



Workforce Integration and Inclusion in London's growth sectors

Analysis Project for the Workforce Integration Network and Skills Academy's team.

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Executive Summary

Introduction and research purpose

The GLA's Workforce Integration Network (WIN) commissioned Work Advance to explore workforce diversity in the priority growth sectors in London – in the green, digital, creative, hospitality and health sectors. In a context where the GLA is pushing forward a dedicated London Recovery Programme (LRP) to support future social and economic growth following the post-COVID-19 pandemic, and to widen access to the opportunities created in high-growth sectors. The research seeks to understand the nature and causes of underrepresentation in key parts of the London labour market, and to help tackle persistent inequalities.

Using a mixed methods approach, the research also explores effective practical responses to underrepresentation in these sectors, focusing on two key levels:

- improving working practices and what employers in the sectors are doing to become more inclusive.
- the effectiveness of sector-wide programmes and dedicated policy initiatives to advance more industry-wide action and inclusive action at regional and local levels.

In proposing a way forward, it has been vital that the research adds value not only to the initiatives already planned and underway, such as the Mayor's Academies Programme, and the Workforce Integration Network's (WIN) skills and employment initiatives, but also offers insights on where there is scope to do more. Whilst seeking to take account of variations between sectors, the research has also aimed to highlight where issues are common and hence Government (national and local), business and wider stakeholders can act together to maximise impact and achieve multiple benefits – that is not only supporting growth in the sectors but doing so in a more inclusive and sustained way which values and enhances diversity within the workforce over the long-term.

Methodology

The research has adopted a mixed methods approach to build on the considerable work that is already underway supported by the GLA. This has drawn insights from: existing research through a Rapid Evidence Review (RER) to collate and analyse current literature about under-representation within the priority sectors; and consultations with local stakeholders, businesses and individuals.

A core research aim has been to learn from stakeholders and businesses about interventions and inclusive practices already addressing under-representation, what they perceive is working well and where there are gaps and hence areas for future improvement. Interviews with individuals have also provided insights into the “lived experience” of those who are already working in key roles in the different sectors, and to understand strategies guiding career success. Participants were selected to give a broad perspective of issues across different types of business within the growth sectors and individuals from different backgrounds¹, working in a range of different roles.

Please [see here](#) the Greater London Authority (GLA) academy sector briefings for a summary of the report findings.

Understanding the local economic context and priorities for action in London

Given the concerns of the research in helping the GLA to better understand workforce diversity in its priority growth sectors, and to address issues of under-representation, it has been important to set the study in a local economic context. This has made it possible to establish baseline conditions on which to build, around understanding the current workforce diversity position, generally and within the growth sectors and what career pathways present growth opportunities to advance diversity in future.

Over the past decade or so, London has become a story of much success driving growth in output and jobs, despite the global financial crisis and Brexit. London's Gross Value Added (GVA) increased at an average rate of 3.1% per year between 1998 and 2017 and its level of employment has also risen significantly since 2010, with working age employment increasing by 24% (exceeding national rates across England as a whole). The economic strength of the region has been supported by the existence of some important sectors, and as



¹ The research has deployed a two-tiered approach to exploring under-representation. That is, it has considered diversity within the growth sectors based upon a primary set of workforce demographics (ie covering gender, age, ethnicity and disability etc) to establish a baseline position around diversity. Wider factors (such as variations in qualifications,

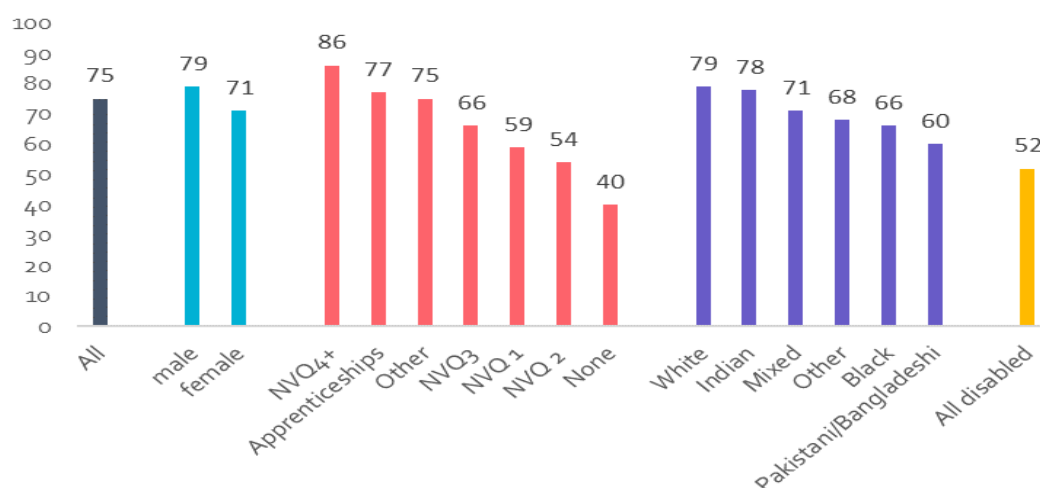
such these have been identified as vital engines of future growth – in the digital, green, creative, hospitality and health sector.

Figure 1: The GLA growth sectors



However, this headline story conceals some underlying inequalities, especially in terms of access to skills and labour market opportunities. Employment rates vary considerably by different groups of individuals. Indeed, rates differ by parental status, qualification and skills level, ethnicity, gender, age, disability and between local areas for example – see Figure below.

Figure 2: Working age (16-64) Employment Rates (%) for select groups in London



Source: GLA (2022) Local Skills Report

In addition, there are also significant imbalances in education and skills levels across the population. So, whilst more than half of London residents aged 16-64 are qualified at least to degree level which is more than the national average (at 40% across England as a whole), too many Londoners are without qualifications. Furthermore, there is wide variation in educational attainment across the working population: with around one in eight (13%) London residents aged 25-64 having low or no qualifications, including one in four of those from Bangladeshi backgrounds, and more than half of all disabled Londoners. Furthermore, London residents who are disabled and older Londoners, as well as women and those on low incomes are more likely to lack basic digital skills and hence to be digitally excluded, having no access to the Internet (GLA 2017).

Inequalities are also evident in access to training. Younger people, ethnic minorities and women are most likely to report a lack of resources to invest in their own development. So, on a range of measures training volumes appear to be declining compared to the past, arguably, at a time when we need to see the reverse to keep up with labour market changes. Further, when training is provided access is uneven and is more likely to go to those more qualified individuals, in employment and in more skilled work.

At the same time, there have also been concerns about levels of good work, with signs of falling job quality in the last decade as the London economy moves towards more atypical working practice, such as zero-hour contracts or self-employed. These are increasingly associated with more precarious forms of working, higher turnover, and low pay. Again, this has disadvantaged certain groups. So, where wages have struggled to keep pace with the rising costs of living in London, the proportion of people in poverty has risen to be the highest of any UK region and significant pay gaps are evident by gender, ethnicity, disability and spatially. The persistence of employment and skills challenges is aggravated by the quality of management practices.

The Government has aimed to encourage more businesses to adopt people-centred, High Performance Working practices (HPW), to improve job quality and to foster more effective employee involvement and commitment, as a route to improve worker and firm performance (Belt and Giles 2009). This is recently seen within the Good Work Plan on the back of the Taylor Review of modern working practices, which calls for strong corporate governance². HPW is associated with a “bundle” of management practices concerned with leadership, people management, employment relations, work organisation and organisational development. There is, however, generally a low adoption of HPW amongst London businesses which are even less common in the growing number of smaller businesses (GLA 2020)³.

The situation has been significantly aggravated by the Covid-19 crisis⁴. London's labour market has been hit hard by the pandemic with the result that its unemployment rate is one of the highest among the UK regions (6.4% for the three months ending June 2021

² Taylor (2017) Good Work. Review of modern working practices

³ GLA (2020) Evidence base for London's Industrial Strategy.

⁴ GLA (2021) Economic Recovery Framework

compared to 4.7% nationally and 1.5 percentage points higher than a year ago - ONS August 2021). Unemployment has increased more for certain groups – for example, young Londoners, people with no or low qualifications, black and minority ethnic Londoners and older people aged over 50.

Challenges and opportunities for diversity in the growth sectors

As the economic activity picks up in the London economy, as part of a post-Covid-19 recovery, it has been important to explore the diversity picture in the growth sectors and where there are future opportunities for under-represented groups. This provides a vital basis to identify future priorities for action.

Figure 3: summary picture of opportunities and challenges by growth sector

Sector	Diversity career opportunities and challenges
Digital	<p>A high-value sector, and engine of growth, accounting for 12% of London's GVA and 8% of employment. The sector has: large numbers of existing job vacancies and a range of skill shortage occupations; wages in the sector are comparatively high; and so are entry requirements. Women are under-represented in the sector, and the gender pay gap is comparatively high. The workforce has fewer disabled workers, older workers and is less ethnically diverse than London as a whole. Individuals from 'Black/ African/Caribbean/Black British' backgrounds working in the sector have the lowest wages on average. There is a clear under-representation of women and ethnic minorities in management and senior positions.</p>
Creative industries - Screen	<p>The Creative sector has been a significant story of economic success in the UK, growing at double the rate of the wider economy. London's creative industries generate £58.4bn a year, and over a quarter of creative jobs are based in the capital (with the majority of creative industries jobs being highly skilled, with high entry requirements). The sector however has a diversity problem – being predominantly white and middle-class. The workforce has fewer women, disabled workers, older workers and is less ethnically diverse than London as a whole. Under-representation is particularly apparent in senior roles. Non-standard employment is prevalent in parts of the sector (such as freelancing).</p>
Hospitality	<p>Having been hit hard by the pandemic, hospitality vacancies have recovered robustly in past 12 months, with labour shortages apparent in parts of the sector. The sector accounts for 8% of London's employment. The barriers to entry to the sector are typically low. Yet employment is often characterised by relatively</p>

	<p>low skills and low pay which hinders retention rates. Progression is also a major issue for the sector given the relative balance between entry level and more advanced roles. At entry-level the sector is characterised by relatively high diversity; however under-representation remains a concern in management and leadership roles.</p>
Green construction	<p>This is a growing sector of strategic importance in supporting the move to Net Zero especially in upgrading the infrastructure, especially repairing and retrofitting the existing built environment, and upgrading the energy and transport system. The skills needs of the sector include a broad range of vocational, technical and design skills. A growing demand for higher skills raises entry requirements. There is already evidence of significant unmet demand in construction professional and skilled trades with enhanced green skills, and new emerging roles expected to grow. Green jobs are predominantly undertaken by men, with women, people from ethnic minorities and those with disabilities still under-represented across the sector. The workforce is ageing and there are concerns that not enough young entrants are being attracted.</p>
Health	<p>Health is another sector of strategic importance and a large employment sector - representing 11% of London's total workforce. The sector has large recruitment needs, including significant upcoming replacement demand needs due to the ageing workforce, and a range of skills shortage vacancies. The sector covers a broad range of occupations and careers. For health services diversity is of real importance to be representative of the local community they are serving. The healthcare sector is one of the most diverse sectors of the economy, although there are patterns of segmentation in particular roles and there remain important issues of under-representation in senior roles.</p>

Causes behind a lack of diversity in the growth sectors

The research has investigated the main reasons causing the under-representation of Londoners in each growth sector, as a basis for securing future improvements in workforce diversity and inclusion.

The research has shown that these barriers and obstacles tend to build and/or evolve throughout people's lives. This aligns with the "life-stage approach" taken in wider research (such as Carey et 2021)⁵. So, the research has found that factors: start early in life; continue further into education; inhibit transitions into work; and finally undermine opportunities for in-work advancement and progression to more senior and/or experienced roles through an individual's career.

Figure 4: The barriers inhibiting diversity across the growth sectors in London

Life stage	Causes		
Early life career aspirations	Cultural & societal norms Lack of role models Poor careers advice & guidance	Transitions into work	Informal recruitment Informal networks Focus on formal qualifications Unconscious bias Limited entry routes
Education and training foundations	Uneven progression through traditional education routes to HE Weaker technical education options eg apprenticeships Limits to work experience & work readiness	In-work progression	Non-inclusive working practices Poor management Lack of role models Non-inclusive culture & poor terms & conditions

We identify the main points across the different growth sectors, where under-represented groups are potentially excluded, whilst recognising, clearly that in practice, these issues often have a cumulative effect over time. Despite the sector differences, there is much in common. Barriers are seen:

- **early in life.** Individuals were heavily influenced by cultural and societal norms and personal biases created through their childhood and teenage years through local networks, friends and family. These are crucial in setting future career pathways – did this build excitement to follow particular pathways and a sense of identification to

⁵ Carey et al (2021) screened out: tackling class inequality in the screen industries.

particular careers or disengagement and disillusionment? Role models in early years were critical influencers, either by diminishing or amplifying career aspirations. Limited, robust, inspiring and impartial careers advice and guidance in the community was another key limiting factor.

- **inhibiting education foundations.** Career opportunities into growth sectors, many of which are high skilled, are constrained by uneven progression through traditional routes in the education system to higher education. This has then been further aggravated by weaker options through alternative technical education routes such as apprenticeships. Those leaving education without the basic platform of skills and qualifications will face more barriers to further studies and in turn securing good work. In addition, there are generally limited connections between schools, colleges, universities and businesses to offer work experience and placement opportunities which further constrains wider chances to enhance work readiness and access to work.
- **accessing work.** Informal recruitment and working practices operating through closed and informal networks, especially amongst smaller businesses, will constrain the reach of work opportunities to wider diverse groups and communities. This also reduces awareness. Further, where organisational cultures are not diverse and inclusive, there is also a greater risk of unconscious bias where recruiting employers have an automatic preference to continue to appoint in ways that reinforces the status quo and limits diversity. Work experience opportunities and alternative entry routes, outside the process of filling of vacancies for formal roles, again are also limited.
- **to progression within work.** Non-inclusive working practices, poor management and leadership and a lack of supportive role models at work, create an organisational culture where individuals do not feel included and are not supported to continuously develop their skills. Traditional informal behavioural codes, customs and practices (such as long hours cultures, always working on site) if left unchallenged do prevail and exclude. Where this is compounded by poor terms and conditions of employment, including inflexibility around tailoring modes of working to diverse individual needs, this is also enhancing retention problems as well as inhibiting progression.

What can be done?

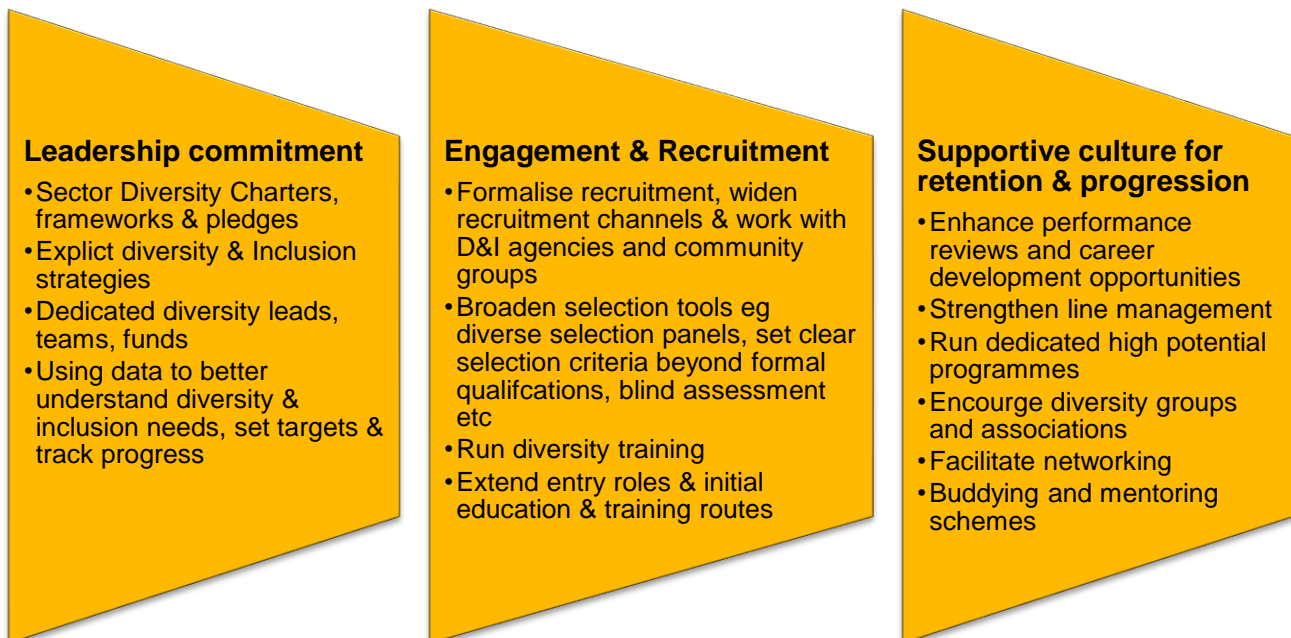
So, what are the growth sectors doing to widen access to growth opportunities within their businesses whilst tackling pressing skills deficiencies? What can we learn from stakeholders and businesses about interventions and inclusive practices already addressing under-representation, what is working well and where there are areas for improvement?

Priorities for business

The research has focused on the role of different business practices in improving diversity and inclusion outcomes. People-centred HPW practices provide a basis to improve both firm performance and job quality, including through more inclusive recruitment, effective employee involvement practices and support for continuous development and progression (including embedding positive flexible working practices). There are various HPW practices which can specifically help to widen access to good employment opportunities. The research has used customised management improvement tools, such as the WIN's Inclusive Toolkit, to review those being deployed by businesses in the growth sectors.

The research has found that many employers across the different growth sectors are increasingly prioritising diversity and inclusion within their businesses. This has been amplified undoubtedly in the face of high-profile diversity campaigns such as #Me too and #BlackLivesMatter but also has been heightened due to the increasingly difficult economic conditions that businesses are wrestling with which has reinforced the business case for securing talent from the widest and most diverse talent pool.

Figure 5: The range of inclusive business practices being deployed
(Adapted from WIN's Inclusive Employers Toolkit)



A range of activities operating currently at firm or sector level have been identified to support greater inclusion and diversity. This includes aspects of good practice which can be more widely adopted and replicated, for example:

- Charters and frameworks which operate across many of the priority sectors to inform diversity and inclusion practices and drive ongoing review and business performance improvements.
- The development of targeted leadership programmes
- Businesses developing and adopting organisational diversity and inclusion strategies, and D&I teams or leads.
- Working through line managers to address issues of access to the types of opportunities which influence under-representation in progression to senior roles.
- Using data to better understand diversity and inclusion needs and weakness at different levels in the workplace
- Diversity training to raise awareness and encourage a more supportive culture through better networking, diversity role models, champions and diversity staff associations.
- Organisations reviewing and amending working practices especially around recruitment, performance review and career development against issues of potential and unconscious bias.

But, as we saw earlier, there are multiple, often deep-rooted, barriers inhibiting the achievement of diversity on the ground. As such, there are many difficulties for employers to implement the right blend of people-centred practices within their businesses that can

really address inequalities in a sustainable and consistent way to deliver a high-involvement, highly inclusive, high-performing culture.

The research has revealed that the approaches to managing inclusivity at a grassroots level, vary across a spectrum given the variations in types of businesses and their ways of working. This tends to be heavily influenced by the size of the business, and capacity and capability constraints. As such approaches vary from dedicated Diversity and Inclusion (D&I) teams, with a budget and ability to design and run targeted programmes to individuals who are only partly responsible for progressing the D&I agenda. In the smallest businesses, where there is even a lack of a people management function and hence dedicated manager altogether, responsibilities for D&I are shared across the workforce and then often more informally applied. This therefore can raise risks that some businesses, are not actively pursuing good practices, may not have the knowledge or ability to act and worse than that are not even aware of the problems of inaction.

Reviewing policy initiatives and taking a sector focus

The mapping of policy initiatives, especially those with a sector-focus and pertinent to the growth sectors, has provided a further opportunity to understand wider activities that can add value within the current policy landscape to advance diversity opportunities. This is both in terms of enhancing the efforts of individual employers to tackle under-representation in their businesses and to overcome some of the current employment and progression challenges facing individuals. Whilst we know the policy landscape is subject to continuous initiative churn and is an environment heavily influenced by short-term funding and delivery objectives and temporary programmes that run for a fixed time, it has been possible nevertheless to draw some valuable insights to shape future action.

A core intention has been to focus on those initiatives that are seeking to add value to mainstream national programmes and to fill gaps in current provision. Initiatives are usually developed with particular **services** (careers, employment, skills development, business support), **communities** (various business sectors, of different size and in varying locations) and **diverse groups** in mind (with an emphasis on individuals from particular backgrounds – that is of a certain age, gender, ethnicity and disability). These include activities covering: careers information, and work inspiration activities; steps to enhance access into further and higher education, technical and vocational pathways (initial and continuing); training and professional development (especially for adults); networking and mentoring programmes; and short courses especially to enhance pre-employment and employability skills.

Figure 6: Types of policy interventions

Life stage	Types of interventions		
Early life career aspirations	Start-up programmes for entrepreneur careers	Transitions into work	Enhance entry routes with sector-focused training eg pre-apprenticeships
	Careers guidance		Enhance sector focused -pre-employment programmes
Education and training foundations	Work experience, inspiration and placements	In-work progression	Target pre-employment/back to work programmes to diverse groups
	Enhance technical education programmes eg apprenticeships		Run dedicated employment and skills programmes in local areas
Education and training foundations	Enhance technical skills providers serving growth sectors	In-work progression	Industry charters & pledges
	Extend technical programmes targeting diverse groups		Employer networks
Education and training foundations	Extend short courses/mentoring	In-work progression	Training and continuing professional development
			e-learning
			professional memberships & networking

Although there are a range of policy initiatives offered to date across the different life stages, to help different diverse groups secure and progress in employment, the coverage of initiatives is patchy, not helped by a climate of continual policy change. Overall, there has been a greater emphasis across all growth sectors on early stages, education and entry into work rather than retention and progression. This in turn means a greater focus on supporting younger people rather than adults. So, a priority for future development would be focusing as much on activities to enable more employment retention and progression, throughout individual's careers, especially for adults. This would be important in tackling under-representation in management and senior roles apparent across all growth sectors. Given the business challenges employers across the sectors face (highlighted above) this will also need to include a sufficient focus on business support too, especially working with industry bodies and business management experts to encourage the adoption of more inclusive practices and working environments.

That said, in some of the high skilled sectors such as digital, the creative industries and green construction as well as parts of health there are clearly also significant challenges in securing entry roles for those individuals without a strong platform of skills or relevant work experience. In that context it will be important to ensure there are sufficient sector-specific

skills development, training and work experience initiatives appropriately customised towards growth career pathways and which directly connect under-represented individuals to specific growth opportunities. Crucially too, these will need to be suitably targeted to the needs of specific under-represented groups identified in each sector to enhance their engagement. Such developments taken together will therefore seek to tackle ongoing gaps in current provision from L2 to L6⁶, especially to meet critical new and evolving skills requirements in the growth sectors career and education pathways, despite the reforms in technical education by the Institute for Apprenticeships and Technical Education (IFATE).

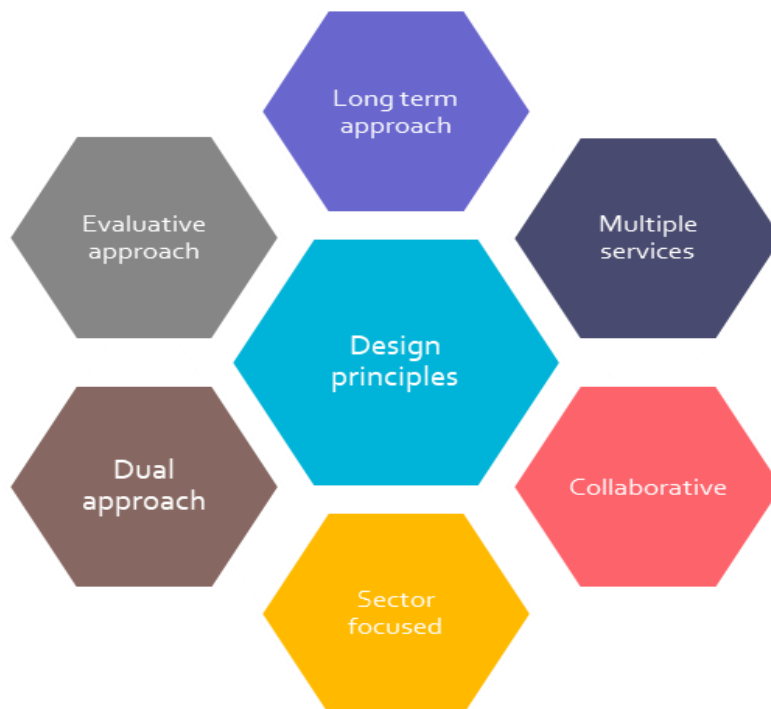
Figure 7: Examples of Growth Careers

Growth Sectors	Examples of Growth Careers
Digital	Programmers and software development professionals, full stack developers, <u>devops'</u> <u>engineers</u> and data scientists ¹⁷ , cyber security, hardware engineering and systems/network management
Screen	line producers, broadcast production (assistants), production accountants (and assistants), editors, user experience designers and animators, graphic designers, games designers, visual FX artists and 3D artists, story-boarders, programmers and software developers
Green	Various skilled trades (construction/builders, carpenters, joiners, plumbers, electricians), Various engineers (electrical, mechanical, heating and ventilating) efficiency maintenance & installers (insulation installers) for low-carbon solutions in heating (eg heat pump technicians), ventilation and thermal comfort and transport such as electric vehicle charging, facilities management, designers, surveyors and project managers.
Hospitality	Catering areas such as Chefs (including 'head chef', 'sous chef', 'chef de <u>partie</u> ', 'chef managers', 'kitchen porter'), and hospitality services in food, drinks, bookings, events including customer service, sales, finance, HR, facilities management
Healthcare	Medical practitioners; Psychologists; Pharmacists; Medical radiographers (including radiotherapy practitioners / technologists); Health professionals not elsewhere classified; Physiotherapists; Occupational therapists; Speech and language therapists; Nurses; Social workers; Paramedics; and Nursing auxiliaries and assistants

With that in mind, the review of existing policy initiatives has also provided vital insights into a range of guiding principles or design considerations which can be deployed to enhance the development of future place-based and sector interventions and their impact operating within London.

⁶ Refers to the apprenticeships level, more information [here](#)

Figure 8: Policy design considerations supporting better entry and progression



Future considerations – developing a way forward

In proposing a way forward for the GLA and responding to the priorities for action, it has been vital that the research adds value to existing activities in London. A core goal is to build on the programmes and activities in planning, as well as those already underway, such as the Mayor's Sector Academies Programme, and the Workforce Integration Network's (WIN) initiatives. This will be crucial to ensure there is sufficient focus on policy continuity locally moving forward, countering traditional cycles of policy churn, and, by doing so, building the kinds of sustainable action necessary to address many of the deep rooted and persistent diversity challenges that exist.

Currently the GLA is involved in multiple initiatives around employment, skills and business support to enable employment and progression. The research has pointed to a range of priorities that any future programme needs to address to enhance opportunities for under-represented groups in the growth sectors. It is anticipated that future steps will continue to need a mix of projects and blend of activities: tackling issues at different life stages; targeting different diverse groups (defined by a mix of age groups, gender, disability and different ethnic backgrounds); working with selected business communities and their sector partners (including skills providers, and industry experts); and supporting priority career pathways in the different growth sectors.

There is also the potential for any future action to operate at a number of levels for example:

- **National initiatives funded by central Government**, but delivered locally which presents opportunities to better tailor services to local needs around the diversity agenda in the growth sectors. This includes for example the National College programme - which currently includes one for the digital sector in London - Bootcamps, the Institutes of Technology, Sector Based Work Academy (SBWA) and the delivery of Technical Education such as Apprenticeships to name a few.
- **Industry-led programmes**, run by relevant sector bodies in the growth sectors, which could be enhanced to service targeted communities, local businesses and individuals in London.
- **Local initiatives** regional geographies and local boroughs, dedicated projects with local diversity bodies and/or associations and employer-led programmes (usually large employers).

However, with ongoing policy developments and changes in the policy landscape, many of which are led by Central Government, there will also be a need to track such developments to ensure effective alignment with national policies as well as guarding against future displacement.

The GLA will want to take purposeful place-based action appropriately customised to the needs of its local economy, especially amongst its growth sectors and targeted at under-represented workers. As such this also raises key priorities for the Government to enhance opportunities for partnership working.

Annex 1: Examples of existing GLA activities

The GLA has a range of existing employment, skills and business support services that it has already been advancing to improve working practices, and widen opportunities for accessing and progressing in work. These are evidenced, for example, through its strategies and associated place-based work programmes for EDI⁷ and Skills.^{8,9} This is intended not as an exhaustive account of local initiatives and/or services, but to give a sense of current activities and investments at the time of the research.

Existing skills and employment activities

Around skills investments such as the **Skills for Londoners Capital Fund** and the devolved **AEB**, steps have been taken to enhance the skills of individuals and entrepreneurs to succeed and help ensure businesses employ a diverse, skilled workforce. Whilst 80 per cent has been awarded through a grant process to providers, including FE colleges and local authorities, to support the delivery of education and training for learners aged 19+, there has been more flexibility to support skills innovation locally, especially in the context of **COVID-19**.

The GLA is actively engaging employers to improve the local understanding of changing skills needs and to enhance the design of skills programmes and their ability to address local skills challenges. Employer forums include the Mayor's Business Advisory Board, the London Business Hub, the Skills for Londoners Business Partnership, and the London Progression Collaboration (delivered in partnership with the Institute for Public Policy and Research, and JP Morgan). London's AEB and new skills initiatives such as the **Mayor's Academies Programme** are enhancing local partnership working between businesses and providers to ensure that future courses continue to directly respond to changing business needs and add value to the national mainstream offer.

Working with LEAP – the local enterprise partnership for London – the GLA has committed around £295m from the London's ESF for a range of place-based, customised skills, employment and youth programmes. Many of the programmes have been targeted at specific under-represented groups, including young BAME people, BAME women who are economically inactive, Londoners over 50, disabled people, refugees, ex-offenders, veterans, carers, lone parents and those with mental health issues.

Delegated funding (such as through the AEB and ESF) has also been deployed by the GLA to develop more locally customised careers projects as part of taking forward its local **Careers Action Plan**. This Plan has been developed in collaboration with local partners (i.e. schools; colleges and training providers; employers; unions; universities; and London boroughs) to establish an 'all-age careers information, advice and guidance offer' for the

⁷ GLA, [Inclusive London: The Mayor's Equality, Diversity and Inclusion Strategy](#), May 2018

⁸ GLA, [Skills for Londoners: a skills and adult education strategy for London](#), June 2018

⁹ GLA, [Skills Roadmap for London](#), January 2022

capital that better directs individuals to the skills and employment opportunities available. Place-based funding has enabled the local offer to be enhanced, supporting better networking especially between schools, colleges, wider skills providers and businesses. A dedicated **Careers Campaign** has then focused on awareness-raising, and promoting local activities and opportunities, including through the regular Skills London careers event. Local customisations in the city's delivery structure are evident in extensions to **LEAN** serving the needs of young people; and the five **Careers Clusters**, seeking to enhance and integrate all age career services.

There have also been steps to strengthen targeted support to more vulnerable and disadvantaged individuals. The establishment of the **WIN** is one such example. This focuses on work with employers and providers to improve education and employment pathways for under-represented groups – the WIN has a particular interest in engaging with employers from key growth sectors where there are low levels of inclusion of under-represented groups. They have been developing several skills and employment initiatives such as inclusive employer toolkits. Whilst WIN has initially targeted the construction and digital sectors, the intention is to reach out to other sectors and groups over time.

Existing business support activities supporting good work

The London programme also includes business support for employers to make workplaces more inclusive for the most under-represented groups and to remove the barriers that can prevent people from entering employment and progressing in London's labour market. The GLA seeks to encourage London employers to provide more high-quality employment by working towards a **Good Work Standard** where work is fair, decent, and secure in terms of pay, benefits and working conditions; and provides opportunities for skills development, career progression and effective skills utilisation. Business support to improve practices and widen access to work is available through its dedicated **Growth Hub**, connecting businesses to a one-stop shop for vital resources, tools, support and initiatives through an online platform and network of business advisers. Over 100 employers have now been accredited by the **Mayor's Good Work Standard**, which means over 235,000 Londoners are working for an accredited employer, across a wide range of sectors including retail, construction, transport, local government, design, media, charities, law, finance, and social care. Whilst this is important progress, there is clearly more to do to shift the dial, as the recent OECD review identified.

Annex 2

GLA's assessment of under-representation in growth sectors

In developing a fuller baseline perspective around issues of diversity and patterns of under-representation, we have looked to previous work conducted within the GLA as a guide as to where to focus attention in the research. Generally, this existing work has taken a broad perspective and included: ethnicity; age; sex; religion; disability; nationality/country of birth; socioeconomic status (parent/household); level of education and/or skills; nature of job; employment status (including self-employed) and experience; first or preferred language; and location (i.e. London boroughs).

That said, we know also that under-representation varies across the capital, and therefore it is important that the research focuses on aspects that are of the greatest concern for London. We have looked at the recent analysis undertaken by the GLA Intelligence Unit, using ONS data from the Annual Population Survey to explore the varying composition of the workforce in selected priority sectors in London. This pooled several years of data, between January 2017 and December 2019. The analysis deployed the following demographic variables:

- **Gender** – is captured as male or female.
- **Ethnicity and BAME groups** – are captured as: White, Mixed, Asian, Black and Other.
- **Nationality** – captures whether UK-born or not.
- **Age** – has considered those aged: 16 to 24; 25 to 34; 35 to 49; 50 to 64; and 65 and over.
- **Disabled status** – uses the Equality Act definition of disablement, i.e. a health condition/illness lasting 12 months or more which reduces their ability to carry out day-to-day activities.
- **Social class (NS-SEC)** – is reported using the official ONS NS-SEC classification based on occupation.¹⁰ A four-category classification is used.
- **Qualifications** – captures those qualifications held at degree level, or above or below degree level.
- **Employment status** – is defined as being an employee or self-employed.
- **Managerial status** – is defined as being responsible for supervising an employee.
- **Occupation level** – captures different roles including: higher managerial, administrative and professional occupations; intermediate occupations; routine and manual occupations; and unemployment (i.e. never worked and long-term unemployed).

Sector results

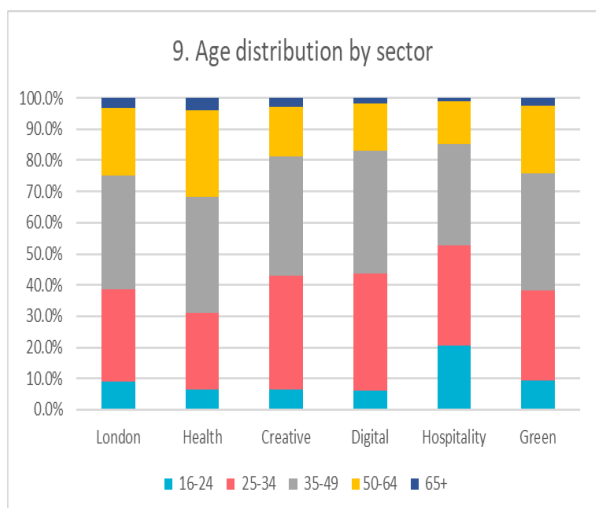
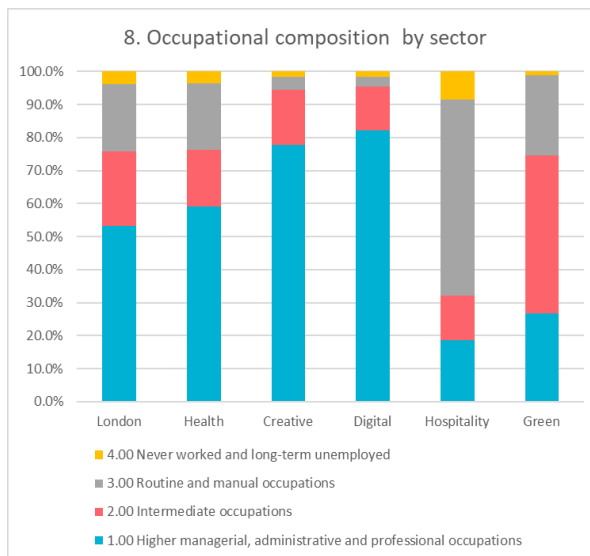
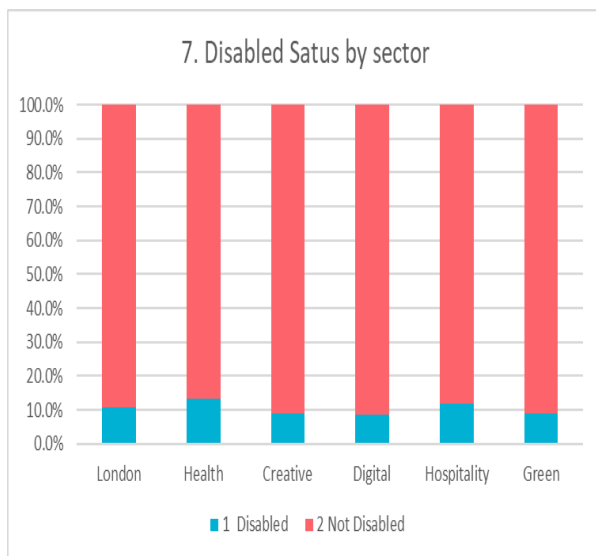
We present some of the headline findings from the GLA's internal analysis for illustrative purposes to highlight the variations between the growth sectors and the London average. This considers workforce diversity of the priority sector in London, using various

¹⁰ ONS, [The National Statistics Socio-economic classification \(NS-SEC\)](#)

demographics (e.g., examining variations by gender, age, ethnicity, nationality, disability, etc).

Figure 1: variations in workforce diversity between growth sectors





Source: GLA analysis, 2021 using ONS' Annual Population Survey January 2017-December 2019

This baseline has provided a useful starting point in understanding differences in the nature of diversity between the growth sectors, and in turn what groups are under-represented. The research has been able to build upon this starting point.

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