore, with a focus on visitor footfall at weekends.
6. In line with the Martin Review, Destination City is built on a “partnership approach”, by connecting a range of activities, initiatives, and strategies that align with our Corporate Plan 2024-29 objectives.
7. The programme is being delivered by the Destination City Hub (DC Hub), a small programme management team which works alongside the City Corporation Service Departments, Institutions, and works closely with external partners, guided by the Destination Advisory Board (DAB) – made up of external appointees, key Committee Chairs and the Lead Member for Residential Engagement. The DAB advises the Policy and Resources Committee.
8. The DC Hub works actively to support engagement and insight with Members, workers, and residents in shaping its workstreams, and is committed to keeping stakeholders regularly informed through updates via Committee reports, the Corporation Members’ Briefing, a monthly Destination City Bulletin, and social media.

Current Position

9. The City is recovering strongly following the pandemic.
 - a. There are now **678,000** City based jobs – 25% higher than pre-pandemic levels.
 - b. Vacancy rates for grade A offices is estimated to be extremely low, at around **1.5%**.
 - c. The City has the UK's second most productive workers, with each hour worked in the City producing **£79** in gross added value compared to a UK average of £42.
10. In October 2024, CBRE and The Yard Creative delivered a City Corporation report on the Square Mile's appeal to business occupiers and investors. The report noted that occupiers follow talent, investing in areas with highly skilled professionals. Promoting the City strategically and selecting targeted interventions therefore has a crucial link to economic growth – as we must be seen as an area that attracts highly talented and skilled workers.
11. Fostering **an inclusive, welcoming destination for the next generation of talent** is therefore a key outcome the City Corporation should consider as part of its ambition to maintain the Square Mile's dominance as the world's premiere business district. The DC Hub has worked over the last months to expand further on initiatives and activities that are linked this outcome, as well as determine suitable KPIs for measuring our progress.
12. P&R Committee Members agreed that we should attain a better evidence base to help understand our worker population and carry out research into the next generation's changing attitudes to work and place.
13. We are currently able to report the following demographic information relating to our *worker* population using existing data sources, mainly ONS figures. These figures are reliant on self-reporting and are therefore not 100% accurate, but provide useful indicative numbers.

Ethnicity: 37% of the City's workforce was of black, Asian or a minority ethnic origin in 2023, with the largest sub-section identifying as Black/African/Caribbean/Black British, at 9% of the total.

Age: 56% of City workers are aged between 22-39, 12% are over 55.

Gender: The City workforce gender balance is 62% male and 38% female.

Religion: 43% of City workers are non-religious. Of the 57% of City workers identifying as religious, the largest proportions identify as Christian (35%), Muslim (10%) and Hindu (5%).

Disability status: 10% of City workers have a disability under the Equality Act

Sexual Identity: 3% of City workers identify as gay or lesbian, 2% bisexual and 2% other. 94% identify as heterosexual/straight.

14. Sustaining the City's status as a premier business district requires understanding worker demographics and preferences to support their needs at every career stage.
15. The aforementioned Yard Creative/CBRE Report identified six success factors and opportunities for the City in its attraction of workers:
 - a. Accessible: Well-connected by public transport
 - b. Sociable: Close to amenities that drive social connection, built community and attract people to the office.
 - c. Serviceable: Close to life-centric amenities
 - d. Healthy: Close to green space
 - e. Inspiring: Inspirational area that supports and occupier's brand.
 - f. Strategic: Provides access to talent.
16. To identify key priorities to pursue, the DC Hub undertook further research into the changing preferences of the future generation of workers. For this research, the Hub defined the future workers as 'Gen Z' (born 1997-2012, currently in their teens and twenties) and 'millennials' (born 1981-1996, currently in their thirties and early forties), with some consideration of 'Gen Alpha' (born 2010-2025, the oldest of which are around 15 years old).
17. Research indicates that these generations value not only financial reward, but also meaning, wellbeing, opportunities for skills development, sustainability, and diversity and inclusion. For example, around 90% of Gen Z and millennials say purpose is important to job satisfaction and wellbeing, and over 40% have left roles they felt lacked purpose.¹ 70% of Gen Z and 59% of millennials are developing skills for their career at least weekly.² Work-life balance and mental and physical health is important for Gen Z,³ with almost a third of Gen Z respondents saying that benefits which help them to cope with stress would incentivise them to come into the office more frequently.⁴
18. While some of these factors are beyond the City Corporation's direct influence, this evidence has identified a "trifecta of priorities" which the next generation of workers seem to be prizing in their choice of employment: **meaning, wellbeing, and upskilling**. Whilst not only unique to these age groups, the prioritisation of these areas reflects a slight changing of attitudes over time and offers an indication of where the City Corporation's activities or support could enhance our ability to create "an inclusive and welcoming destination".
19. The DC Hub is currently in the process of mapping existing initiatives, activities and programming that is related to these priority themes across the Corporation to understand the City's current offer and identify potential opportunities to strengthen or better communicate this offer to our communities.

¹ Deloitte, '[2025 Gen Z and Millennial Survey](#)' (p26, p36). Annual global survey of 23,000+ Gen Zs and millennials.

² Deloitte, '[2025 Gen Z and Millennial Survey](#)'

³ Stanford Report, '[8 ways Gen Z will change the workplace](#)', 2024

⁴ World Economic Forum, '[How to recruit Generation Z workers – and keep them](#)', 2023

20. The DC Hub is also identifying gaps in our data sets in order to determine which pieces of information could be obtained to support better understand the changing nature of the City's workforce both in demographics and attitudes to work and place.
21. The DC Hub will also continue to scope initiatives across this trifecta, collaborating with the Corporate Communication's Campaigns and Engagement team on 'meaning' and 'wellbeing' to build on the success of the City Belonging Project, and with the Education Strategy Unit and other teams on 'upskilling' to showcase the City's exceptional educational ecosystem for workers and residents. The team has also consulted widely across the organisation for input – including our Culture Team, GSMD, the Barbican and Mansion House.
- 22. The Sub-Committee's views are sought on the current evidence base and what further measures could be put in place to retrain and attract a changing worker population.**

Corporate & Strategic Implications

- **Strategic implications** – The proposals contained in this paper will deliver against the Corporate Plan outcomes of Vibrant, Thriving Destination.
- **Financial implications** – None
- **Resource implications** – None
- **Legal implications** – None
- **Risk implications** – None
- **Equalities implications** – The proposals above recommend undertaking research to better understand the demographics of the target worker population to measure the impact of interventions.
- **Climate implications** – None
- **Security implications** – None

Conclusion

23. Understanding our worker population is key to ensuring that the City Corporation is serving one of our most important stakeholder groupings – a grouping that may have different needs and preferences to the generations that came before them.
24. The DC Hub will continue work in partnership with our Service Departments, Institutions and external partners to identify the ways in which we will collectively deliver on our ambition to create an inclusive and welcoming destination for the next generation of talent. In parallel, efforts will continue to refine KPIs and identify comparable data indicators in order to measure the impact of our policies and activities.

Appendices

- Appendix 1 – Destination City Programme and Activities Year 1
- Appendix 2 – Destination City Dashboard

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Benjamin Dixon

Head of Programme, Destination City

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Vision	Destination City is the growth strategy for the Square Mile			
	In the decade ahead, the City aims to be a globally attractive place for businesses, seeks to attract workers back to the office, and be a place where people want to live, work, learn and explore. Its future success relies on being a welcoming and inclusive destination for all.			
Outcomes	A globally attractive destination for business	Attracting current City workers back to the office - "earning the commute"	An inclusive and welcoming destination which attracts the next generation of talent	A destination where people want to live, work, learn and explore
Martin Review Recommendations / proposed outputs	Launch a concierge service for relocating businesses supported by a Market Occupation study	Developing a consistently lively and animated ground floor experience	Build an evidence base of changing worker demographics and preferences.	Enhance pedestrian connectivity between our major attractions and places
	Ensure lease conditions in relevant commercial areas reflect a curated and appealing visitor experience	Developing communications and marketing to raise worker footfall	Design interventions that will increase amenity and build social capital.	Develop and launch a consolidated calendar of activity and communications approach
DC Targets <i>What are trying to achieve? How will we measure it?</i>	40 leads generated for new investors committing to investment in the Square Mile 15 leads generated for new business occupiers committing to locate in the City 860 Businesses supported to start and/or expand in the City	Monday: to reduce the average difference from 36% to 30% between average footfall on Tues, Weds, Thurs Friday: to reduce the average difference from 42% to 37% between the average footfall on Tues, Weds, Thurs	To be developed. <i>E.g., Increase positive perception levels of the City</i>	Annual 5% increase in average footfall on Friday Annual 5% increase in average footfall on Saturday Annual 5% increase in average footfall on Sunday
Underpinned by the following City Corporation activities...	City Plan 2040. Safe & Secure: City Police. Delivery of new SME Strategy. International promotion.	Culture & heritage offer. Hospitality & licensing offer. City Cleanliness. Strong transport links. City Belonging Project.	City Belonging Project. SME Strategy. Education Strategy. City Plan 2040.	Environment & public realm. Culture and heritage offer. City Cleanliness. Safe & Secure: City Police. Hospitality & licensing offer.
Working with...	<i>HMG, Mayor of London, Opportunity London, L&P, BIDs, investors, developers.</i>	<i>BIDs, Livery Companies, TfL, resident & community groups, Safer Cities Partnership.</i>	<i>Industry, resident associations, Livery Companies, schools, faith & community groups, GLA, London Councils.</i>	<i>Cultural partners, resident associations, BIDs, Livery Companies, Visit London, GLA, London & Partners.</i>
Cross-cutting DC activities	Destination Advisory Board City Data Dashboard Destination Partnership Fund Comms & branding			

The Martin Review said that Destination City should be an accountable programme of relevant services and partners which can translate the City's mission into practice.

The City Corporation and its partners will also be undertaking the following activities in support of the Destination City outcomes.

A globally attractive destination for business

- Delivery of 1.2m sqm of high-quality office space as set out in the draft **City Plan 2040**
- **Support for our Hospitality industry** through our Licencing Team
- A new **Interactive GIS Map** which isolates licensed premises, transport hubs and development pipeline
- New industry research in the **City Occupiers and Investment Study**
- Supporting businesses to start and scale in the Square Mile with **bespoke business support** developed in the **SME Strategy**
- Protecting our business ecosystem with our dedicated **City of London Police Force**, including through programmes like **Cyber Griffin**
- **International promotion of the Square Mile** via events such as MIPIM, EXPO, etc.

Attracting current City workers back to the office - "earning the commute"

- Enhancing the hospitality experience with **Al-Fresco Dining** and **Street Trading Policies**
- Delivering the **SME Strategy** to support a **thriving ground-floor economy**
- An annual programme of City events from the **Lord Mayor's Show** to the **Summer of Sport**
- Providing quality public realm through the **Transport Strategy**, **City Plan 2040**, and **Climate Action Strategy**
- Protecting Residents, Workers, and Visitors at the heart of **Secure City Programme**
- **Improving Digital Infrastructure for the Square Mile** – 5G/Broadband coverage

An inclusive and welcoming destination which attracts the next generation of talent

- Connecting communities within the Square Mile's workforce with the **City Belonging Project** and **Faith in the City**
- Delivering the **London Careers Festival**
- Supporting care-experienced young people and those with SEND through the **City Corporation Mentoring Project**
- The development of academic excellence, cultural knowledge, work-readiness through the **Education Strategy**
- A **targeted business support offer**, helping SMEs of diverse sizes and founders to start and scale in the City with the **SME Strategy**
- Supporting upskilling with the **Women Pivoting to Digital Taskforce**, **Skills for a Sustainable Skyline**, and **FSSC**.

A destination where people want to live, work, learn and explore

- Curating a uniquely City offer through the **Resident Reset**
- Developing our cultural offer through a **new Culture Strategy** and **promoting programming** of our cultural institutions (GSMD, Barbican...)
- Support delivery of the new **London Museum**
- Delivering a major programme to refurbish the world-leading **Barbican Centre**
- Delivering **new pedestrian routes** and **public realm** through planning
- Tackling local crime, ASB and VAWG through the **Safer City Partnership**
- **Enhancing the City's environment and infrastructure** through CIL and Section 106
- Working with **City BIDs** to support our ground-floor economy, enhance our public spaces, enhance our status as a visitor destination

Destination City Programme activities





The Destination City Hub is a small, cross-cutting team; an enabling function.
Its default will be to partner with service departments and external organisations to help deliver initiatives that achieve our programme outcomes. **In year 1 we will....**

A globally attractive destination for business	Attracting current City workers back to the office - "earning the commute" [Short/Medium term]	An inclusive and welcoming destination which attracts the next generation of talent [Medium/Long term]	A destination where people want to live, work, learn and explore
Launch a concierge service for relocating businesses	Launch a campaign and coordinate activities that drive worker footfall on Mondays & Fridays	Scope a piece of work to better understand the changing demographics and priorities of our worker population.	Develop campaigns and activities that promotes key City's cultural and heritage moments, e.g. LM Show and our cultural/heritage sites
	Launch a partnership fund that supports external organisations to help deliver Destination City outcomes.		
Reset the relationship with our 5 City BIDs and actively scope the potential for a Riverside BID			
Launch a strategy that defines success for developing a lively and animated ground-floor experience for the Square Mile, which will include a framework for best practice for meanwhile use opportunities			
Develop and launch a City-wide approach to wayfinding aimed at increasing pedestrian connectivity between major attractions/places, which augments the Legible London			
	Overhaul and launch a new content strategy that is a coordinated approach to place promotion via social media, our web presence and across other distribution channels		
Launch and support a Destination Advisory Board with key partners			
Launch a Destination City Dashboard; share data and insights with our partners and to enable more targeted decision making and interventions (i.e. a demographics survey)			

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State of the City

Top-level Economic Indicators for the City of London - our North Star

<div><div>PRODUCTIVITY</div><div>GVA per hour worked:</div><div><div>£77.5 (City of London 2022) – No1</div><div>£40.3 (England 2022)</div><div>£75.5 (City of London 2021) – No2</div><div>£39.7 (England 2021)</div></div><div>(ONS, GVA per hour worked, 2024)</div></div> <div></div>	<div><div>ACTIVE BUSINESSES</div><div>City of London businesses:</div><div><div>22,605 (2023)</div><div>22,535 (2022)</div></div><div>(ONS, Active Businesses, 2024)</div></div> <div></div>	<div><div>HIGH GROWTH BUSINESSES</div><div>High growth business % *</div><div><div>City 2023: 9.4%</div><div>City 2022: 8.4%</div><div>London 2023: 6.3%</div><div>London 2022: 5.3%</div><div>UK 2023: 4.9%</div><div>UK 2022: 4.1%</div></div><div>(ONS, High Growth Businesses, 2024)</div></div> <div></div>	<div><div>WORKERS</div><div>Employees + self-employed:</div><div><div>678,000 (2023)</div><div>614,000 (2022)</div><div>586,000 (2021)</div></div><div>(ONS, BRES, 2024)</div></div> <div></div>
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Destination City Outcomes and Targets

How we will evaluate impact of our chosen interventions

Outcome	Current State of Play	Targets
A globally attractive destination for business	<p>30 leads generated for new investors committing to investment in the Square Mile (2024/25)</p> <p>10 leads generated for new business occupiers committing to locate in the City (2024/25)</p> <p>691 Businesses supported to start and/or expand in the City (2024/25)</p> <p>(Environment Department, City of London Corporation)</p>	<p>40 leads generated for new investors committing to investment in the Square Mile (2025/26)</p> <p>15 leads generated for new business occupiers committing to locate in the City (2025/26)</p> <p>860 Businesses supported to start and/or expand in the City (2025/26)</p>
Attracting current City workers back to the office - "earning the commute"	<p>Monday: the percentage difference between the average footfall for Tues, Weds, Thurs footfall is approximately 36%</p> <p>Friday: the percentage difference between the average footfall for Tues, Weds, Thurs footfall is approximately 42%</p> <p>(GLA, Highstreets Data Service - 2024)</p>	<p>Monday: to reduce the average difference from 36% to 30% between average footfall on Tues, Weds, Thurs*</p> <p>Friday: to reduce the average difference from 42% to 37% between the average footfall on Tues, Weds, Thurs*</p> <p><i>*We expect this change to affect other indicative data sets, including but not limited to spend figures</i></p>
An inclusive and welcoming destination which attracts the next generation of talent	<p>[City level data not yet available – to be developed]</p>	<p>TBD – E.g., Increase positive perception levels of the City</p>
A destination where people want to live, work, learn and explore	<p>306,847 (Friday average footfall)</p> <p>194,198 (Saturday average footfall)</p> <p>132,296 (Sunday average footfall)</p> <p>(GLA, Highstreets Data Service - 2024)</p>	<p>Annual 5% increase in average footfall on Friday</p> <p>Annual 5% increase in average footfall on Saturday</p> <p>Annual 5% increase in average footfall on Sunday</p>

City Health Check

Contextual data that can help explain what is happening across the City, and key to the success of attracting more businesses, more workers and more visitors

A globally attractive destination for business		Attracting current City workers back to the office - "earning the commute"		An inclusive and welcoming destination which attracts the next generation of talent		A destination where people want to live, work, learn and explore	
Outcome	Measurement	Outcome	Measurement	Outcome	Measurement	Outcome	Measurement
Retain No 1 rank in annual International Benchmarking score	59, UK retained first place (IG, 2024)	Provision of Office Floorspace in the Square Mile	58,186 sqm	City worker demographics	59% aged between 22-39; 49% international; 37% of BAME origin; 62% male/38% female (ONS, 2024)	The public feel safe & have confidence in the City of London Police	86% & 78% respectively (CoLP, 2024)
Retain No 1 rank in annual Benchmarking Talent score	63, London increased its score by 3 points to rank first (IG, 2024)	Digital Infrastructure - 5G/Broadband coverage	5G coverage: 100% Broadband coverage: Not yet available (ONS, 2024)	Number of people signed up to the City Belonging Network	Approx. 3,000 (Comms, 2024)	Number of premises on the Safety Thirst accreditation scheme	75 (ENV, 2024)
Number of active businesses	22,605 (ONS, 2024)	City of London Amenity Index	NEW	Number of school children supported by School Visits Fund	71 schools, approx. 2500 pupils (CCS, 2024)	% of streets with unacceptable levels of litter, detritus, graffiti and flyposting	1.29% (ENV, 2023)
Number of micro & large businesses	Large: 425 Micro: 17,505 (ONS, 2024)	Number of licensed premises	970 (ENV, 2024)	Number of mentees supported by City Corporation Mentoring Project	Not yet available	Planning permissions delivering new pedestrian routes and public realm	15 approved
Number of Square Mile workers	678,000 (ONS, 2024)	Positive outcome rates in relation to crime	TBC (CoLP, 2024)	Number of people attending the London Careers Festival	17,139 - 30% more than 2023 (CCS, 2024)	Planning permissions delivering new cultural and visitor attractions	23 approved
Number of City SMEs supported by SBREC in line with SME Strategy	864 (ENV, 2024)	City of London Police recorded incidents	TBC (CoLP, 2024)	Number of diverse founders of City SMEs supported by SBREC	Female Founders = 40% Ethnic Minority Founders = 46% (ENV, 2024)	City hotel occupancy rates (%)	82.7% (ENV, 2024)

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City of London Corporation Committee Report

Committee(s): Policy and Resource Committee – For Decision Equality, Diversity, and Inclusion Sub-Committee – For information	Dated: 18/09/2025 25/9/2025
Subject: Faith in the City	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes 	Diverse Engaged Communities (primary) Vibrant Thriving Destination (supporting) Dynamic Economic Growth (Supporting)
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	City Fund
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Dionne Corradine, Chief Strategy Officer
Report author:	Mark Gettleson, Director of Campaigns and Engagement (Interim)

Summary

This report recommends that Faith in the City be adopted as an official project of the City of London Corporation: to make the Square Mile the most faith-friendly business district in the world. In the context of the changing faith and belief profile of London and the City, it notes the significant research undertaken by Union Street Consulting to better understand that need. It proposes moving the project to a pilot stage in collaboration with business, including chaplaincy and religious literacy services and cultural programming. This would be funded through grant applications – using the City's convening power and officer support to facilitate – with a subscription-based model for businesses developed during the pilot. It proposes to convene a Faith in the City Advisory Group to support the long-term development of faith facilities and services.

Recommendations

Members are asked to:

- Note the research undertaken by Union Street Consulting, in which more than 1000 individuals participated.

- Endorse the adoption of Faith in the City as an official project of the City of London Corporation – with a vision to “to make the City of London the most faith friendly and religiously literate business community in the world, enabling it to attract and retain the very best global talent.”
- Agree that the City Corporation establish a Faith in the City Advisory Group to facilitate delivery, with membership drawn from elected Members, officers, faith leaders, business representatives and civil society. Membership will be proposed by officers with approval delegated to the Policy Chairman.
- Agree that City Corporation officers provide support for the pilot phase of this project and that the organisation use its convening power to secure funding and develop a longer-term vision for faith facilities and services.

Main Report

Background

1. National Statistics show that the religious makeup of London has changed in recent decades, and is likely to change further in the coming years. According to the 2021 Census, while 63% of Londoners over 75 were Christian and 18% followed a religion other than Christianity – those under 15 were just 36% Christian and 33% non-Christian. Overall, this is reflected in the makeup of the City workforce with the Annual Population Survey indicating a 69%-12% split in 2004-05 and a 35%-22% in 2024-25. The proportion of non-Christian City residents remains significantly below the London average at 13%, according to the Census.
2. Globally, Pew Research Centre shows that over 75% of the world’s population identifies with a faith, especially in key emerging markets for the City – such as South Asia, the Middle East, Africa and Latin America.
3. While some localities, such as Canary Wharf, have had multi-faith services for many years, no equivalent provision exists in the Square Mile – which is home to more than 40 churches and one synagogue. Members have raised the importance of addressing this need with officers previously, as has the Bishop of London with the Policy Chairman.

Current Situation

4. Last year, Union Street Consulting received funding from the CIL Neighbourhood Fund to research the faith and belief needs of the Square Mile and put forward proposals for the future. This work was led by respected figures in the interfaith space: Sughra Ahmed (former Associate Dean of Religious Life at Stanford University), Rabbi Alex Goldberg (Rabbi of Guildford and Dean of Religious Life at the University of Surrey) and Michael Wakelin (former Head of Religion at the BBC). Their work has been supported by officers in the Campaigns and Community Engagement team in Communications, in particular through activating connections made through the City Belonging Project.

5. This research saw 885 City workers, residents and visitors with a range of age, seniority, sector and faith profiles complete a 15-minute online survey, the results of which were weighted by London's faith makeup.
6. Approximately 150 attended focus groups, with sessions held for key communities, including HR and EDI leaders, individual businesses, residents, Barts Hospital staff, and two each for Christian, Muslim, Dharmic (Hindu, Sikh, Buddhist and Jain) and Jewish faiths. Approximately 50 in-depth interviews were conducted, including with the Deputy Mayor for Business and Head of the Roman Catholic Church in England and Wales.
7. Key findings of the online research include:
 - a. The importance of religion – with 87% of Muslim and 72% of Dharmic City commuters describing it as very important to their daily life, and 83% of Muslim City commuters practicing their faith multiple times a day.
 - b. The City has a faith community challenge – with 52% of commuters of faith feeling very much part of a faith community where they live, but just 10% doing so in the City, including just 2% of non-Christians.
 - c. The opportunity for greater provision – 37% of commuters of faith feel able to carry out all their faith activities in the Square Mile, including just 21% of non-Christians. More than half of faith commuters felt they would be somewhat or very more likely to spend time in the Square Mile with greater support for people of their faith, rising to approximately 8 in 10 Muslim and Dharmic commuters.
 - d. Support for and interest in using multi-faith provision – with 47% of non-Christian commuters very supportive, and three quarters somewhat or very likely to use such a facility. Support was the highest among Muslim and Dharmic communities, who currently have no formal physical provision in the City, but also had majority support and interest from Christian and Jewish respondents.
 - e. Employers need support navigating faith – a point echoed heavily in the focus groups – with specialist knowledge needed to be brought in externally. 56% of non-Christian commuters said their organisation had a lack of awareness around faith needs, including two thirds of Muslim and Dharmic commuters. Many also identified a lack of training and insufficient religious accommodations.
 - f. Creating a more supportive environment is about spaces, support and community, reflecting the needs of each faith – while Muslim respondents emphasised the need for improved facilities (78%), Dharmic respondents called for more religious events (70%), and opportunities to network with people of their own faith (59%) – as did 63% of Jewish respondents. Specific issues were identified relating to Halal and Kosher food, with 79% of Muslim respondents and 73% of Jewish respondents with dietary needs citing limited access.

- g. Residents were included in the survey and focus groups, and reported being well-served by the current provision.

Proposals

8. It is proposed to act on the research undertaken by Union Street Consulting, adopting Faith in the City as a City of London Corporation programme, and enter a pilot phase over the coming years to develop a sustainable and permanent model in collaboration with City businesses, civil society and our communities.
9. The pilot would learn both from the research conducted and best practice globally. It will be funded through applications to grant-giving organisations to provide seed funding, followed by the development of a subscription model for businesses.
10. City of London Corporation and its institutions would automatically become part of the pilot, which will include support for staff networks.
11. The pilot would involve a “centre without walls” to test models of chaplaincy, accreditation, events and visibility. Key elements would include:
 - a. Chaplaincy and consultancy: A small team of expert multi-faith chaplains will provide pastoral support, workplace consultancy, and training in religious literacy.
 - b. City of London Faith Standard: An accreditation scheme developed in collaboration with business to recognise those meeting high standards of religious inclusion.
 - c. Events and visibility: A programme of flagship faith festivals and intercultural events will be curated, including support for existing programming.
 - d. Information hub: Improved mapping of existing faith provision, signposting of chaplaincy services and dietary needs.
12. The work undertaken to date has attracted significant interest and support, including from the Bishop of London, Lambeth Palace, the Vatican’s Dicastery for Interreligious Dialogue, the Cardinal Archbishop of Westminster, the Office of the Chief Rabbi, the Mayor of London, the Faith Leaders Community of Practice Conference and Executive at the UN Human Rights Office, former Faith Minister Lord Khan and Lord Rowan Williams. We also had positive engagement from Hindu, Sikh, and Muslim networks in City businesses and all relevant City Belonging networks.
13. Improving workplace faith provision has long been an area of interest for the sector, and there is significant opportunity to engage charitable and other funders who operate in this space. This engagement is already in process.
14. It is proposed to create a Faith in the City Advisory Group, with membership drawn from senior supporters of the project from across religious, business, philanthropic and political stakeholders, including City Corporation Members, with a range of faith traditions represented. Meeting quarterly, they will help act

as advocates for the programme, bring on new partners and provide strategic guidance in this complex area.

15. The longer-term ambition of this work is to develop a world-leading Faith and Belief Centre in the Square Mile with prayer spaces, chaplaincy offices, a food hub and cultural programming, tailored to the unique and changing needs of our worker and resident communities. Colleagues from the Environment Department have already been engaged to explore options for provision, potentially as part of a new development. The social value of such an initiative for any development is likely to be significant, and it provides an opportunity to work in partnership with business to provide new services for our community.

Key Data

16. Key data outlined above, including from the Census, Annual Population Survey and the research undertaken by Union Street Consulting. The results of the survey undertaken are included in the appendix.

Corporate & Strategic Implications

17. Provides significant support with Corporate Plan 2024-29 delivery, in particular the Diverse, Engaged Communities outcome, through increasing our engagement with City workers of faith and co-creating services with them and their employers that address their faith and belief needs. Residents will also benefit from access to events and festivals and the informational hub.
18. Additionally, provides support for Dynamic Economic Growth and Vibrant Thriving Destination, and supports the Destination City objective of creating an “inclusive and welcoming destination which attracts the next generation of talent”. Ensuring that the Square Mile is one of the most faith friendly and religiously literate business districts in the world will increase our global competitiveness for both companies and talent.
19. **Financial implications**
This project is actively pursuing funding options from grant-giving organisations and benefactors. Adoption of this project will strengthen bids that are currently being considered as well as future applications. The proposed pilot phase will not be commenced until such funding has been received.

Resource implications

20. Officers in the Campaigns and Engagement team will continue to provide some administrative, communications and events support for this work, including as part of the City Belonging Project.

Legal implications

21. Personal information relating to faith is special category data under the GDPR and will continue to be held in a way that is safe, secure and compliant. It is intended to run the project out of the new corporate CRM as soon as it has been developed. In the interim, it will use the existing City Belonging project data infrastructure.

Risk implications

22. None identified.

Equalities implications

23. Strong positive impact, particularly for non-Christian communities currently under-served in the City. Meets the Public Sector Equality Duty by advancing inclusion across all protected faith and belief groups.

24. Climate implications

Creating more opportunities for faith activities in the City has the potential to reduce the number of unnecessary journeys taken to fulfil faith needs.

Security implications

25. The processes already in place to ensure safety and security at City Belonging events will be implemented for this project. With a current national threat level of “substantial”, we will work in collaboration with City Corporation Security and City of London Police to assess whether additional measures will be needed.

Conclusion

26. The research undertaken makes clear the significant opportunity for improved multi-faith provision in the Square Mile – and to become the most faith-friendly business district in the world. Adopting Faith in the City as an official project of the City of London Corporation allows us to use our leadership and convening power to bring together faith, business and civil society leaders to deliver on key strategic objectives while adapting to a changing workforce. There is significant opportunity to further engage external partners, including grant-giving organisations, for support on this project.

Appendices

Appendix 1 – Faith in the City Presentation

Appendix 2 – Faith in the City Survey Dataset (Weighted and Rebased)

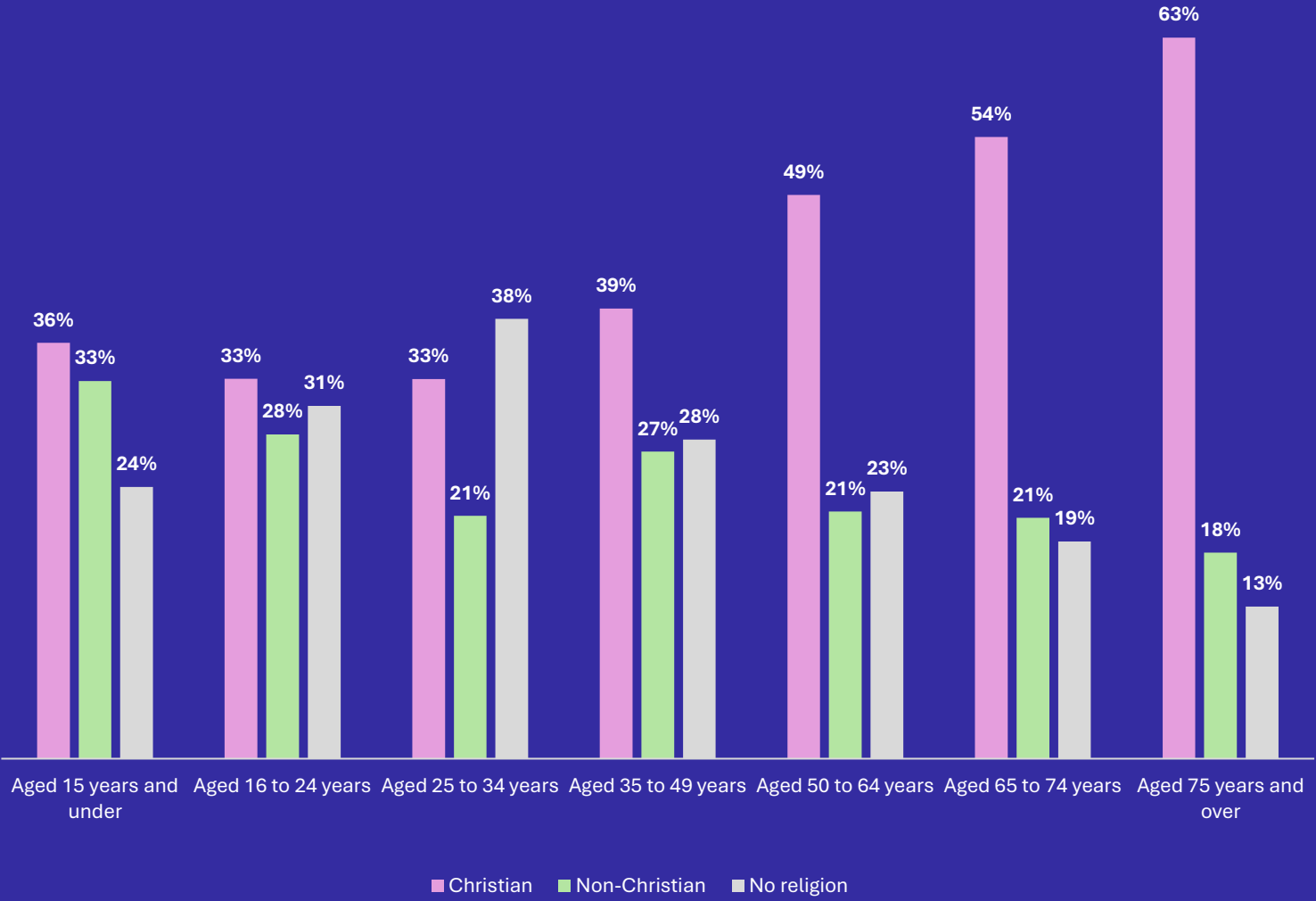


FAITH IN THE CITY



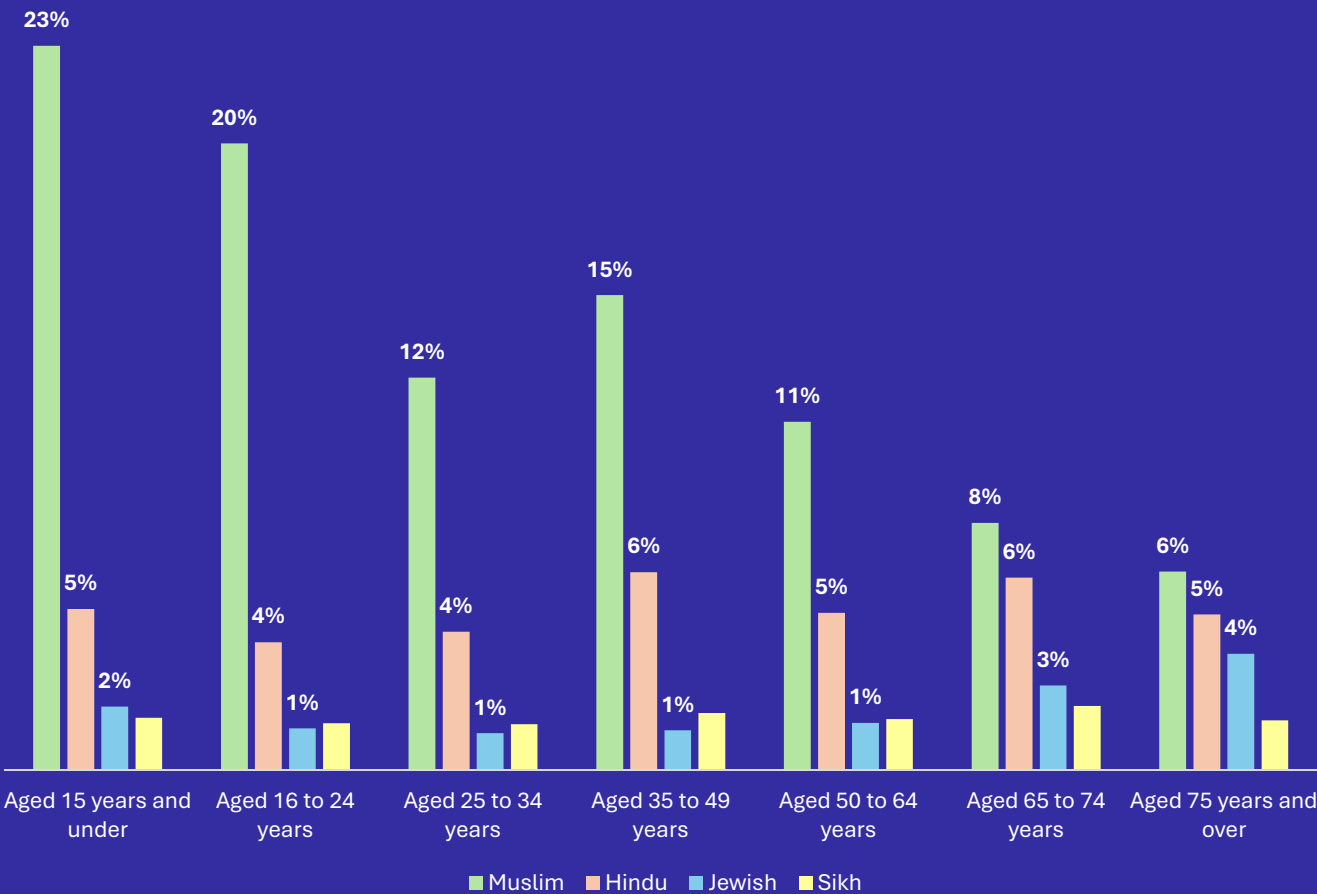
Future of London is multi-faith

2021 Census: religion by age group in Greater London



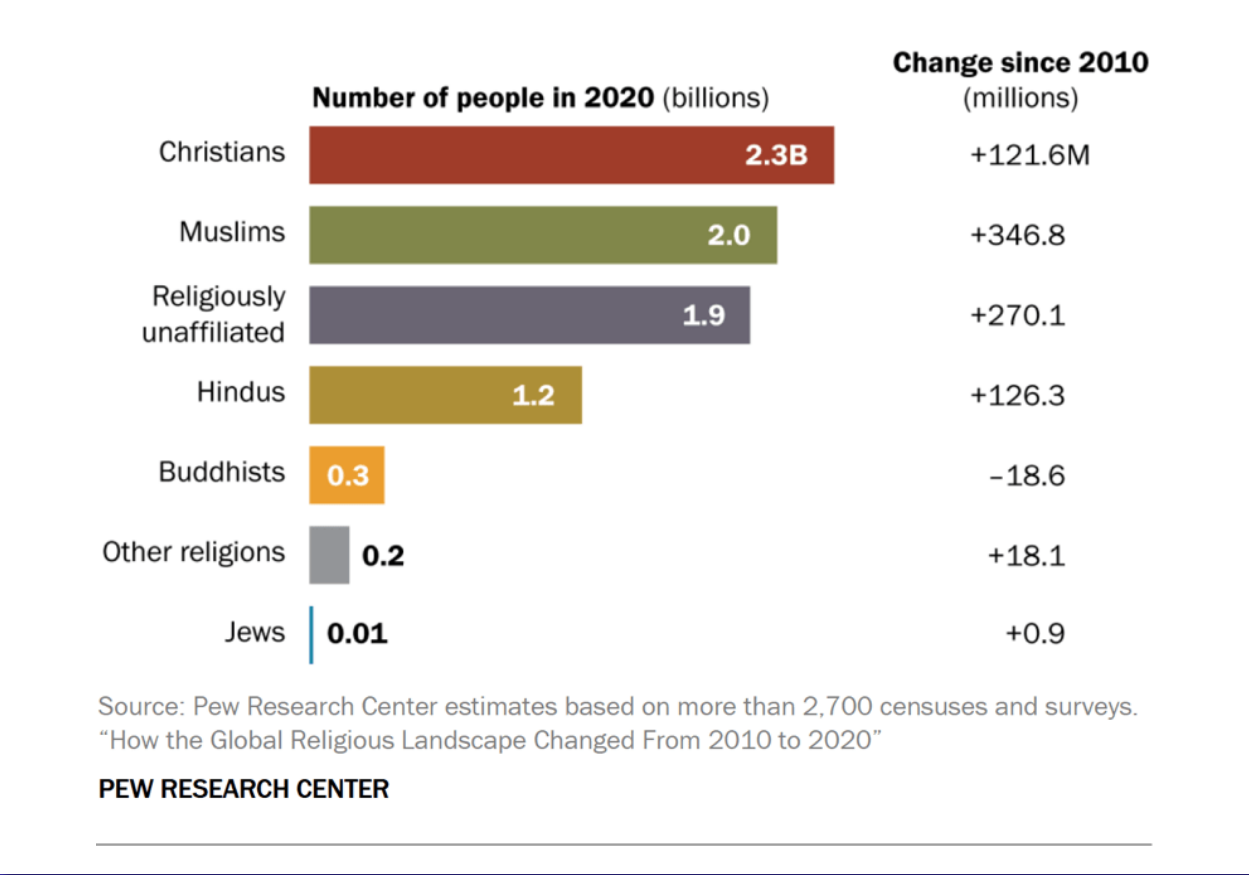
Growth of Islam in London

2021 Census: religion by age group in Greater London



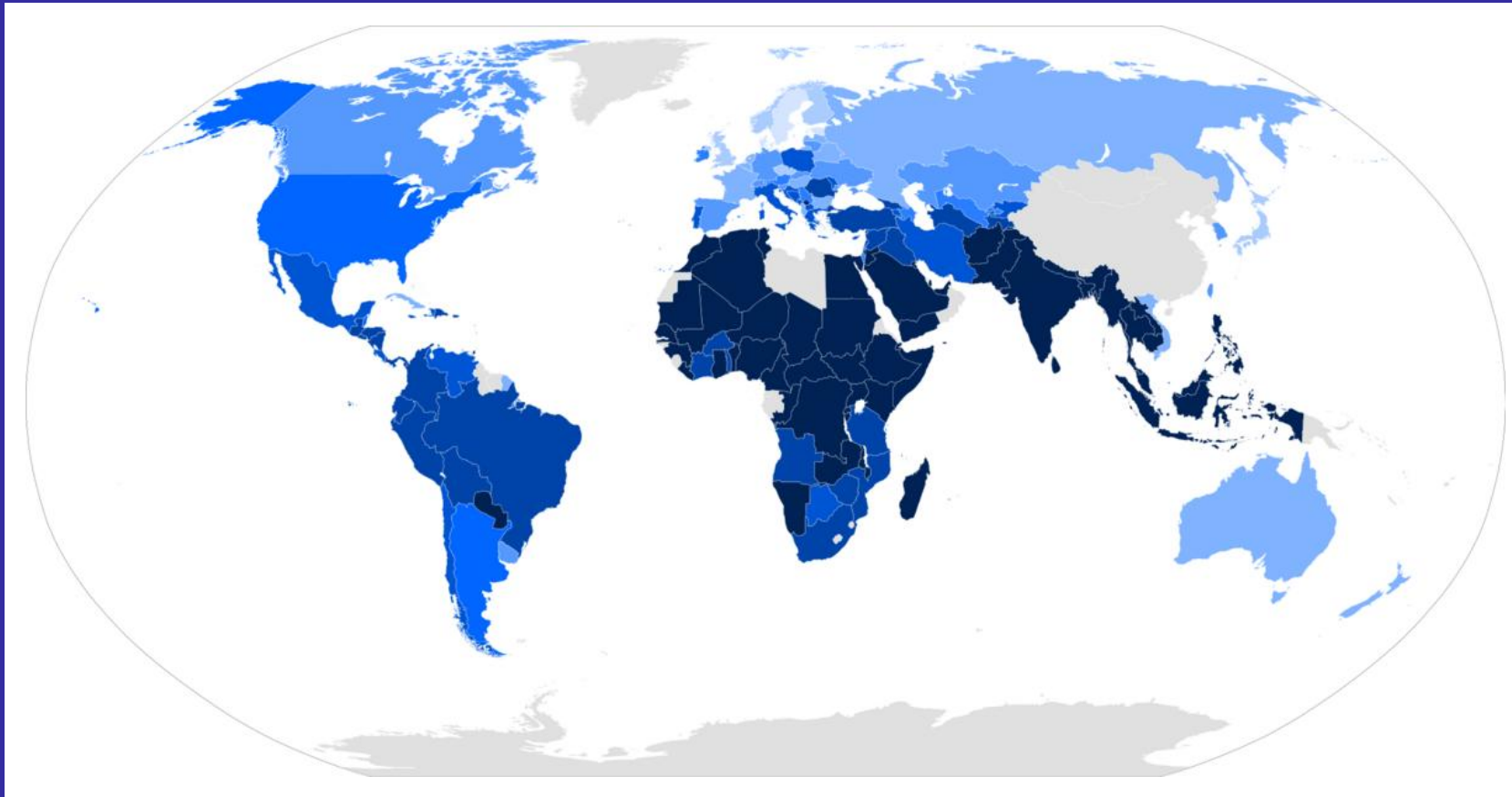
Mirrors global trends

Pew Research Centre, 2010-2020



A Global City is a Faith City

Importance of Religion, Gallup



A post-pandemic faith awakening?

METRO

NEWS

ENTERTAINMENT

SPORT

LIFESTYLE

SexHealthPropertyFoodTravelHoroscope

'God's just doing stuff' – why Gen Z are getting into religion right now

Courtney Pochin
Published April 20, 2025 7:00am
Updated April 24, 2025 7:12am

Comments

SUNDAY EXPRESS

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SEE PAGE 24

GLOBAL CRISES SENDING GEN Z TO CHURCH

Faith leaders hail 'spiritual U-turn' among 16-24-year-olds

EXCLUSIVE
By Chris Walker

THAT'S THE WAY IT IS: A new survey by Christian leaders has revealed why millions of young Britons are turning to spirituality despite their parents' "outdated" views on religion and faith. The "spiritual U-turn" among 16-24-year-olds is a direct response to the challenges of the world, with 74% of the survey finding that young people are more likely to turn to faith when they feel overwhelmed or stressed. The survey also found that 68% of respondents believe that faith can help them cope with the challenges of the world.

One. More. Game.
ENGLAND EXPECTS - SEE PAGE 3

EXPLAIN IT TO ME

Why is Gen Z getting more religious? We asked them.

Gen Z is reversing a major trend in religion.

by **Jonquilyn Hill**

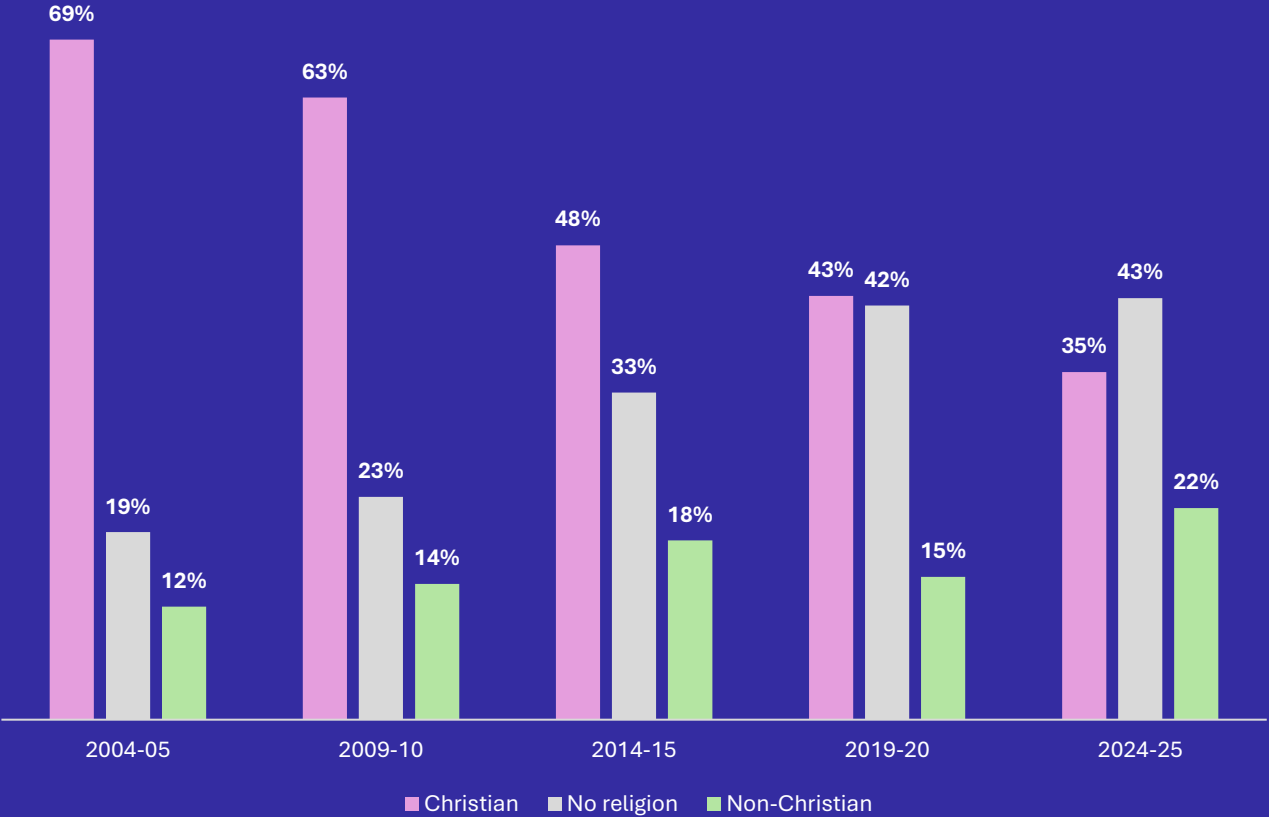
Jun 10, 2025 at 11:45 AM GMT+1

'God gives me reason to hope': why young Britons are turning to prayer

Six Guardian readers explore their relationship with spirituality, after a survey found under-35s were more likely to pray

Reflected in makeup of City workforce

Annual Population Survey: Workers in City of London 2004-25



A landmark research and engagement programme to understand the faith and belief needs of the Square Mile and put forward ideas for the future.

Working with the community to understand their faith and belief needs, and to put forward ideas for the future.

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Our vision:

To make the City of London the most faith friendly and religiously literate business community in the world, enabling it to attract and retain the very best global talent.



Co-Convenors



Sughra Ahmed

Fmr Associate Dean of Religious Life
Stanford University



Rabbi Alex Goldberg

Dean of Religious Life
University of Surrey

Rabbi of Guildford

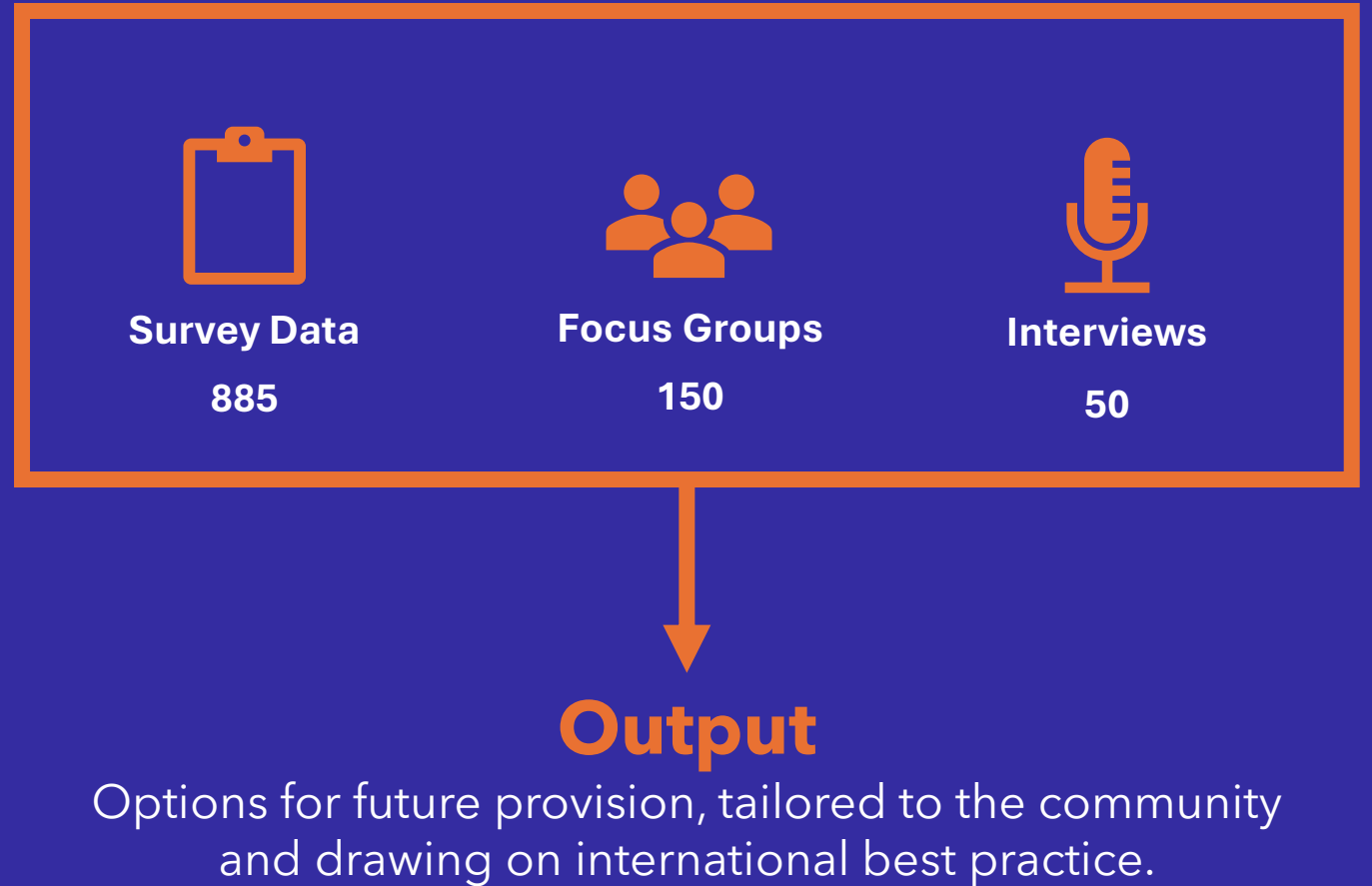


Michael Wakelin

Fmr Head of Religion
BBC

We spoke to 1000+ people

- What is the current faith and belief provision?
- What else is needed?
- How could those needs be met?



Focus Groups and interviews

Focus groups in-person and online

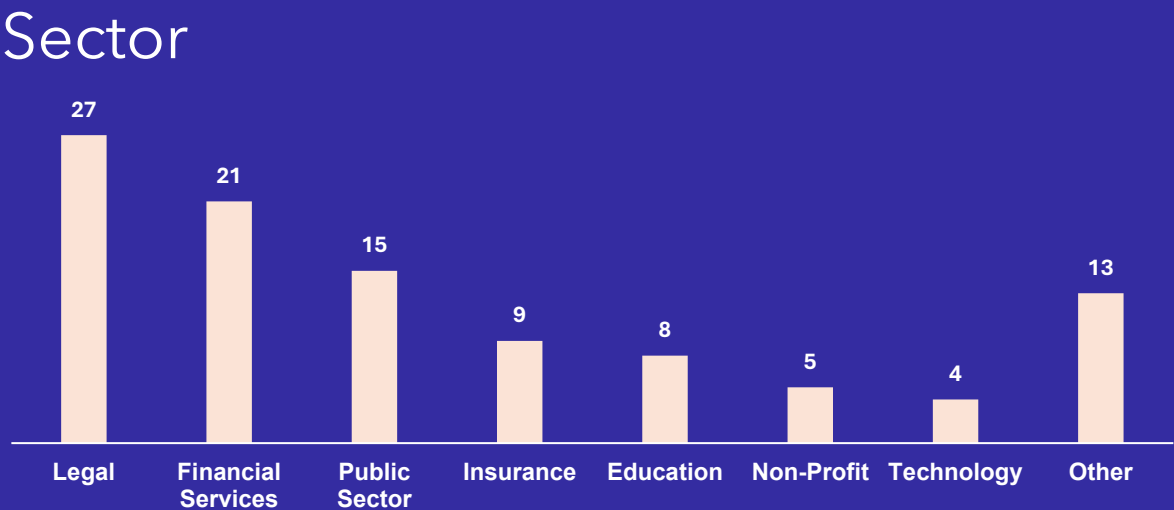
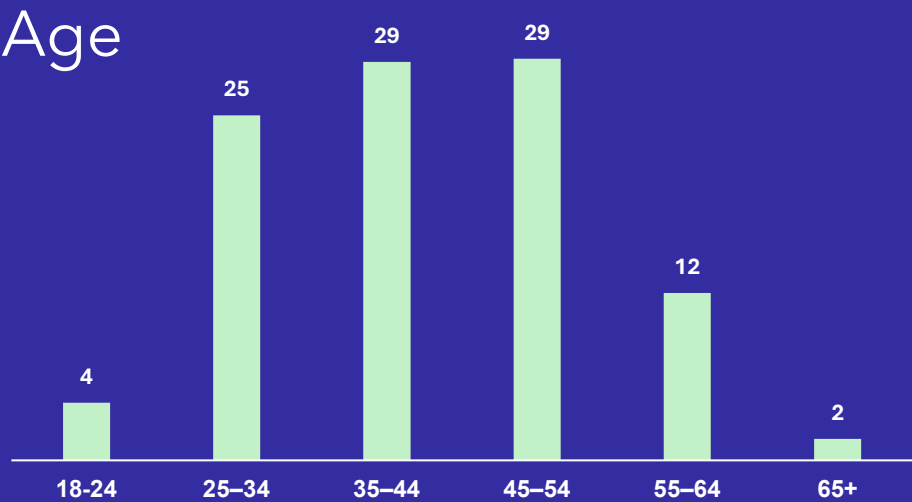
Hosted by businesses, including Amazon, Schroders, Macfarlanes and HSF.

- 2 x HR/EDI leaders
- 2 x Christian
- 2 x Muslim
- 2 x Dharmic (Hindu, Sikh, Jain, Buddhist)
- 2 x Jewish
- Barts Hospital Staff
- Individual businesses

50 in-depth interviews with key stakeholders

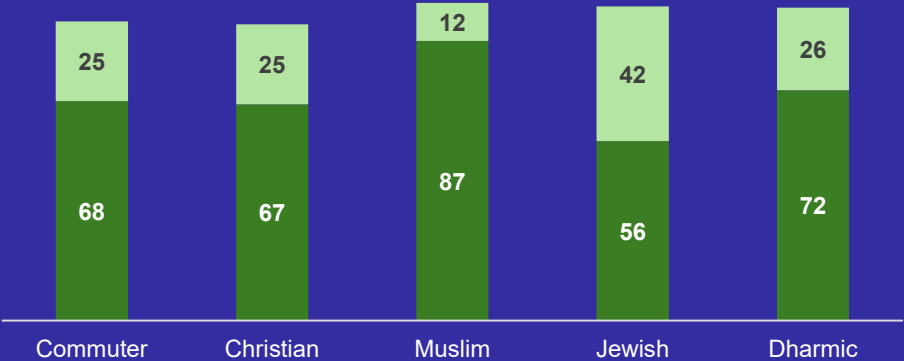


Snapshot of commuters

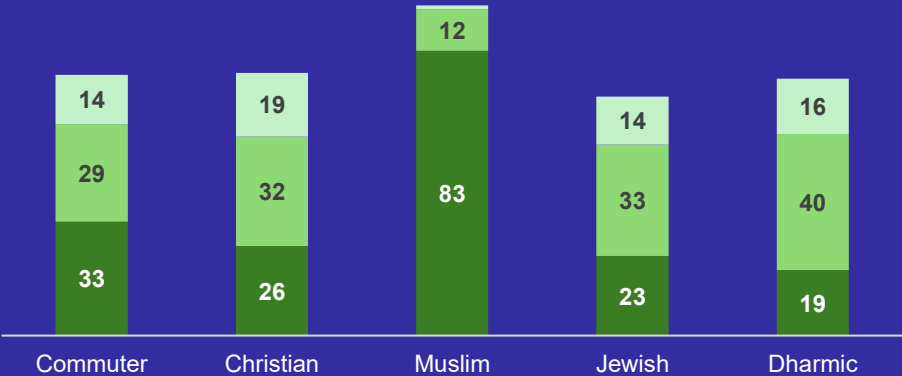


Commuters of faith

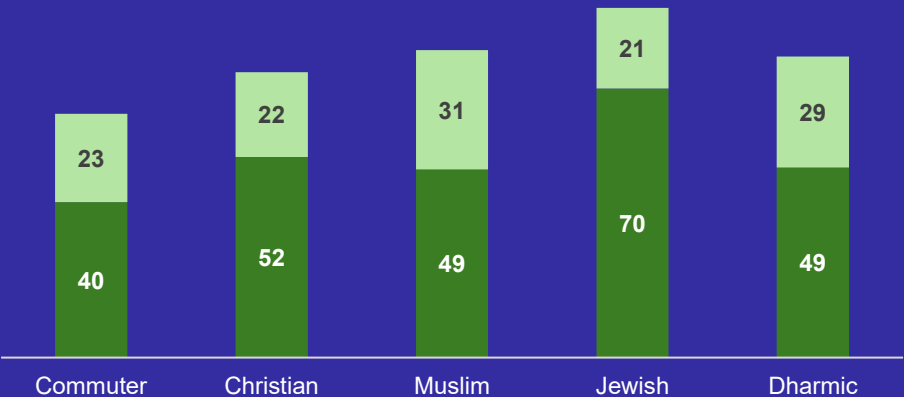
Faith **very** or **somewhat** important to my daily life



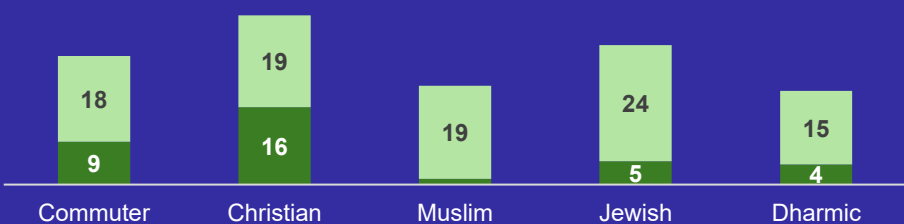
Practice **multiple times per day, per week** and **weekly**



Very much or **somewhat** feel part of faith community where I live

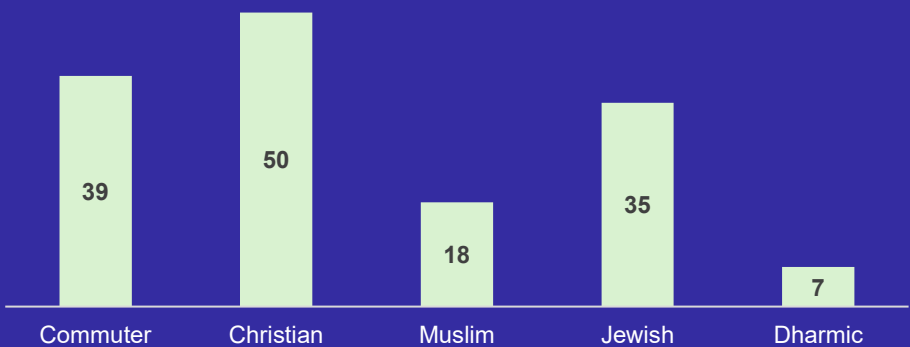


Very much or **somewhat** feel part of faith community in the City

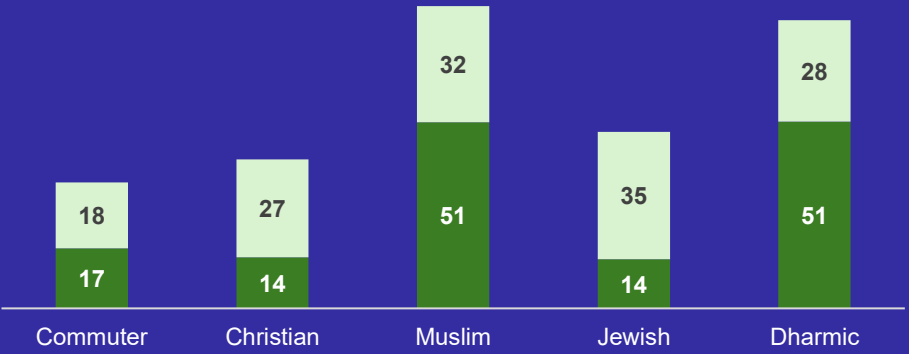


The faith commute

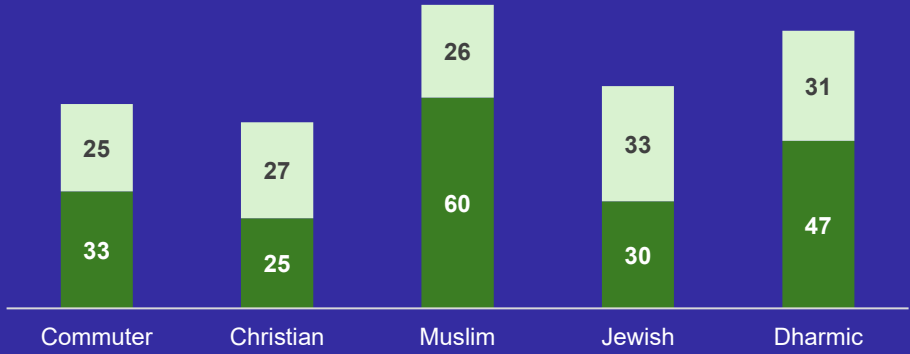
Can do all my faith activities in the Square Mile



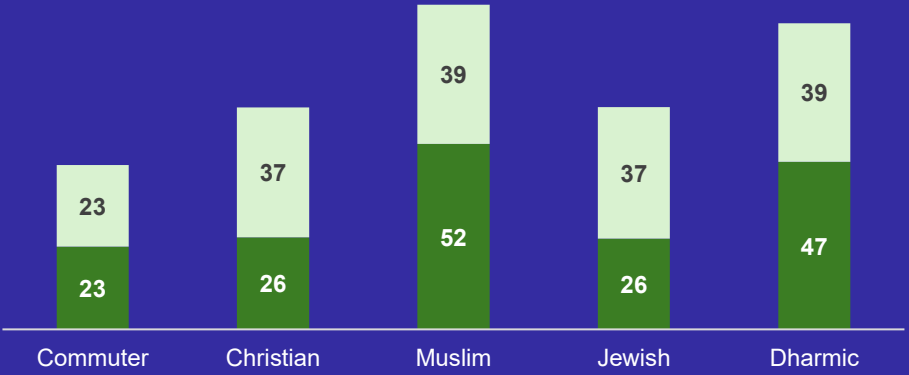
Very or **somewhat** more likely to spend time in the City with greater faith support **(Modelled: 115k)**



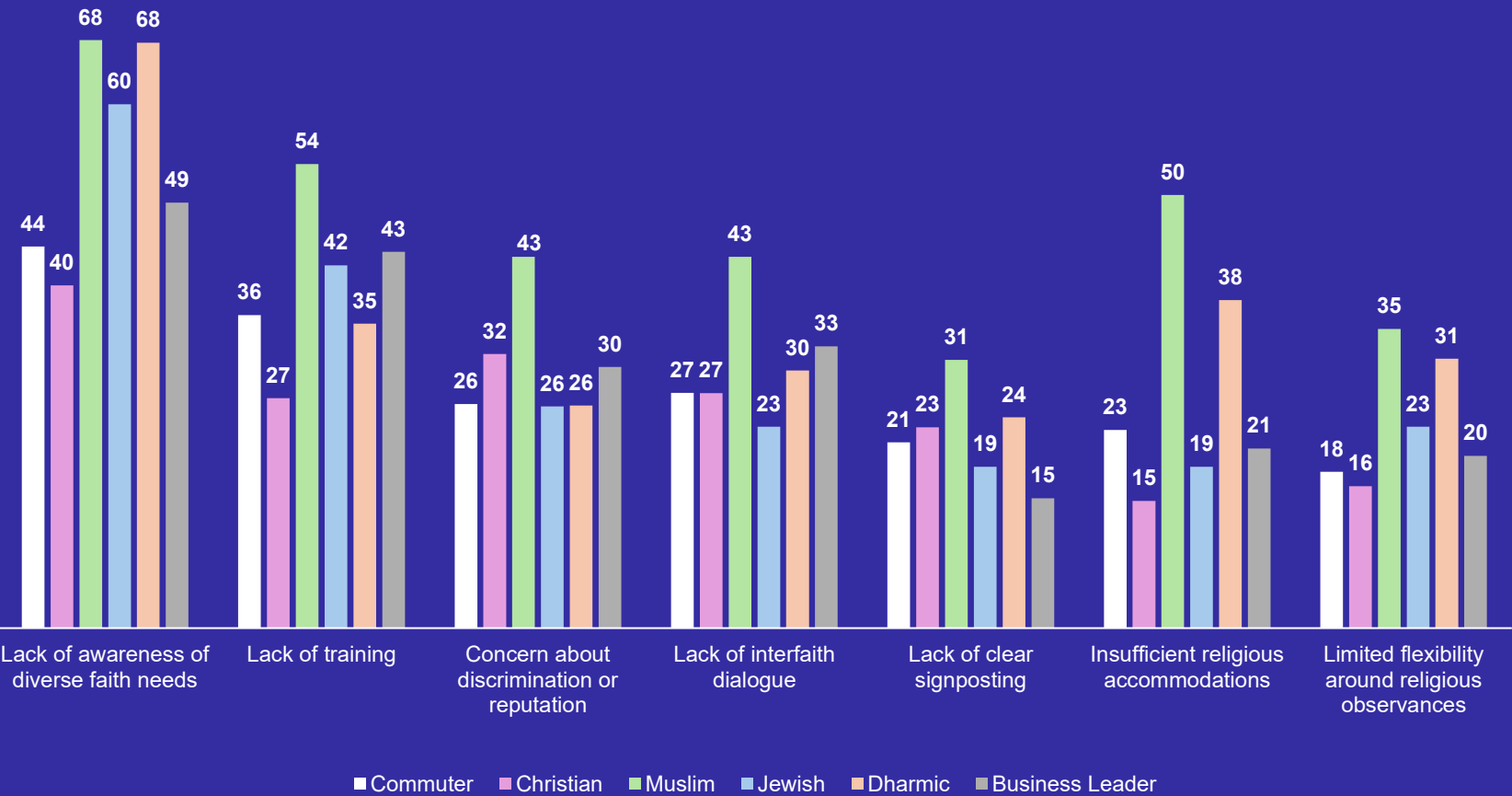
Very or **somewhat** supportive of centre serving multiple belief needs



Very or **somewhat** likely to use City support service for my faith **(Modelled: 156k)**



Faith in the workplace

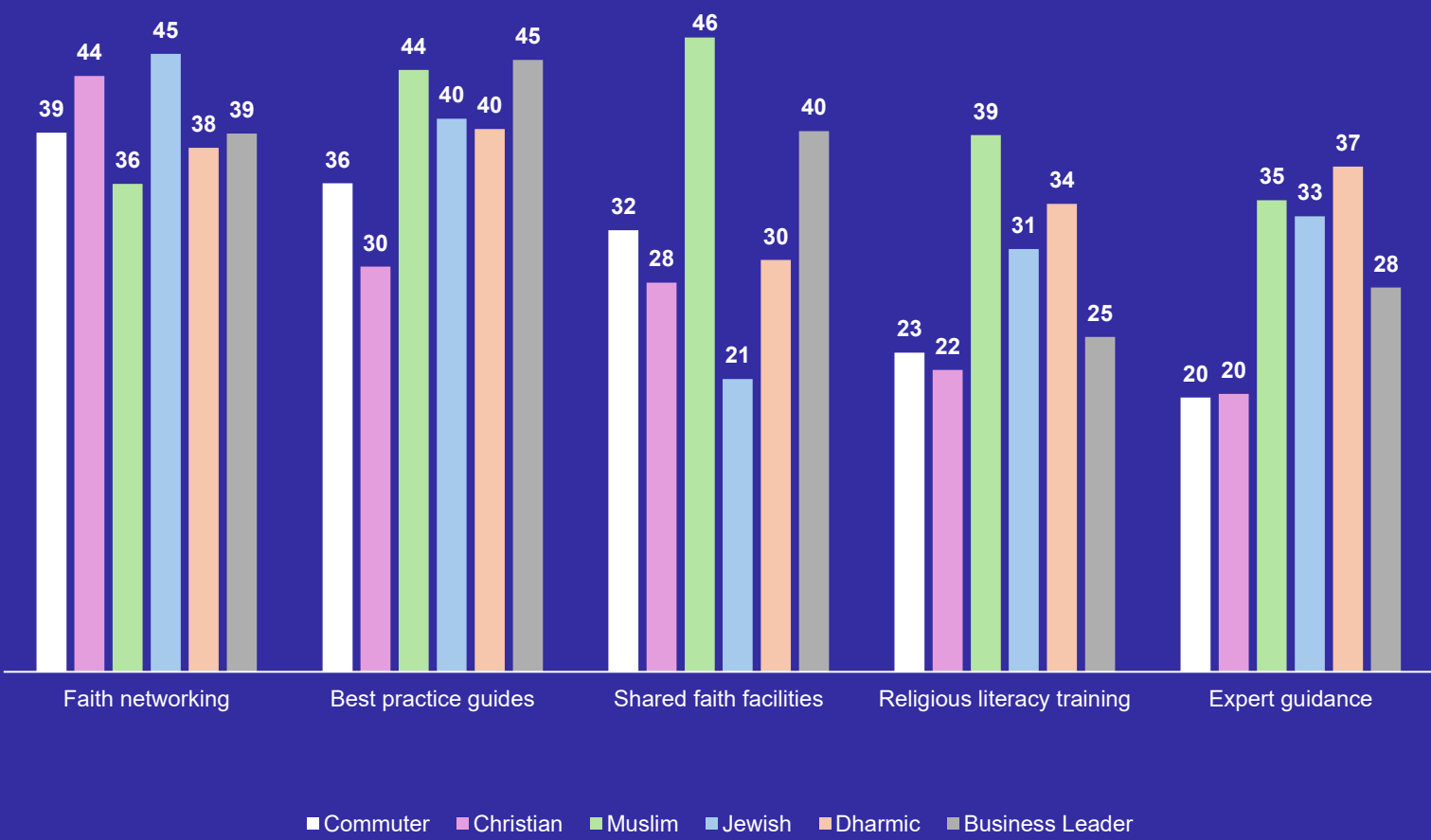


The burden of explaining my needs falls on me, which **makes me feel guilty**. We need proactive education of religious differences and considerations.

I feel uncomfortable mentioning my fasting or prayer needs at work because it's not understood.

There's lots of support for gender and sexuality, but none for faith. **We're invisible.**

Faith support needs (top 3)

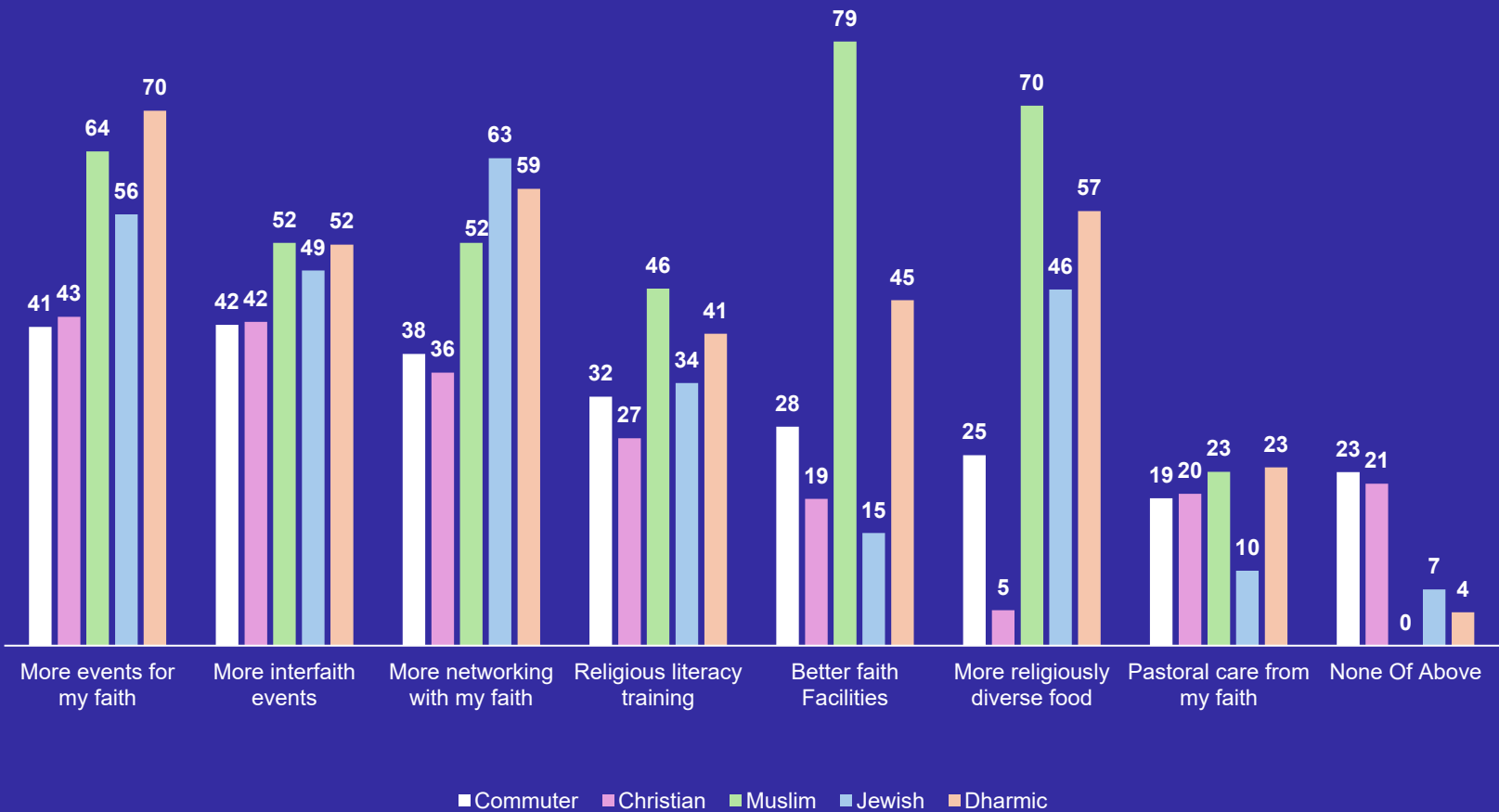


Work events are usually pubs and bars, which I feel uncomfortable attending. So **I miss out on networking.**

We need more opportunities to have conversations facilitated on faith that are **guided by experts.**

With a centre staffed by an expert set of chaplains, the City would have a **centre of resilience** for unforeseen circumstances.

Towards a faith-friendly City

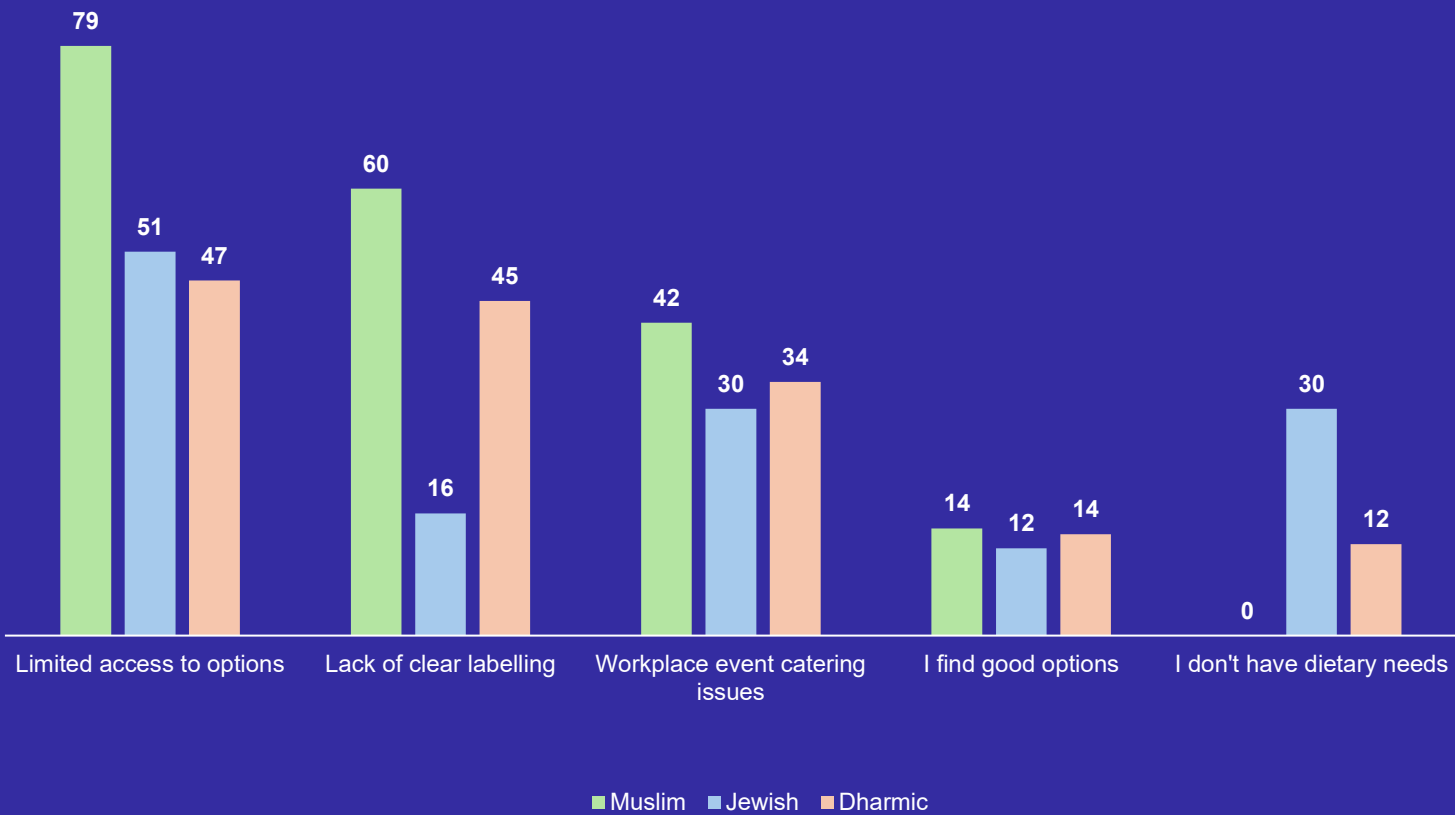


I often have to **pray in a stairwell** or an unused meeting room because there's no prayer space available.

When I saw there was a Hindu network at my business, I decided to accept the job because **they accepted my whole self.**

Religious literacy flowing through the veins of all the businesses would be fantastic.

Catering for dietary needs

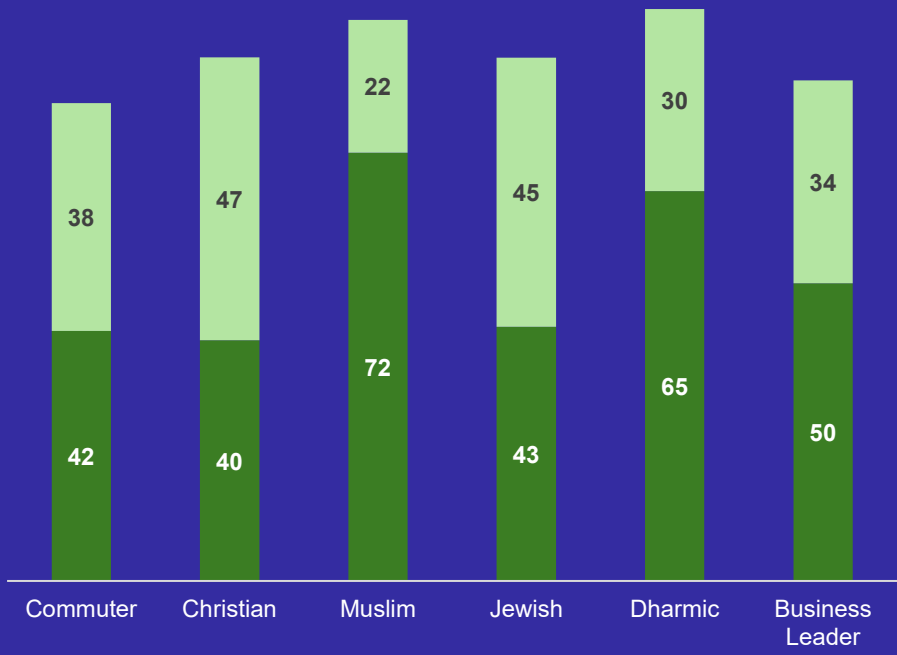


[There is] **very little kosher food** provision in the City of London.

Lack of openness to advertise halal food because of **reaction from racists**.

Importance of "Faith in the City"

Very or **somewhat** important that the City Corporation understand and provide for the faith needs of the Square Mile.



The fact that the City of London is prioritising this project is a **very positive step to creating a business culture which recognises the importance of religion** in people's lives and how this benefits all, both in the Square Mile and beyond.

*Cardinal Vincent Nichols
Head of the Roman Catholic Church in England & Wales*

What a marvellous ambition!
Really grateful to the City of London for doing this. Be bold, be courageous.

Learning from across the country



**University of Surrey's
Religious Life and
Belief Centre**

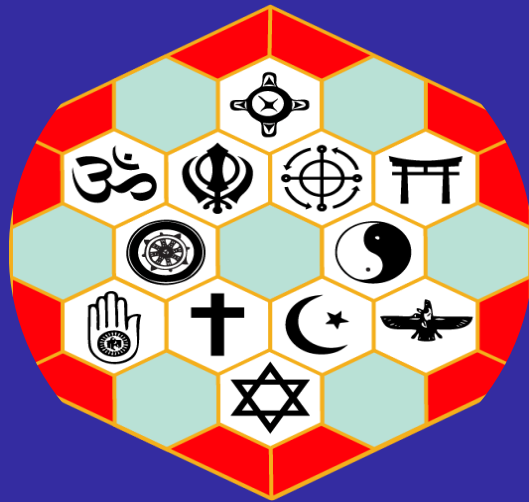


**Canary Wharf
Chaplaincy**



**London 2012 Olympic
Games
Chaplaincy**

And across the world



Interfaith Centre
New York



House of One
Berlin



**Abrahamic Family
House**
Abu Dhabi

The Canary Wharf model



Established in 2004

Provides pastoral care to workers of all sectors

5 x part time multifaith chaplains

Maintains an office but visit businesses

Maintains estate-provided prayer spaces

Funded by 1p per sqm on commercial rent

City Chaplaincy: Some principles



No long-term funding from the City Corporation

Develop small-scale **proof of concept**

Create bespoke model for **unique City business context** – that firms subscribe to

Pursue funding from **foundations and benefactors**

World-leading model, positioning the City as a **thought leader and trailblazer**

Institutional support from City Corporation through its **convening power** and functions

Lean on **high profile supporters** – Faith Minister Lord Khan, Sadiq Khan, Vatican, Lambeth Palace, etc.

Proof of concept



"Centre without walls" for the first three years – creating a *Deliveroo*-style mobile chaplaincy service based out of City premises – providing consultancy and pastoral care.

Recruit **top calibre chaplains from the four world religions**, with deep understanding of the City's professional environment.

Promote **religious literacy** within City workplaces, developing and piloting **accreditation scheme**.

Support regular **flagship events** celebrating faith communities and key festivals.

Seed money and then **self-funding subscription** model.

Deliver services with no long-term commitment.

Support from City Corporation



Become **approved City Corporation project** – authority, covening power and networks

Support for **temporary space** for Centre Without Walls – e.g. Guildhall Library redevelopment or cultural spaces

Establishment of Faith in the City **Advisory Group** with key local and national leaders

Support for long-term vision through **planning and development** process

Create a **model for delivering services** for City workers with businesses at no direct cost – for benefit of whole community



Yes	59.0	100.0	100.0	100.0	100.0	100.0	100.0	51.2
No	41.0	0.0	0.0	0.0	0.0	0.0	0.0	48.8

What is your faith or belief?								
Christian (including Church of England, Catholic, Protestant and all other Christian denominations)	58.3	62.7	0.0	100.0	0.0	0.0	0.0	74.5
Muslim	16.7	17.5	42.3	0.0	100.0	0.0	0.0	12.8
Jewish	3.3	3.6	8.8	0.0	0.0	100.0	0.0	4.3
Hindu	2.2	2.4	5.7	0.0	0.0	0.0	18.9	0.6
Sikh	2.6	2.9	7.0	0.0	0.0	0.0	23.0	0.2
Buddhist	0.3	0.3	0.8	0.0	0.0	0.0	2.7	0.2
Jain	6.5	6.9	16.8	0.0	0.0	0.0	55.4	7.5
No Religion	5.0	0.0	9.9	0.0	0.0	0.0	0.0	0.0
Other	5.0	3.6	8.8	0.0	0.0	0.0	0.0	0.0

What is your employment status?								
Full-Time	90.9	86.5	89.8	83.1	92.9	74.4	94.6	42.6
Part-Time	6.2	9.6	3.4	13.0	4.8	11.6	1.4	4.6
Self-Employed	1.9	2.0	3.9	2.8	0.0	7.0	0.0	6.0
Freelance / Contract Worker	0.7	1.3	2.3	0.6	1.2	7.0	4.1	9.1
Unemployed / Retired	0.0	0.0	0.0	0.0	0.0	0.0	0.0	30.2
Student	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
Other	0.3	0.6	0.5	0.6	1.2	0.0	0.0	7.2

Which sector do you work in?							
Accounting & Professional Services	2.4	4.3	4.4	4.1	4.8	12.5	4.1
Charity Or Non-Profit	4.8	5.9	1.3	8.7	2.4	2.5	0.0
Education & Research	7.5	3.9	3.4	4.1	2.4	0.0	2.7
Financial Services	20.8	27.6	24.2	28.5	22.6	25.0	33.8
Healthcare	2.3	2.2	2.7	1.7	1.2	5.0	5.4
Hospitality & Retail	1.6	1.5	2.0	1.2	1.2	2.5	4.1
Insurance	8.8	9.0	4.3	11.6	3.6	7.5	6.8
Legal Services	26.5	24.4	27.8	25.6	20.2	35.0	9.5
Management Consulting	1.0	1.9	1.9	1.7	2.4	0.0	2.7
Media & Communications	1.5	1.4	2.5	0.6	4.8	0.0	1.4
Public Sector & Government	14.8	9.8	9.8	9.3	13.1	7.5	10.8
Recruiting & Hr Services	0.6	0.7	0.0	1.2	0.0	0.0	0.0
Technology & Fintech	3.7	5.2	11.9	0.6	17.9	2.5	12.2
Transportation & Infrastructure	3.5	2.2	3.7	1.2	3.6	0.0	6.8

What is your level of seniority?							
Senior Leadership	20.8	27.6	18.8	31.6	13.1	32.6	29.7
Manager	32.0	28.0	34.0	26.6	25.0	41.9	33.8
Mid-Level	31.5	30.0	32.1	28.8	36.9	14.0	29.7
Entry-Level	13.0	11.3	12.9	9.6	22.6	11.6	2.7
Intern	0.1	0.2	0.4	0.0	0.0	0.0	1.4
Other	2.5	2.9	1.8	3.4	2.4	0.0	2.7

Do you have direct responsibility for the welfare of your colleagues and the policies that affect them, such as CEO / COO, in HR, EDI or equivalent position?							
Yes	23.3	24.2	21.7	24.3	15.5	27.9	32.4
No	74.0	73.5	75.4	74.0	84.5	69.8	63.5
Other	2.8	2.3	2.9	1.7	0.0	2.3	4.1

What is the size of your organisation's workforce in the City of London?							
1-9	3.8	5.5	1.7	7.7	2.5	2.4	1.4
10-49	2.8	3.7	3.5	3.6	1.3	4.8	8.3
50-249	9.1	13.7	11.5	14.3	6.3	21.4	18.1
250-999	44.1	38.7	36.3	42.3	30.0	31.0	22.2
1000+	40.1	38.4	47.1	32.1	60.0	40.5	50.0

How frequently do colleagues raise faith / belief related issues or concerns with you?							
Frequently	3.9	5.8	5.4	5.6	8.3	7.0	4.1
Occasionally	17.3	21.1	22.7	18.6	22.6	34.9	18.9
Rarely	41.2	43.2	40.2	44.6	44.0	41.9	43.2
Never	37.6	29.9	31.8	31.1	25.0	16.3	33.8

Do you know who to contact within your organisation if you have faith / belief related needs or concerns?							
Yes	54.3	51.0	52.8	50.8	47.6	76.7	44.6
No	29.4	34.0	32.3	35.0	29.8	14.0	40.5
Not sure	16.3	15.0	14.9	14.1	22.6	9.3	14.9

How comfortable do you feel discussing your need for time off for religious observances with your manager?							
Very comfortable	48.7	48.4	43.9	52.3	41.7	60.0	44.3
Somewhat comfortable	35.8	33.8	39.1	30.3	44.0	27.5	34.3
Uncomfortable	15.5	17.8	17.1	17.4	14.3	12.5	21.4

How important is faith / belief to you in your daily life?							
Very important	68.3	70.2	71.0	67.2	86.9	55.8	71.6
Somewhat important	24.8	24.2	24.2	24.9	11.9	41.9	25.7
Not very important	4.7	4.5	1.5	6.2	1.2	2.3	2.7
Not at all important	2.2	1.1	3.3	1.7	0.0	0.0	0.0

Approximately how often do you participate in faith / belief activities?							
Multiple times a day	33.3	35.6	46.4	26.2	83.1	23.3	19.1
A few times a week	28.5	28.2	19.5	32.0	12.0	32.6	39.7
Once a week	14.3	15.6	9.4	18.6	1.2	14.0	16.2
Once a month	7.2	7.5	5.7	8.1	0.0	11.6	5.9
A few times a year	10.0	10.1	6.8	11.6	1.2	18.6	16.2
Not at all	6.6	3.0	12.1	3.5	2.4	0.0	2.9

Do you feel part of a faith / belief community in the area where you live?								
Yes, very much	40.4	52.3	49.1	52.0	48.8	69.8	49.3	43.5
Somewhat	22.8	24.5	30.3	22.0	31.0	20.9	28.8	17.2
Not really	19.7	16.8	17.4	17.9	19.0	4.7	15.1	9.8
Not at all	17.1	6.4	3.2	8.1	1.2	4.7	6.8	29.6

Do you feel part of a faith / belief community in the City?								
Yes, very much	8.8	10.9	2.3	15.9	1.2	4.8	4.1	40.1
Somewhat	17.6	18.1	15.7	18.8	19.0	23.8	15.1	20.7
Not really	37.3	42.5	48.9	38.8	54.8	40.5	42.5	20.3
Not at all	36.4	28.5	33.2	26.5	25.0	31.0	38.4	18.9

outside of the City because you cannot do them in the Square Mile?								
No, I can do all my faith / belief activities in the Square Mile	39.5	37.4	20.7	50.3	17.9	34.9	6.8	57.1
Yes, There are faith or belief-based activities I cannot do in the Square Mile	17.1	29.2	44.1	17.5	39.3	37.2	70.3	18.8
Unsure	43.4	33.4	35.2	32.2	42.9	27.9	23.0	24.1

Would you be more likely to spend time in the Square Mile if there were greater support services for people of your faith / belief?								
Very likely	16.5	25.4	39.6	14.1	51.3	13.5	51.5	18.0
Somewhat likely	18.2	27.2	28.2	27.0	32.1	35.1	27.9	10.6
No more likely	65.3	47.4	32.2	58.9	16.7	51.4	20.6	71.5

If there was a centre serving multiple faith / belief needs in the City, how supportive of it would you be?								
Very supportive	33.0	35.2	46.5	25.4	59.5	30.2	47.3	15.0
Somewhat supportive	24.7	26.7	23.3	27.1	26.2	32.6	31.1	17.1
Neutral	29.9	26.7	23.1	31.6	10.7	25.6	17.6	24.2
Somewhat unsupportive	5.3	5.4	4.4	7.9	1.2	7.0	0.0	1.7
Not supportive at all	7.1	6.1	2.6	7.9	2.4	4.7	4.1	42.0

tradition in the City, including activities, events and spiritual leadership / chaplaincy, how likely would you be to use this service?								
Very likely	23.3	33.5	41.6	26.0	52.4	25.6	47.3	18.3
Likely	23.1	37.4	34.7	36.7	39.3	37.2	39.2	16.8
Neutral / Indifferent	26.5	20.3	13.8	25.4	4.8	30.2	9.5	27.4
Unlikely	27.1	8.8	10.0	11.9	3.6	7.0	4.1	37.4

of the 'Faith in the City' programme, how important do you believe it is that the City of London Corporation better understand and provide for the faith / belief needs of the Square Mile?								
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Very important	41.8	49.3	59.9	40.2	71.6	42.5	65.2	31.2
Somewhat important	38.1	40.2	29.8	47.3	22.2	45.0	30.4	14.3
Somewhat unimportant	9.9	6.7	3.7	8.3	4.9	12.5	1.4	13.5
Very unimportant	10.2	3.8	6.6	4.1	1.2	0.0	2.9	41.1

How does your organisation currently support employees' faith / belief needs?								
Chaplaincy or faith based welfare or wellbeing services	10.3	10.8	8.8	11.4	9.5	4.9	9.6	
Cultural staff networks but not specifically for faith	36.3	35.2	39.9	34.1	33.3	29.3	45.2	
Dedicated multifaith staff network or ERG	38.6	36.2	36.2	35.9	39.3	17.1	34.2	
Other	11.6	12.0	6.6	15.0	4.8	7.3	8.2	
Religious observance accommodations	48.2	48.0	49.1	48.5	52.4	63.4	34.2	
Staff networks for individual faiths	32.0	33.3	38.1	29.9	41.7	51.2	27.4	

communities for members of the following faiths at your workplace?								
Buddhist	1.9	3.4	5.7	1.7	4.8	4.8	10.8	
Christian	29.8	34.2	30.2	34.7	33.3	40.5	27.0	
Hindu	12.0	14.4	22.6	10.2	19.0	21.4	31.1	
Jain	2.4	4.0	8.9	0.6	1.2	7.1	25.7	
Jewish	21.6	25.1	33.7	19.9	39.3	50.0	21.6	
Muslim	33.3	35.9	46.9	28.4	60.7	47.6	31.1	
No Networks	36.6	37.8	32.6	40.9	29.8	45.2	32.4	
Other	2.0	0.9	0.4	1.1	0.0	0.0	1.4	
Sikh	8.0	11.3	18.6	5.7	20.2	16.7	28.4	
Unknown	23.9	17.7	17.7	18.8	15.5	4.8	14.9	

What challenges do you believe your colleagues face regarding faith / belief needs at work? (Select all that apply)								
Concerns about discrimination or reputational risk	25.9	32.1	34.0	31.6	42.9	25.6	25.7	
Insufficient religious accommodations	22.9	24.0	36.9	14.7	50.0	18.6	37.8	
Lack of awareness about diverse faith or belief needs	44.0	47.3	56.3	39.5	67.9	60.5	67.6	
Lack of clear signposting	21.4	24.3	24.3	23.2	31.0	18.6	24.3	
Lack of interfaith dialogue opportunities	27.1	29.7	31.7	27.1	42.9	23.3	29.7	
Lack of training	36.1	33.2	41.2	26.6	53.6	41.9	35.1	
Limited flexibility around religious observances	18.0	21.7	28.4	16.4	34.5	23.3	31.1	
None	28.7	24.2	16.3	28.2	9.5	23.3	17.6	
Other	4.7	4.3	5.3	5.6	2.4	9.3	0.0	

What does your organisation require to better support faith / belief wellbeing, pastoral and / or chaplaincy support? (Choose up to 3)								
Access to expert guidance	20.1	25.3	30.1	20.3	34.5	33.3	37.0	
Access to shared faith facilities	32.3	31.8	33.6	28.5	46.4	21.4	30.1	
Best practice guides	35.8	34.0	37.1	29.7	44.0	40.5	39.7	
Networking for faith groups	39.5	40.6	35.4	43.6	35.7	45.2	38.4	
Other	12.5	10.2	9.5	12.2	4.8	11.9	5.5	
Religious literacy training	23.4	26.8	34.5	22.1	39.3	31.0	34.2	

Are you a member of any staff networks at your workplace related to the following?							
Disability	18.3	13.4	19.9	14.2	8.2	19.4	2.6
Early Careers	11.8	12.4	11.8	11.5	19.7	12.9	7.7
Ethnic Minorities	30.9	36.3	38.6	31.0	52.5	29.0	53.8
Faith	30.5	45.3	42.7	42.5	62.3	61.3	30.8
Lgbtqia	31.8	19.4	12.7	25.7	4.9	19.4	7.7
Mental Health	20.9	17.9	16.8	16.8	11.5	29.0	20.5
Neurodiversity	24.4	15.7	16.7	16.8	6.6	16.1	23.1
None	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other	6.6	5.6	2.7	7.1	3.3	6.5	2.6
Parents Carers	19.7	15.8	13.4	15.9	18.0	19.4	15.4
Socioeconomic Diversity	18.2	13.0	10.8	13.3	11.5	16.1	17.9
Veterans	4.5	5.8	0.7	8.8	1.6	0.0	0.0
Women	52.9	47.4	39.8	51.3	41.0	38.7	56.4

What would make the City of London a more supportive environment for you and your faith / belief needs? (Select all that apply)							
Access to support and pastoral	19.2	19.8	17.9	19.7	22.6	9.8	23.2
Greater ability to network with people from my tradition	38.0	42.8	48.3	35.5	52.4	63.4	59.4
Improved access to faith facilities	28.5	33.5	49.8	19.1	78.6	14.6	44.9
Increased interfaith events	41.7	45.2	44.8	42.1	52.4	48.8	52.2
More religious events	41.4	50.6	56.0	42.8	64.3	56.1	69.6
More religiously diverse food options	24.8	26.5	53.9	4.6	70.2	46.3	56.5
None of above	22.6	13.6	12.4	21.1	0.0	7.3	4.3
Other	3.6	2.3	2.4	2.0	0.0	4.9	1.4
Support for training	32.4	33.5	39.0	27.0	46.4	34.1	40.6

If you have specific dietary needs, what challenges do you or others face regarding these in the City?							
Catering at workplace does not consider diverse needs	10.8	13.3	30.5	1.1	41.7	30.2	33.8
Difficulty accessing food	6.7	10.2	22.1	1.7	22.6	9.3	33.8
I do not have specific dietary needs	62.0	58.3	14.0	85.9	0.0	30.2	12.2
I find good options	14.4	12.3	19.2	11.3	14.3	11.6	13.5
Lack of clear labelling	13.4	17.7	40.1	1.7	59.5	16.3	44.6
Limited access	16.9	22.5	53.5	0.6	78.6	51.2	47.3

City of London Corporation Committee Report

Committee(s): Equality, Diversity and Inclusion Sub Committee	Dated: 25 September 2025
Subject: Equity, Equality, Diversity and Inclusion (EEDI) Charters, Memberships and Partnerships	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Diverse Engaged Communities Dynamic Economic Growth Vibrant Thriving Destination Flourishing Public Spaces Providing Excellent Services Leading Sustainable Development
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Dionne Corradine - Chief Strategy Officer
Report author:	Helena Mattingley - Senior Equity, Equality, Diversity and Inclusion Change Partner

Summary

This report presents an overview of memberships and partnerships held in relation to Equity, Equality, Diversity and Inclusion (EEDI).

Following Member agreement of the EEDI Strategic Framework, a full review with recommendations of existing and future memberships is proposed.

Recommendation(s)

Members are asked to:

- Note the report for information.

Main report

Background

1. The City of London Corporation is a signatory of several charters and participates in memberships and partnerships which demonstrate and benchmark EEDI across City Corporation.
2. The Corporate EEDI function manages six memberships/partnerships and HR manages two. Details are included in this report.
3. City Corporation has an additional thirty memberships, which are detailed in Appendix A.
4. The annual report of current partnerships/memberships covering the Fraser teams (Corporate Affairs, Destination City, Environment, EEDI, Innovation and Growth, and Remembrancer's), will be submitted by Innovation & Growth ahead of the Communications and Corporate Affairs Sub Committee as well as Policy and Resources Committee meetings in October 2025.
5. An evaluation of EEDI memberships/partnerships will be conducted following final agreement of the EEDI Strategic Framework in November 2025 and annual reviews scheduled thereafter.
6. The evaluation will be based on a Gap Market Matrix methodology, which will include factors such as: strategic alignment, accountability as well as assessment of EEDI risks and opportunities.

EEDI Partnership/Memberships						
Name	Start date	Focus	Cost	Budget	Internal Contact	Benefits
HM Treasury Women in Finance Charter	2017	Gender equality in financial services	Part of New Financial subscription Staff time	Yes, under New Financial	EEDI Chamberlains	Use of Women in Finance Charter Self-Assessment Benchmarking Visibility and PR Best practice articles
Power of Inclusion, within Lord Mayor's Appeal	2025	Social Mobility	No specific membership cost Staff time	No	EEDI	Access to webinars and events Best practice articles and resource hub
Progress Together, spin out from Innovation & Growth	2022	Social Mobility in FPS	No specific membership cost Staff time	No	Innovation & Growth EEDI	EEDI function access to webinars and events EEDI function access to best practice articles and resource hub
Social Mobility Employer Index (SMEI), by the Social Mobility Foundation	2017	Social Mobility for Employers	£1,200 for Index application Staff time	EEDI	EEDI	Best practice articles and resources for employers

Sutton Trust	2025	Social Mobility	£25,000 Staff time	EEDI	EEDI	Sector leading research into social mobility Facilitation of live, hybrid and online training, including on specialist areas such as Social Mobility in Art and Culture Access to Sutton Trust's talent pool
Stonewall, who run the Workplace Equality Index	2000	LGBTQ+	£2,575 Staff time	EEDI	EEDI	Access to advice, guidance, events. Self-assessment and feedback for Workplace Equality Index submissions
Disability Confident		Disability	0	No	HR	Increase proportion of disabled staff through better recruitment, support, development and retention
Ban the Box	2021	Prison-leavers	0	No	HR	Increase access to employment for prison leavers
London Living Wage Foundation			£564	Yes	Commercial	Visible commitment to living wage, attract talented staff
Advance HE	2020?	HE specific EEDI membership	£ 3,535 £10,605 / 3 years	Yes	Guildhall School of Music and Drama	HE specific advice, guidance and benchmarking for several EEDI characteristics

Corporate & Strategic Implications

Strategic implications: the report contributes to the delivery of the Equality Objectives, within the EEDI Strategic Framework. An effective EEDI function will be augmented by external EEDI expertise or tools, to enable delivery of People Strategy and the Corporate Plan.

Financial implications: No immediate impact.

Resource implications: No immediate impact

Legal implications: No immediate impact.

Risk implications: No immediate impact.

Equalities implications: No immediate impact.

Climate implications: No immediate impact.

Security implications: No immediate impact.

Conclusion

7. Establishing which EEDI memberships and partnerships are active revealed the challenge of identifying the reach, range and key liaison points between City Corporation and external membership bodies.

8. Following Member agreement of the EEDI Framework, a full review of the EEDI existing memberships is proposed.

Appendices

- Appendix 1 – List of Charters, Memberships and Partnerships for City Corporation

Background Papers

EDI Charters Update Report ([Public Pack](#))[Agenda Document for Equality, Diversity & Inclusion Sub-Committee, 11/12/2023 10:30](#)

Helena Mattingley

Senior Equity, Equality, Diversity & Inclusion Change Partner
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Appendix A: List of Memberships and Partnerships

Name	Category	Managed by
HM Treasury Women in Finance Charter	Membership	EEDI
Power of Inclusion, Lord Mayor's Appeal	Membership	EEDI
Progress Together	Membership	EEDI
Social Mobility Employer Index	Membership	EEDI
Sutton Trust	Partnership	EEDI
Stonewall, Workplace Equality Index	Membership	EEDI
Disability Confident	Membership	HR
Ban the Box	Membership	HR
London Living Wage Foundation	Membership	Commercial
Advance HE	Membership	Guildhall School of Music and Drama
British American Business	Membership	Innovation & Growth
British Chamber of Commerce EU and Belgium	Membership	Innovation & Growth
BusinessLDN	Membership	Corporate Affairs
Central London Alliance	Membership	Office of the Policy Chairman
Centre for London	Membership	Corporate Affairs
Chatham House	Membership	Corporate Affairs
Confederation of British Industry (CBI)	Membership	Innovation & Growth
EU UK Forum	Membership	Innovation & Growth
High Streets Data Service	Membership	Office of the Policy Chairman
Industry and Parliament Trust	Membership	Remembrancer's
International Business and Diplomatic Exchange	Membership	Corporate Affairs
Labour Together	Membership	Corporate Affairs
Local Government Information Unit	Membership	Corporate Affairs
London & Partners	Membership	Office of the Policy Chairman
New Financial (inc. Women in Finance Charter)	Membership	Corporate Affairs
New Local	Membership	Corporate Affairs
New London Architecture	Membership	Environment, Planning and Development
OnePolicyPlace	Membership	Innovation & Growth
Onward	Membership	Corporate Affairs
Opportunity London	Membership	Environment, Planning and Development
Progressive Britain	Membership	Corporate Affairs
QED Brussels	Membership	Innovation & Growth
The Centre for European Policy Studies	Membership	Innovation & Growth
The Financial Markets Law Committee (FMLC)	Membership	Remembrancer's
The UK Soft Power Group	Membership	Remembrancer's
UK Cities and Partners	Membership	Environment, Planning and Development
UN Global Compact	Signatory	Town Clerk
Whitehall and Industry Group	Membership	Corporate Affairs
National Network for the Education of Care Leavers	Membership	DCCS

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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