

Committee Corporate Services Committee	Date: 3 rd July 2024
Subject: Annual Employee Profile Report 2023 - 2024	Public
Report of: Ali Littlewood, Executive Director & Chief People Officer	For Information
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Summary

1. This report sets out the employee profile information for the year 2023-2024. It provides a breakdown of the workforce by the nine protected characteristics identified in the Equality Act 2010 within Appendix 1. These are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex 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. It also includes the Gender, Ethnicity and Disability Pay Gaps previously reported for the snapshot date March 2023. Additional information is included within the report on leavers, turnover, new starters and leavers, socio-economic diversity, casework, family friendly policies, and a summary of our Equality and Inclusion initiatives during the year. The data regarding Socio-economic diversity is based on four questions recommended by the Social Mobility Commission to capture Socio-Economic background data.

Recommendation

Members are asked to note the report, the City of London Corporation Equalities Information Report 2023/24 at Appendix 1, the trend analysis in Appendix 2 and the Pay Gaps trend data in Appendix 3.

Main Report

Background

2. The declaration rates for ethnicity, disability, sexual orientation and religion have generally fallen over the last four years. Although, there has been a slight increase the declaration of socio-economic data with a 15.7% declaration rate which is a 6%

increase on last year. Whilst there has been a slight increase, we must seek to increase this substantially to draw meaningful insights. 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 develop meaningful strategies and initiatives to attract, engage and retain a diverse workforce.

3. The employee information data is used to inform the Public Sector Equality Duty under the Equality Act 2010 in relation to employment. The Equalities Information Report (Appendix 1) was approved by the City of London Corporation EDI Sub-Committee in March 2024. This information is published on our website on an annual basis. Data has been collated in this format for ten years by the City of London Corporation.
4. This data along with our dashboards helps to inform the delivery of our People Strategy, Corporate Plan and our Equality Objectives 2024-29.

Current Position

5. The below table provides a breakdown of the new starters, leavers, and turnover rates over the last five reporting periods.

Year	Headcount @31st March	Starters	Leavers	Turnover
2019/2020	3,645	484	479	13.1%
2020/2021	3,644	318	344	9.4%
2021/2022	3964	489	704	17.2%
2022/2023	4017	782	666	13.99%
2023/2024	4304	800	498	12.09%

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

Current workforce profile

6. In 2023/24 21.2% of the workforce identified as being from a Minority Ethnic Group (this includes Asian or Asian British, Black or Black British, Mixed or any other ethnic groups).
7. This is a slight decrease of 0.2% on the previous reporting period where the percentage was 21.4%. However, the City Corporation has seen a percentage increase of the workforce identifying as being from a Minority Ethnic Group by 3% in the last five years.
8. The number of employees declared as having a disability has remained consistent over the last five years with between 4 - 5% declaring a disability.

9. Over the last five years the number of employees declared as LGB+ has steadily increased year on year from 5.4% in 2020/2021 to 5.9% in 2023 and 6.1% in 2024. However, 33.3% of employees have not declared their sexual orientation.
10. In relation to age, 45 - 54-year-olds make up the highest proportion of the workforce at 24.49%, closely followed by 35 – 44 year-olds at 24.23% of the workforce. This has been a consistent theme over the last five years.

New starters

11. The ratio of new starters who are female has been slightly decreased compared to last year. Although there are still higher percentage of female new starters (56.5%) compared to males (43.5%). The percentage of new starters who are female have ranged between 57 - 60%.
12. The proportion of starters who identify being from a Minority Ethnic Group has increased. A further high-level breakdown of this by ethnicity is below. A more detailed breakdown by each ethnicity can be found in Appendix 1. The groupings below provide an overall trend comparison over time.

	2020/2021	2021/2022	2022/2023	2023/2024
Minority Ethnic Groups	19.75%	20.29%	24.04%	17.63%
Not known	28.21%	26.02%	27.37%	38.50%
White	52.04%	53.69%	48.59%	43.88%

13. It is noted that there has also been a significant increase in the number of employees who have not declared their ethnicity, or the data is not known. Steps have been implemented to ensure that ethnicity data is collected for new starters. Actions have been set out later in this report which includes an objective to further understand and improve declaration rates.
14. The number of new starters joining the organisation with a declared disability has decreased in the last five years. In 2020/21, 4.39% of new starters self-identified themselves as disabled. In 2023/24 this percentage was 3.9%. Although, in 2023/24 there has been a significant increase in the number of employees who have not declared whether they are considered disabled, with 54% of employees not declaring compared to 2022/23 where 37% had not declared.
15. There was a slight decrease of 3.61% in 25 – 34 year-olds starting in 2023/24, although they make up a significant number of employees joining the City of London Corporation. There has been an increase in the number of new starters who are under 24 from 15.63% for 2022/23 to 19.63% for 2023/24. This trend aligns with our commitment to apprenticeships and providing opportunities for young people to access work.
16. Recruitment activity over the last year has remained steady with 800 new starters in 2023/24 compared to 782 in 2022/23. Prior to this, lower levels of new joiners

are attributed to the global pandemic and Target Operating Model changes during the period.

Leavers

17. The 2023/24 figures demonstrate that a higher proportion of females are leaving (56.5.7%) when compared to men, although we are seeing a reverse trend in the case of new joiners to the City Corporation being more likely to be female. The number of females leaving has also slightly decreased on previous years; 59.9% in 2020/21, 68% in 2021/22 and 58.7% in 2022/23.
18. There has been a slight decrease in the percentage of colleagues from Minority Ethnic Groups leaving the organisation. This fell by 6.4% in 2023/24.
19. In 2023/24 the percentage of leavers who classed themselves as disabled has slightly decreased to its lowest rate in recent years; 3.88%.
20. Leavers who identify as LGB+ has decreased from 9.1% in 2020/21, to 7.9% in 2023/24.
21. 25–34 year-olds have consistently had the lowest retention rates over the last five years. In 2023/24, 26.9% of leavers were between 25 - 34 years old, this is slightly lower than in previous years. Leavers between 35 - 44 have decreased by 5% and there has been a slight increase in leavers aged between 55 - 64.
22. There were 498 leavers in the reporting period of which 53 or 10.7% were end of fixed term contracts (FTC). Of the remaining 445 leavers, the reason for leaving is broken down as follows:
 - 369 Resignations
 - 28 Retirements
 - 8 Redundancies
 - 18 Dismissals (ill health, misconduct, or capability)
 - 4 Death in Service
 - 16 Other
23. The number of voluntary leavers has remained roughly the same for the last three years. In the last three periods the percentage of voluntary leavers has ranged between 74% and 78%. In contrast, 2020/2021 leavers who left on a voluntary basis was low at 58.4%. This is largely due to a lower number of leavers in the period relating to the pandemic and Target Operating Model at the time. The number of dismissals due to ill health, misconduct or capability has roughly remained the same when compared to previous periods.

As part of our plans to improve our data and insights, a new exit questionnaire was launched in February 2024. This will improve the previous process and data issues that limited the quality of analysis that we were able to obtain from the exit survey. All leavers are now provided with a link to complete this and will have the offer to have an exit interview with the line manager or HR. In this reporting period only 26 leavers completed the exit questionnaire due to its launch in

February. In the next reporting period, we will have a full year of completions which will provide a greater insight into leaver drivers and experiences at the City Corporation. The aim will be to look at themes alongside our most recent Staff Survey results and trends.

Based on the data reported since February 2024, main most people had a positive experience of working for the City Corporation. Responses most commonly mention the following themes:

Positives about working for the City Corporation:

- Working with great people
- Working with the public
- Good line management
- Interesting work

Areas for improvement:

- Wellbeing, although this was mainly driven by reason for leaving; 'retirement'
- Personal growth
- Job satisfaction

From the previous exit survey, which was decommissioned in January 2024, the following themes were reported:

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:

- Morale
- Workload and resource
- Employee voice
- Bureaucracy and inefficiency
- Pay and pay practices
- Working environment

The themes referenced are broadly in line with exit survey responses in 2022/23.

Turnover

24. Turnover has continued to decrease over the last three years. Turnover has fallen from 17.2% in 2021/22, to 13.99% in 2022/2023 to 12.1% in 2023/24. 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.

Socio-economic diversity

25. 15.6% 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 11.2%
- Private 15.9%
- State 67.7%
- Prefer not to say 5.24%

26. Of the employees who responded to whether they received free school meals 15.3% answered that they did.

27. 34.1% advised that they were the first in their family to attend university.

28. 34.2% 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'.

29. 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.

Caring responsibilities

30. 30% of the staff that responded to these questions advised that they have caring responsibilities.

Casework

31. A new method of recording case work was introduced in 2023, to improve the monitoring and reporting of formal grievances, disciplinaries, capability & bullying and harassment and probation. This process is still manual in practice, and so plans are underway to introduce further improvements to case tracking which should provide a broader depth of insights into casework in line with ERP.

32. For this reporting period there were a total 43 formal cases opened:

- 13 were related to grievances
- 21 related to disciplinaries
- 1 was related to capability
- 4 were related to bullying and harassment
- 4 were related to probation

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. For this reporting period:

- 46 employees began their maternity leave.
- 3 employees began adoption leave.
- 35 employees began paternity leave.
- 18 employees began their shared parental leave.

Maternity and post maternity leavers

35. 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 46 women who had returned from maternity during the reporting period only 12 have subsequently left.

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

36. The City of London Corporation joined the Women in Finance Charter in 2019. The target we set upon joining the charter was to increase the representation of women in senior grades (above grade G) to 45% by March 2025. The Town Clerk and Chief Executive, Ian Thomas, is the accountable executive for gender diversity and inclusion and supports the City of London Corporation as a Charter signatory.

37. When we signed up to the Women in Finance Charter in 2019, 33% of senior level staff (Grade G and above) were female.

38. By 2021, the percentage of female senior level staff had increased to 37%.

39. By 2022, the percentage of female senior level staff had increased to 43%

40. In 2023/24 the number of women in senior grades (above grade G) is 54%. This means that the City Corporation has exceeded the target that was set in 2019.

41. Women make up 46% of the upper quartile in our Gender Pay gap reporting. In previous years this has stayed at 43.9%.

42. We have published for the third year our pay gap analysis which can be found in Appendix 3. The full Pay Gap report will be presented to the Corporate Services Committee for information in July 2024.

Equality Diversity and Inclusion Update

Equality Objectives 2024-29

The City Corporation's Equality Objectives 2024-2029 are a dynamic framework advancing our commitment to equity, equality, diversity and inclusion (EEDI) as a leader, employer and service provider. The Objectives are owned across all departments and institutions.

Our Equality Objectives are integral to the effective delivery of Our Corporate Plan 2024-29, People Strategy 2024-29 and other elements that shape and drive the organisation over the next five years and beyond. They have been developed through internal and external consultation, providing a direction of travel, not a destination, with progress regularly reviewed.

Our Equality Objectives are:

Inclusive and Trustworthy Leadership: (aligned to the Corporate Plan 2024 - 2029 and the People Strategy 2024 - 2029)

We are committed to making systemic change through championing and advancing equity, equality, diversity, and inclusion (EEDI) in everything we do.

- **Inclusive and Diverse Community:** (aligned to the People Strategy 2024 - 2029)
Representation and experience ensure the City Corporation is an employer of choice where people thrive.
- **Accessible and Excellent Services:** (aligned to the Corporate Plan 2024 - 2029)
Equity, equality, diversity, and inclusion (EEDI) is integral in the design, development, implantation and evaluation of our services. This aligns to our ambition to be world class through providing excellent services to all.
- **Socio-Economic Diversity:** (aligned to the Corporate Plan 2024 - 2029 and the People Strategy 2024 - 2029)
This focus is external and internal including social mobility and social inclusion. Activities are cognisant with the Social Mobility Index recommendations for improvement.
- **Cross-cutting activity:**
Evidence and Data focussing on data and evidence to inform and deliver the Equality Objectives 2024 - 2029. Robust data is integral to the effective delivery of equity, equality, diversity, and inclusion (EEDI) and requires building from a very low baseline.

The Journey to Improving Our Data & Insights

43. As part of our People Strategy 2024-29 and our Equality Objectives we have set out a clear need to improve our data collection methodologies, evidence and provision of data and insights to better inform our delivery of EEDI outcomes. A summary of the work undertaken to date in 2023/24 and activity planned in the coming months to move this forward is set out below:

- In Q4 2023-24 a new exit survey was launched to rectify existing data issues and gather better insights on our leavers.
- In Q1 2024 our Staff survey included EDI diversity information questions to enable us to carry out a deep dive and better understand staff engagement with an EEDI lens.
- In Q1 2024 a new PowerBI HR and Workforce dashboard was launched to provide senior leadership with quarterly reporting on our workforce trends. This data includes reporting in the areas of Workforce profile, EEDI, Turnover, Resourcing, Reward, Wellbeing & Occupational Health, Employee Relations and Mandatory Training. This seeks to drive evidence-based decisions and an understanding of the workforce.
- People & HR have been working closely with EEDI colleagues across the City Corporation to ensure that a consistent set of EDI diversity questions are used across the board at various stages of the employee life-cycle and in our pulse surveys. This is to ensure that language is inclusive, in line with best practice and reflective of our workforce and the communities we serve. These changes are set to launch in Q1 2024 and will also aid us in better benchmarking with external data sources such as the Census.
- In Q1-Q2 2024 we will be carrying out a coordinated communications campaign which seeks to increase our declaration rates with a particular focus to improve declaration rates on socio-economic diversity and other areas where declaration rates are lower. This will include engaging with employees based in all of our locations, including our institutions and open spaces where it is traditionally more difficult to obtain this data due to access limitations.
- 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.

Staff Diversity Networks

43. The City Corporation has eight Staff diversity networks that play a huge part in enhancing our inclusive workplace culture, with additional networks in some of our Institutions. We recognise the benefits and opportunities the networks

create, driving employee engagement, enthusiasm and collaboration around important equality and inclusion issues.

Corporate and Strategic Implications

Strategic Implications: As set out in this report, this work ties in with Corporate Equalities Objectives 2024-29, People Strategy 2024-29 and Corporate Plan 2024-29 with activity to improve our data so better insights into the workforce can be provided to achieve EEDI ambitions.

Financial Implications: No direct financial implications.

Resource Implications: None related explicitly to this report.

Legal Implications: None

Risk Implications: None

Equalities Implications: This report forms part of our package of work to continuously review our performance on specific metrics to help inform the wider EDI activity.

Climate Implications: None

Security Implications: None

Conclusion

44. This report sets out the 2023 to 2024 annual employee workforce profile data by the nine 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 in line with our Equality Objectives. People & HR and EDI colleagues are committed to working in close partnership to support the organisation to further improve our approach to EEDI, data and reporting.

Appendices

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

Appendix 2 - Trend analysis

Appendix 3 – Pay Gaps trend data

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