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# **EQUAL LIFE CHANCES FOR ALL**

Revised June 2014

**MAYOR OF LONDON**

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**Greater London Authority  
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I am proud to be Mayor of London, a wonderful city, made great by the diversity of its population.

London is a city of social contrasts. It offers fantastic opportunities to many, but some Londoners still encounter barriers, which limit social mobility and restrict life chances.

When I was elected Mayor I was determined to develop a more integrated approach to combatting exclusion and disadvantage. My approach includes people from all backgrounds, brings them together, and recognises their individual needs. The Greater London Authority no longer develops overarching solutions based on identity alone, or assumed community need.



I am proud of our achievements, and this revision of our equality objectives provides the perfect opportunity to stop and reflect over the past two years, and to crystallise our approach for the future.

My strategy of achieving improved equal life chances for all Londoners is achieving results. We hosted the most inclusive Olympic and Paralympic Games ever, which provided skills and employment opportunities for many and permanently improved the accessibility of London to visitors. We are delivering a volunteering and sports legacy for London, increasing the supply of affordable housing, promoting the London Living Wage, helping to create thousands of new apprenticeships, and investment in to the city is on the rise, protecting our economic position on the global stage.

Achieving equal life chances is a core principal to creating a fairer and more cohesive society for current and future generations of Londoners. I am totally committed to this challenge, and my officers and I will continue to work to minimise disadvantage, maximise opportunity, and ensure equal treatment for all Londoners.

A handwritten signature in black ink on a white background. The signature is cursive and reads "Boris Johnson".

**Boris Johnson**  
Mayor of London

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# 1 INTRODUCTION

‘Equal Life Chances for All’ is an approach that aims to bring Londoners together rather than dividing them. The framework promotes outcomes for a diverse range of communities and seeks to bring real changes to the quality of life for all Londoners.

The Mayor wants the revised objectives in this framework to deliver concrete, sustainable improvements for the city, and reduce the impact of the economic downturn on the most vulnerable and disadvantaged communities.

The framework clearly outlines our aims, recognises the progress that we have made towards achieving equality, focuses on what still needs to be done, and captures this need in our future equality objectives.

This version of the Mayor’s equality framework updates the last document that was published in February 2012. It outlines what the GLA and GLA group intend to achieve in relation to diversity and inclusion over the coming years. Some of our objectives are directly with the Mayor’s remit but many require action by multiple partners, with the Mayor playing a leadership and influencing role.

While London is a prosperous city and an economic gateway, the city continues to be divided by huge inequalities in income, employment and quality of life. Poverty in London is linked to inequality and geography: most inner London wards show higher levels of deprivation, but there are serious areas of deprivation in outer London too, and most equality groups experience higher levels of poverty, poorer employment and social opportunities, and higher levels of ill health.

London is also a great world city and one of our strengths is our dynamism and the diversity of our constantly changing population. London has always, and will always, welcome migrants. It is migrants that have made this city great over many decades, and successive generations bring new energy, skills, enterprise, opportunities, prosperity, and a rich and varied culture.

However, we also recognise that much remains to be done to achieve real equality. The revised objectives in this framework reinforce the Mayor’s complete commitment to tackling inequality, improving life chances, and removing barriers that prevent people from reaching their full potential.

While the GLA is achieving a great deal for London, the Mayor is also planning now for future challenges the city will face. The Mayor has published his 2020 Vision, which sets out his aspirations for improving the provision of housing in London, for increasing opportunities for Londoners and improving their quality of life <http://www.london.gov.uk/mayor-assembly/mayor/vision-2020/ambitions-for-london>

# 2 OUR AIMS



London is a dynamic world city which has much to offer and remains a great place to live and work. The Mayor is determined that London will continue to set the standard in relation to achieving improved social justice and quality of life for all.

The Mayor's vision is for a London that excels among global cities – expanding opportunities for all its peoples and enterprises, achieving the highest environmental standards and quality of life and leading the world in its approach to tackling the urban challenges of the 21st century. To achieve the Mayor's vision we aim to:

- ensure the capital's diverse communities, particularly the most vulnerable and disadvantaged, benefit from London's success
- ensure services delivered by the GLA group are accessible and appropriate to all Londoners
- support businesses to consider social issues in their corporate planning in order to bring real change to people's quality of life
- work with the GLA group and more widely with London councils, the public, private, voluntary and community sectors to provide practical solutions that tackle inequality effectively
- support the development across the London economy of diverse markets, workforces and suppliers
- ensure the legacy of the London 2012 Olympic and Paralympic Games benefits all Londoners
- ensure we communicate and engage with all of London's communities so we understand and respond to the different needs of all Londoners
- seek to influence discussions about equality and diversity at local, national and international levels

# 3 OUR PRINCIPLES

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**When meeting the objectives of the Mayor's equality framework we will adhere to our principles. The GLA will:**

- use the process of mainstreaming – which is where equality is integrated into everything the organisation does and the work that everyone does on behalf of the organisation
- adopt an evidence and needs based approach where we seek quantitative and qualitative evidence and undertake research into inequality and disadvantage experienced within London
- assess the impact on equality as we develop our strategies, policies and programmes, and consider what actions, if any, may be appropriate to improve upon any identified adverse impacts.
- monitor the impact on equality as we implement our strategies, policies and programmes
- be open and transparent and publish all information regarding our progress on achieving equal life chances
- work in partnership with the range of local, pan-London, and national organisations to create new and better actions
- make consultation and engagement with diverse stakeholders in London a cornerstone of developing new equality actions
- promote best practice

# 4 OUR KEY ACHIEVEMENTS

Over the past two years significant progress was made towards the Mayor's vision of exemplary equality policies and practices across the GLA. We have continued to further develop the building blocks of 'Equal Life Chances for All' by mainstreaming equality throughout the functions of the GLA and the GLA family. We have also collated and analysed information on the measures of success identified in the framework.

In this section we touch briefly on our key achievements; for greater detail about any of the projects below visit: <http://www.london.gov.uk>

- Reaching agreement with the Government to deliver a four-year affordable homes programme worth over £4 billion for the capital, which will provide homes for around 250,000 Londoners.
- Increasing the London Living Wage by almost three per cent to £8.80 per hour, a rise of 25 pence, to help further reduce poverty levels in the capital
- Publishing London's first Police and Crime Plan – setting out what the Mayor wants to achieve by 2016 and explaining to Londoners what they can expect from the police and from the Mayor's Office for Policing and Crime (MOPAC).
- Hosting the most inclusive and accessible Olympic and Paralympic Games in 2012, which will leave a lasting legacy for all Londoners.
- Opening of Queen Elizabeth Olympic Park, which is set to become London's leading destination for leisure, life and business; a model of inclusive design and of modern, sustainable urban regeneration, attracting millions of visitors each year
- Working with partners to set a new higher standard for the design of accessible and inclusive international sporting venues and promoting accessible and inclusive design through our planning processes.
- Staging another 'Know Your Rights' campaign, this year focusing on encouraging older people to claim benefits to which they may be entitled.
- Launching a European Social Fund youth programme to support young people not in education employment or training (NEET), or who are at risk of being so, in support of the Mayor's youth-focused priorities.
- Demonstrating excellent value for money and outcomes achieved by the enhanced 'resettlement' unit (known as the Heron Unit) in Feltham Young Offenders Institution.
- By the end of 2012 the Mayor had helped to create 100,000 apprenticeships places and had set a target to create 250,000 new places over his Mayoral term.

- Rolling out a high profile programme to promote high-impact volunteering, 'Team London'. 20,000 volunteers provided 250,000 volunteer hours supporting key Mayoral priorities of skills, youth engagement and safer cities in Phase 1 of Team London, which ended in June 2012.
- Renewing our commitment to the integration of refugees and vulnerable migrants with the launch of an update London Enriched. This updated strategy has an ongoing focus on English language for all, and mainstreaming across other Mayoral priorities on housing, education and health.

# 5 OUR EQUALITY OBJECTIVES

## Our equality objectives are as follows:

Legacy of 2012 Olympic and Paralympic Games		
<b>Objective 1</b>		<i>Convergence</i> - Work with the boroughs and partners to enable residents in the 'six Growth Boroughs' to access sustainable employment, and skills to progress their careers, and reduce the employment gap between different groups of 'Growth Borough' residents and their comparators
How we will achieve objective 1	1.1	London Legacy Development Corporation to work with Queen Elizabeth Olympic Park construction contractors, venue operators and development partners to support and encourage diverse recruitment
	1.2	GLA to initiate a locally-focused round of the Mayor's Apprenticeship Campaign in two 'Growth Boroughs' to maximise the number of apprenticeship opportunities provided to a diverse range of residents
	1.3	GLA to work with registered Housing Providers contracted to deliver the Mayor's 2015-2018 Affordable Housing Programme in East London to encourage provision of employment and apprenticeship opportunities for a diverse range of Growth Borough residents
Desired outcome		Reduction in the employment rate gap between the 'Growth Boroughs' and the London average, and reduction in the difference in rates between disadvantaged groups within the 'Growth Boroughs' average and within the London average
How we will measure the success of objective 1		Composition of LLDC's contractor and venue operator workforces
		Employment rate gap between the 'Growth Boroughs' and the London average, and difference in rates between disadvantaged groups within the 'Growth Boroughs' average and within the London average
		Diversity profile of Apprentices in the two Growth Boroughs
		Composition of construction workforce contracted by Registered Housing Providers delivering the Mayor's Affordable Housing Programme 2015-2018
<b>Objective 2</b>		<i>Paralympic Legacy</i> - Maximise the legacy of the 2012 Paralympic Games by improving life chances for disabled people
How we will achieve objective 2	2.1	Work in partnership with Government, professional institutions, universities and other stakeholders to deliver the Built Environment Professional Education Project which aims to, within 5 years, have inclusive design embedded as a core part of the required curriculum in the education of built environment professionals, with marking systems reflecting this
	2.2	Continue to work with partners to improve the welcome London offers to disabled visitors by and by improving staff understanding of disabled people's needs in London's hotels, restaurants and visitor attractions, and through promotion of the Mayor's free online training, Destination London
	2.3	Ensure that the 2017 IPC World Championships in London meet the highest standards of accessibility and inclusivity, and maximise the opportunities the event provides to: (i) improve public perceptions of disabled people, and (ii) support increased grassroots sports participation amongst disabled people in London.
	2.4	Establish National Paralympic Day as an annual event in London which furthers disabled people's participation in sport and culture
Desired outcome		The built environment is made more accessible (long term), newly qualified built environment professionals are competent in inclusive design and university degrees in the built environment



Legacy of 2012 Olympic and Paralympic Games		
		professions include inclusive design at their core (medium term); increased satisfaction of disabled visitors to London; improved attitudes toward, and perceptions of disabled people; 2017 IPC Championships are fully inclusive
How we will measure the success of objective 2		Number of professional institutions contributing to the Built Environment Professional Education Project, then, in later years of the project, number of degree courses which have incorporated the change
		Levels of satisfaction of disabled visitors to London
		Complete a full event evaluation of the 2017 IPC World Championships and include an assessment of accessibility and inclusivity, comparing data before and after the event.
		Track the grassroots participation of disabled people in sport using the Sport England Active People Survey
		Monitor the annual measure of attitudes toward disabled people collected for the Fulfilling Potential Indicator Framework.
<b>Objective 3</b>		<i>Queen Elizabeth Olympic Park Legacy</i> - Create an accessible and inspiring new place in Queen Elizabeth Olympic Park which welcomes and attracts diverse communities
How we will achieve objective 3	3.1	All developments to meet the London Legacy Development Corporation's (LLDC) Inclusive Design Standards. All LLDC planning applications to meet these standards.
	3.2	Set up a park mobility scheme to allow people with limited mobility to travel around the Park.
	3.3	The London Legacy Built Environment Access Panel will continue to meet bi-monthly and assess new developments being brought forward.
	3.4	Designate and animate a central area of Queen Elizabeth Olympic Park in honour of the Paralympic Games. This area will evoke the heritage and memories from London 2012 and will encourage visitors to 'experience' the Paralympic values.
	3.5	Motivate East- a disability sports project will provide over 26,000 inclusive sporting opportunities in east London, using the Park and the venues to inspire disabled people to try new sports or get involved as volunteers.
	3.6	Work with LLDC to embed accessibility and inclusion within Queen Elizabeth Olympic Park operations & venues and real estate work programmes
Desired outcome		Queen Elizabeth Olympic Park is a legacy destination that is accessible to and used by, all of London's communities; with a strong Paralympic heritage.
How we will measure the success of objective 3		All contracts let by LLDC to include a requirement to adhere to the Equality Policy & Inclusive Design Strategy, and to include requirement to pay the Mayor's London Living Wage.
		Park mobility scheme to be operating in Queen Elizabeth Olympic Park
		Mandeville Place opens in Queen Elizabeth Olympic Park
		Motivate East launches offers 26,000 disability sport opportunities before February 2016
		100% of homes in Queen Elizabeth Olympic Park will be designed to Lifetime Home standards
		10% of accommodation on Queen Elizabeth Olympic Park are larger wheelchair accessible units

LLDC Built Environment Access Panel continues to meet and review all major planning applications

<b>Employment, pay &amp; skills</b>		
<b>Objective 1</b>		Through the London Enterprise Panel (LEP), work to ensure all Londoners have the opportunity to take part in London's economic success, access sustainable employment and progress in their careers.
How we will achieve objective 1	1.1	Work with London's employers to maximise the number, variety and quality of jobs needed in London.
	1.2	Work to close the employment rate gap between London and the national level by 2020 and maintain the London employment rate at or above the national level subsequently.
	1.3	Work to ensure that all young people in London have appropriate opportunities to gain the knowledge, skills and confidence to succeed in London's labour market.
	1.4	Help people to secure and retain a job, working with the LEP and other partners to significantly improve training and employability support in London. In particular focusing on neighbourhoods with high concentrations of worklessness.
	1.5	Work with the LEP and other partners to meet the aspirations of Londoners to acquire relevant skills and qualifications to progress in their careers.
	1.6	Promote the London Living Wage.
	1.7	Promote apprenticeships to diverse London suppliers and employers.
	1.8	Publish a pan-London Digital Inclusion Strategy as part of the Mayor's Smart London Plan
Desired outcome		Reduction in the employment gap between different groups of Londoners by gender, parenthood, ethnicity, disability and age.
		Reduction in the percentage of young people aged 16 to 24 who are not in education, employment or training.
		Reduction in the proportion of Londoners with no qualifications.
		Increase in the numbers of apprenticeships and work placement opportunities and increase in the proportion of apprenticeships taken up currently under-represented groups, women and disabled people.
		Increase in the number of employers who have adopted the London Living Wage.
How we will measure the success of objective 1		The employment gap between different groups of Londoners by gender, parenthood, ethnicity, disability and age.
		The pay gap between different groups and their comparators.
		The percentage of young people aged 16 to 24 who are not in education, employment or training.
		The proportion of Londoners with no qualifications.
		The number of apprenticeships and work placement opportunities and the proportion of apprenticeships taken up by black, Asian, and minority ethnic (BAME) groups, women and disabled people in London.
		The number of employers who have adopted the London Living Wage.
		Percentage of children living in poverty before/after housing costs.

Regeneration		
<b>Objective 1</b>		Deliver regeneration projects in line with Mayoral programmes and priorities, which maximise economic and social benefits for all Londoners.
How we will achieve objective 1	1.1	Work with delivery partners to target investments in places with the greatest potential to secure inclusive jobs and growth opportunities.
	1.2	Oversee delivery of the Mayor's major regeneration investment programmes, including; Outer London Fund, Mayor's Regeneration Fund and Growing Places Fund
	1.3	Strengthen the vibrancy and boost economic activity on London's high streets and their environs.
	1.4	Work with delivery partners to support micro, small and medium enterprises and deliver affordable, inclusive workspace.
	1.5	Ensure all investments promote equality and work to deliver new and secure existing diverse and inclusive opportunities and services.
	1.6	Invest in public realm to promote equality through way finding, Legible London and inclusive programmes.
	1.7	Help ensure that all Londoners have access to high quality public realm and green space
Desired outcome		Sustainable economic vitality for all Londoners and all London's places.
		Increase in sustained micro, small and medium enterprises trading and increase in affordable workspace
		Increase in new and sustained employment in London's workforce.
		Increase in the numbers of apprenticeships and work placement opportunities and increase in the proportion of apprenticeships taken up by black, Asian, and minority ethnic (BAME) groups, women and disabled people.
		Make London's public realm more accessible.
How we will measure the success of objective 1		Undertake full evaluation of investments to evidence resulting uplift impact.
		The number of jobs created and sustained through Regeneration investment.
		The number of apprenticeships created and sustained through Regeneration investment.
		The amount of public realm created through Regeneration investment in square meters (m <sup>2</sup> )
		The amount of new or improved workspace (m <sup>2</sup> )

Education and Youth		
<b>Objective 1</b>		Work with partners and stakeholders to encourage best practice aimed at ensuring that as many children and young people, regardless of ethnicity, gender, faith, disability, educational needs or sexual orientation, can access good quality education and achieve qualifications and skills to give them future opportunities in life.
How we will achieve objective 1	1.1	Encourage improved attainment among schools, geographical areas and demographic groups where attainment is not currently reaching expected levels, through initiatives such as the London Schools Gold Club.

Education and Youth		
	1.2	Work to ensure as many children in London as possible have access to excellent teaching through initiatives such as the London Schools Excellence Fund.
	1.3	Support the sharing of good practice targeted at raising attainment and educational outcomes among London's children and young people, through mechanisms such as the Mayor's Annual Education Conference and the Annual Report of London Schools.
	1.4	Target initiatives at young people who are hard to reach, not in education, employment or training (NEET), or at risk of becoming NEET through initiatives such as the Mayor's Mentoring Programme, Leadership Clubs and leveraging ESF funding for vulnerable youth programmes.
Desired outcome		Effective relationships with partners and stakeholders which encourage best practice aimed at ensuring that all children and young people, regardless of ethnicity, gender, faith, disability, educational needs or sexual orientation, can access good quality education and achieve qualifications and skills to give them future opportunities in life.
How we will measure the success of objective 1		Monitor attainment in London schools and document the picture for specific demographic groups, including ethnic, gender and disability groups.
		Evaluate programmes designed to increase London's stock of excellent teachers and ensure these evaluations consider the impact on equalities groups
		Measure the number of schools supported to share good practice and document aspects of their demographic composition
		Have evaluation programmes in place for our targeted youth programmes to measure their impact

Volunteering		
<b>Objective 1</b>		Maintain the enthusiasm and momentum behind volunteering to ensure the Olympic and Paralympic legacy is maximised.
How we will achieve objective 1	1.1	Roll-out the Mayor's programme to promote volunteering, 'Team London', across London and reflect London's population. This will make volunteering accessible to all and have a focus on developing volunteering as a pathway to work particularly for young people. The approach will include: <ul style="list-style-type: none"> <li>▪ making volunteering easier and improve its profile: largely through the new Team London website and associated awareness raising</li> <li>▪ maintaining the volunteering momentum from the Games: continue to support Visitor Welcome and major events in London.</li> <li>▪ using the profile of the Games to inspire a new generation of volunteers: through the Team London schools programme delivered in partnership with Free The Children UK</li> <li>▪ continuing to support high impact volunteering projects tackling our most pressing needs</li> </ul>
Desired outcome		A significant increase in the level of, and satisfaction with, volunteering in London, with volunteers representing London's diversity
How we will measure the success of		Increased volunteering, and increased diversity of volunteers (Team London only)

Volunteering		
objective 1		
		Increased satisfaction in volunteering in London

Housing		
<b>Objective 1</b>		Increase the supply of affordable housing, particularly family-sized homes
How we will achieve objective 1	1.1	Meet the Mayor's target to deliver 100,000 affordable homes between 2008 and 2016
	1.2	Ensure that 36 per cent of new affordable homes to rent completed in 2011- 2015 are family sized (excluding supported housing)
Desired outcome		Increase housing supply to tackle affordability crisis and help ease overcrowding and homelessness
How we will measure the success of objective 1		Number of affordable housing completions – units and bed spaces (annual – Greater London Authority (GLA), Homes and Communities Agency (HCA)/Department for Communities and Local Government (DCLG)/local authority (LA) data)
<b>Objective 2</b>		Raise the standard of homes and neighbourhoods
How we will achieve objective 2	2.1	Ensure that all new homes are built to the Mayor's housing design standards, including all meeting Lifetime Homes standards and 10 per cent being wheelchair accessible.
	2.2	The Mayor taking responsibility for Decent Homes funding and working with boroughs to ensure they are delivering value for money in delivering Decent Homes
Desired outcome		Improved housing standards to mitigate and adapt to climate change, improve health outcomes and resident satisfaction
How we will measure the success of objective 2		Number and percentage of affordable housing completions meeting minimum standards ( Lifetime Homes standards; wheelchair accessibility standards) – units (quarterly and annual – GLA/HCA/DCLG/LA data)
		Number and percentage of non-decent homes (annual - HCA/DCLG/LA data)
<b>Objective 3</b>		Enhance choice and mobility
How we will achieve objective 3	3.1	Delivering over 17,000 First Steps homes between 2011-15
	3.2	Increase opportunities for London's social tenants to move over borough boundaries and out of the capital
Desired outcome		Improved cross tenure and geographical mobility across London
How we will measure the success of objective 3		Number of First Steps completions (annual - GLA/HCA/DCLG/LA data).
		Number of moves through Seaside and Country Homes (annual – GLA)

Housing		
<b>Objective 4</b>		Tackle housing need
How we will achieve objective 4	4.1	Where the homelessness duty is discharged into the private rented sector, by encouraging landlords to offer tenancies that are for a longer period than the statutory minimum and encouraging boroughs to use only those landlords with a recognised accreditation
	4.2	Ensuring that nobody will live on the streets of London and nobody arriving on the streets will sleep out for a second night.
Desired outcome		Reduced rough sleeping and the negative health and social impacts of homelessness
How we will measure the success of objective 4		Number and percentage of rough sleepers in London sleeping out only once
		Number of homeless acceptances and percentage of BAME people among acceptances

Sport		
<b>Objective 1</b>		Deliver a grass-roots sporting legacy for Londoners from the 2012 Olympic and Paralympic Games by securing a sustained increase in participation in sport and physical activity amongst Londoners
How we will achieve objective 1	1.1	By supporting projects specifically designed to target a minimum percentage of previously inactive participants. Sport England research shows that rates of inactivity are significantly higher amongst women, older people, disabled people, and groups of BAME people.
	1.2	Ensuring that the Mayor's Sports Legacy Programme funds initiatives that proactively engage disabled participants.
	1.3	Ensuring every organisation that receives funding from the Mayor's Sports Legacy Programme is required to formally adopt the Inclusive and Active Strategy and a condition of funding is full implementation
	1.4	Raising awareness amongst London local authorities and other key stakeholders about the Inclusive and Active Strategy to support a cultural shift in attitudes towards disabled people participating in sport
Desired outcome		Increased participation rates in sport amongst people of protected groups.
		Increase in proportion of Londoners undertaking physical activity
How we will measure the success of objective 1		Measure participation rates using Sport England's 'Active People Survey', which measure people's (i) regularity; and (ii) level of "moderate intensity exercise"

Health		
<b>Objective 1</b>		Continue to tackle the differences in the health of Londoners through the work laid out in the Mayor's Health Inequalities Strategy
How we will achieve objective 1	1.1	Refresh the delivery plan of the Health Inequalities Strategy.

Health		
	1.2	Ensure that all programmes of work delivered by the GLA Health Team contribute, whenever possible, to reducing differences in health, where possible by carrying out Health Inequalities Impact Assessments.
	1.3	Work with the functions of the GLA to ensure that their work, whenever possible, contributes to reducing differences in health, where possible and relevant by facilitating Health Inequalities Impact Assessments of GLA strategies
	1.4	Support the work of the London Health Board particularly encouraging it to maximise its beneficial potential with regard to health inequalities, across all its priority areas.
	1.5	Support the work of the London Health Commission particularly encouraging it to maximise its beneficial potential with regard to health inequalities, across all its four workstreams
Desired outcome		Improved average life expectancy in London and reduction in the differences in health experienced by Londoners
How we will measure the success of objective 1		<p>Monitor the following information:</p> <p><b>London overall</b></p> <ul style="list-style-type: none"> <li>▪ Increase in life expectancy at birth and age 65 – by sex</li> <li>▪ Increase in healthy life expectancy at birth – by sex</li> </ul> <p><b>London boroughs</b></p> <ul style="list-style-type: none"> <li>▪ Increase in life expectancy at birth and age 65 – by sex</li> <li>▪ Increase in healthy life expectancy at birth – by sex</li> <li>▪ Life expectancy at birth by deprivation decile – by sex</li> <li>▪ Reduction in slope index of inequality in life expectancy at birth – by sex</li> </ul> <p>Request that the London health Board secretariat baseline and track the impact of the London Health Board’s work on life expectancy and health life expectancy of the protected groups where possible.</p> <p>Request that the London Health Commission baselines and estimates the impact of the London Health Commission’s recommendations on life expectancy and health life expectancy of the protected groups where possible.</p>

Community engagement		
<b>Objective 1</b>		Engage with London’s diverse communities to effectively inform, develop and deliver Mayoral strategies, priorities and programmes
How we will achieve objective 1	1.1	Develop and deliver a programme of engagement, projects and activities to communicate and implement Mayoral priorities
	1.2	Identify partnership opportunities with other organisations and community groups in delivering communicating and delivery of Mayoral priorities.
	1.3	Complete a calendar of engagement with London’s many different communities that brings different Londoners together to build strong inter-community relations and fosters mutual understanding
Desired		Inclusive engagement with London’s excluded communities informs the development and delivery of

<b>Community engagement</b>		
outcome		all GLA strategies, plans and programmes
How we will measure the success of objective 1		Evidence of participation of London's diverse communities in development of Mayoral programmes, strategies and activities.
<b>Objective 2</b>		Use traditional forms of social research and innovative digital engagement and social media monitoring to establish how Londoners see the world around them and respond to policy proposals.
How we will achieve objective 2	2.1	Complete quarterly telephone polls of Londoners to monitor and generate intelligence and weight results by gender, age, ethnicity, tenure, working status and area of London lived in.
	2.2	Monitor social media and the Mayor's correspondence to provide real time public opinion data to inform policy debate.
	2.3	Provide robust and trustworthy demographic, social and economic data on London's population to inform policy development.
	2.4	Deliver an online research community of Londoners to promote positive debate about how to improve their city. We will gather better and faster insight and reach an extensive range of audiences including those who don't typically engage with the GLA.
How we will measure the success of objective 2		Survey results reported to teams to inform policy development, communication and marketing activities also highlight significant differences by demographic groups.
		References to research and media monitoring that provided the robust evidence base for policy makers.

<b>Workforce monitoring (Greater London Authority only)</b>		
<b>Objective 1</b>		Achieve a workforce across the GLA and in its functional bodies which reflects London's diversity
How we will achieve objective 1 <sup>1</sup>	1.1	Improve our external recruitment web presence in order to increase the diversity of applicants to reflect London's population
	1.2	Provide recruitment and selection training to all recruiting managers that covers diversity and unconscious bias.
	1.3	Monitor and analyse the data that we record to identify where we need to take mitigating action
	1.4	Analyse staff survey outcomes and take action where necessary if there is any disproportionately negative feedback from a particular equality group.
	1.5	Provide Dignity at work training for all new starters that covers diversity and unconscious bias
	1.6	Pilot one targeted coaching development programme for BAME staff to support progression.
	1.7	Prioritise access to development programmes for particular groups not represented at senior levels (i.e. Springboard)
	1.8	Internal staff mentoring programme to be re-launched with a series of blog posts, a mentoring handbook, and new training to develop mentoring skills.

<sup>1</sup> This document only includes actions for the Greater London Authority (GLA). Actions for the GLA group are contained within their individual equality action plans



<b>Workforce monitoring (Greater London Authority only)</b>		
	1.9	Introduce placements where necessary to provide an opportunity for work experience in a political environment
	1.10	Ongoing work on apprenticeship and pre apprenticeship programmes within the GLA
	1.11	Complete and publish Equality Impact Assessments for restructures and workforce changes to ensure we mitigate any disproportionate and negative impacts
	1.12	Use the Equalities Taskforce to review workforce data and recommend/ implement mitigating initiatives and actions to address any issues with representation in the GLA
Desired outcome		GLA workforce reflects London's diversity at all levels
How we will measure the success of objective 1		Measure the workforce profile of all of our staff at all levels within the GLA <sup>2</sup> and compare with London's working age population

<b>Culture</b>		
<b>Objective 1</b>		Support a number of high-quality festivals, campaigns and cultural events across London, working with a wide range of partners to ensure that both well-established and new events take place across London, developing and widening audiences and participation in the capital.
How we will achieve objective 1	1.1	Continue to invest in, support and promote a programme of high quality accessible cultural events across the city (e.g. London Mela, Notting Hill Carnival, Pride London)
	1.2	Commission and develop an inclusive, high quality events programme in accessible indoor and outdoor venues across London (e.g. Gigs and Big Dance)
	1.3	Deliver annual celebrations that connect with London's communities including, Chinese New Year, St Patrick's Day, St George's Day, Vaisakhi, Liberty Festival, Eid, Diwali, Chanukah, as well as Christmas in the Square and New Year's Eve Fireworks, and positively promote these events across London.
	1.4	Deliver the annual Liberty Festival, a commissioning and presenting platform for British and International Deaf and disabled artists and build on the achievement of this event to continue to innovate and develop best practice around accessibility.
	1.5	Include defined objectives around equalities and inclusion for all events led by the Mayor of London, working with strategic agencies (e.g. Shape, Interactive and Attitude is Everything), building on the best practice showcased through Liberty.
Desired outcome		A high quality cultural offer across all London boroughs that supports and nurtures talent, engages and widens a diverse range of audiences and builds on the 2012 Legacy of partnership working and best practice.
How we will measure the success of objective 1		Review and evaluate GLA's annual events programme to include customer research that captures levels and diversity of participation
<b>Objective 2</b>		Ensure that cultural campaigns and projects supported by the GLA successfully engage with children and young people, and help to foster a spirit of inquiry and aspiration for arts, heritage and culture.
How we will	2.1	Deliver an annual schools dance programme – targeting key areas of need in the city – Big Dance

<sup>2</sup> The GLA will only monitor staff levels within the core GLA. Other functional bodies will monitor and report on staffing levels within their individual equality action plans

<b>Culture</b>		
achieve objective 2		Pledge - which ties in culture, sport and is part of Healthy Schools London Programme
	2.2	Raise the quality and public awareness of London's music education provision through the Mayor's Music Education Group, support for the Mayor's Music Fund to deliver outstanding scholarship opportunities for young Londoners, particularly those who face disadvantage; and London's 29 Music Education Hubs services providing free supplementary education.
	2.3	Deliver GIGS: Big Busking programme, providing a free pathway for many young people from diverse backgrounds to enter a notoriously competitive industry ; working with a diverse panel of industry experts to select competitors and ensuring that entry submission is accessible to all
	2.4	Deliver the Fourth Plinth Schools Award - art competition for children in London's primary and secondary schools across all London Boroughs
	2.5	Work in partnership with key strategic agencies to monitor and continue to develop our programmes (e.g. SHAPE, Interactive, Attitude is Everything)
Desired outcome		Ensure that more children and young people in London have an opportunity to access free arts and cultural activities.
How we will measure the success of objective 2		Evaluation of participants engaging in Gigs by age, gender, ethnic diversity, disability and where they live.
		Evaluation of the numbers participating in the Big Dance Pledge 2014 as part of the Healthy Schools London programme age, /gender/ ethnic diversity, disability and where they live.

<b>Environment</b>		
<b>Objective 1</b>		Ensure that those groups, such as older people, young families, and those and that are vulnerable, are better able to afford domestic energy.
How we will achieve objective 1	1.1	Through energy efficiency programmes such as RE:NEW, help others to deliver energy efficiency measures in up to 175,000 homes to improve thermal insulation, to install low energy electrical fittings to reduce energy consumption, and therefore cost, to occupants that include vulnerable groups.
	1.2	Help others through our decentralised energy programme to develop and deliver energy supply projects that will reduce Londoners energy costs by up to 10% of their current bills.
Desired outcome		Increased numbers of disadvantaged or vulnerable Londoners pay less for their energy.
How we will measure the success of objective 1		Over the next two years, where practical and effective, introduce methods to monitor those properties that benefit from our energy efficiency and supply programmes projects, with the future aim of recording and reporting the number of people in those vulnerable groups (e.g. older people, young families etc.) that benefit from the measures.
<b>Objective 2</b>		Reduce the number of vulnerable people at risk from respiratory and associated health issues as a result of poor air quality due to EU limits for nitrogen dioxide being exceeded.
How we will achieve objective 2	2.1	Tighten the Low Emission Zone standards for HGVs, buses and coaches and introduce new standards for large vans and minibuses

<b>Environment</b>		
	2.2	Create Europe's largest fleet of hybrid buses
	2.3	Retire over 2,600 of the oldest, most polluting taxis, by introducing London's first taxi age limits
	2.4	Record investment in cycling to promote less polluting forms of travel
	2.5	Use the planning system to require all new development to be "air quality neutral"
	2.6	Retrofit over 60,000 homes and public buildings with energy efficiency measures which reduce their emissions
	2.7	Introduce a new Ultra Low Emission Zone for central London (subject to feasibility study)
	2.8	Retire the remaining 900 oldest Euro III buses in TfL's fleet and replace them with super-clean Euro VI buses
	2.9	Introduce new measures to reduce emissions and clean up construction sites
	2.10	Introduce a new £20m Mayor's Air Quality Fund to support the boroughs in tackling local air quality hotspots.
Desired outcome		By 2016, halve the number of vulnerable people exposed to the health risks associated with exceeding the EU limits for nitrogen dioxide from a 2008 general baseline of 3.6 million people.
How we will measure the success of objective 2		Use the Mayor's London Atmospheric Emissions Inventory published every two years to undertake an exposure analysis to estimate the number of Londoners living in areas exceeding EU limit values for NO2. From this, estimate the number of vulnerable people removed from risk.

<b>MOPAC - Crime and policing</b>		
<b>Objective 1</b>		Continue to work with partners to increase confidence to report hate crime
How we will achieve objective 1	1.1	Hold the MPS to account for the policing of hate crime
	1.2	Develop and launch a hate crime reduction strategy in 2014
	1.3	Hold a 'MOPAC challenge' focused on hate crime
	1.4	Hold the MPS to account for the delivery of designated LGBT liaison officers for every borough
Desired outcome		Increase confidence in reporting of hate crime
How we will measure the success of objective 1		Increase in reporting of disaggregated hate crimes (e.g. disability, race, religion (Anti-Semitic, Islamophobic), sexual orientation (gay, lesbian, bisexual, transgender) as measured by the MPS
		Increase in the sanction detection rate following disability, race, religion (Anti-Semitic, Islamophobic), sexual orientation (gay, lesbian, transgender) crimes, as measured by the MPS
		Increase in satisfaction levels of victims of race crime in relation to the Metropolitan Police Service's overall service and satisfaction of LGB respondents with MPS service
<b>Objective 2</b>		Show leadership in ending violence against women and girls by developing, evaluating and

		improving interventions that will be a beacon for other cities and countries
How we will achieve objective 2	2.1	Continued commissioning of four Rape Crisis Centres in London
	2.2	Work with partners to develop measures to address forced marriage, faith based abuse, female genital mutilation and 'honour' based violence in the capital
	2.3	Support borough programmes of work aimed at reducing violence against women and girls through the London Crime Prevention Fund
	2.4	Secure an additional £640 000 of funding for rape crisis provision across London
Desired outcome		Increased provision available to victims of sexual violence through Rape Crisis Centres throughout London.
		Pilot programme to address harmful practices in London launched
How we will measure the success of objective 2		Performance measures and a dashboard to be developed through the MOPAC Violence Against Women and Girls Panel in 2014/15, which is chaired by the Deputy Mayor for Policing and Crime
<b>Objective 3</b>		Reduce the harm caused by gangs and serious youth violence
How we will achieve objective 3	3.1	Working with partners to support evidence-based commissioning and delivery of effective programmes
	3.2	Support programmes of work that are targeted at young people from diverse backgrounds and those at risk of social exclusion to build character, self-respect and responsibility
	3.3	Development of strategic framework and minimum standards on responding to gang-associated young women and girls in partnership with the London Children's Safeguarding Board
	3.4	Refresh of the London Crime Reduction Board Anti-Gangs Strategy
	3.5	Support borough programmes of work aimed at reducing the harm caused by gangs and serious youth violence through the London Crime Prevention Fund
Desired outcome		Reduction in the harm caused by gangs and serious youth violence
How we will measure the success of objective 3		Performance measures and dashboard to be developed through the MOPAC Gangs Panel in 2014/15, which is co-chaired by the Deputy Mayor for Policing and Crime
		At least 25% of volunteer police cadets recruited from those at risk of social exclusion
		Increase in number of young people engaged with Metropolitan Police Service, Black Police Association VOYAGE programme
<b>Objective 4</b>		Engage with London's communities to increase community confidence and reconnect the public and the police
How we will	4.1	Hold the MPS to account for increasing community confidence

achieve objective 4		
	4.2	Support communities in holding the Metropolitan Police Service to account for the delivery of policing services
	4.3	Develop a programme of engagement opportunities for the public to feedback and inform MOPAC's work programmes
	4.4	Continue to support the Stop and Search Monitoring Network and local monitoring groups
	4.5	Develop and implement Safer Neighbourhood Boards in every borough
	4.6	Deliver a programme of open public town hall meetings
	4.7	Deliver a data training session for members of the stop and search community monitoring network
	4.8	Deliver two training sessions for members of Safer Neighbourhood Boards
Desired outcome		Increased community confidence and reconnect the public and the police
How we will measure the success of objective 4		Monitor victim satisfaction levels as measured by the MPS User Satisfaction Survey
		Monitor victim satisfaction gap between black and minority ethnic (BME) communities and non-BME communities, as measured by MPS User Satisfaction Survey
		Monitor confidence levels in the MPS as measured by the Crime Survey for England and Wales
<b>Objective 5</b>		Support and challenge the MPS to ensure that Londoners from every background are encouraged and supported to join the MPS, build a successful career and be part of the policing family.
How we will achieve objective 5	5.1	Hold the MPS to account for the delivery of Total Professionalism and the MPS People Strategy
Desired outcome		Londoners from every background are encouraged and supported to join the MPS,
How we will measure the success of objective 5		Monitor the MPS campaign to recruit 5,000 new police constables in relation to the recruitment, retention and progression of BME Londoners to the MPS

### Transport for London – Safety and accessibility

<b>Objective 1</b>		Improve safety and security on the transport system, reduce the crime rate on London Underground and London buses, and reduce the proportion of Londoners who have significant concerns about crime and anti-social behaviour on public transport such that it deters them from using it, and in the pedestrian environment.
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Transport for London – Safety and accessibility		
How we will achieve objective 1	1.1	To reduce crime and anti-social behaviour on the transport network we will: <ul style="list-style-type: none"> <li>Provide high visibility enforcement at transport hubs</li> <li>Integrate transport policing at priority hubs</li> <li>Encourage reporting of unwanted sexual behaviour</li> <li>Target repeat sexual offenders</li> <li>Tackle bogus cabs</li> <li>Continue to improve the safety of night time travel</li> </ul>
	1.2	To increase confidence in the safety and security of travelling in London with a particular focus on women, younger people, and older people we will: <ul style="list-style-type: none"> <li>Provide reassurance to front line staff and passengers through policing, CCTV, lighting, signage and well trained staff</li> <li>Tackle fear of crime by listening and responding to local concerns about crime and ASB</li> <li>Engage with younger people to reduce fear among vulnerable young people</li> <li>Reassure older people travelling by providing high visibility policing</li> </ul>
	1.3	To improve cyclists’ safety and security we will: <ul style="list-style-type: none"> <li>Support the implementation of the Mayor’s Cycle Security and Cycle Safety Action Plan</li> <li>Reduce the volume of thefts in hotspots and increase detections of prolific cycle thieves</li> <li>Raise awareness amongst cyclists and other road users of how to reduce the risk of collisions</li> <li>Offer training to cyclists</li> <li>Tackle irresponsible and antisocial road use</li> </ul>
	1.4	To contribute to the step change in the walking experience through removing crime and the fear of crime as a barrier to walking we will: <ul style="list-style-type: none"> <li>Enhance joint working between safer transport and safer neighbourhood teams to ensure Londoners are provided with reassurance along their whole journey</li> <li>Work with local authorities and schools to place a greater emphasis on safe walking and safe cycling in school travel plans</li> </ul>
Desired outcome		Safer travelling in London and increased confidence in the safety and security of travelling in, and moving around, London
How we will measure the success of objective 1		Crime rate on buses, London Underground and Dockland Light Railway, London Underground and Tramlink
		Percentage of women, younger people (16-24), older people (65+), BAME, and disabled people worried about their personal safety when using public transport in London.
		Percentage of people from BAME communities; lesbian, gay and bisexual people; disabled people; younger people and older people, and women who feel safe on buses, the tube, trams and trains and

Transport for London – Safety and accessibility		
		in black cabs and taxis.
<b>Objective 2</b>		Reduce the number of people killed and injured on London's roads
How we will achieve objective 2	2.1	To reduce the number of people killed and injured on London's roads we will implement the road safety programme described in the road safety action plan, Safe Streets for London, including: <ul style="list-style-type: none"> <li>▪ Develop, publish and implement specific safety actions plans to reduce casualties among cyclists, pedestrians and motorcyclists</li> <li>▪ Implement road safety engineering schemes to reduce casualties on the Transport for London Road Network</li> <li>▪ Support boroughs, through Local implementation Plan funding and information, in delivering casualty reduction schemes on borough roads</li> <li>▪ Deliver road safety training and enforcement through the Motorcycle Tasking Team and Cycle Task Force</li> <li>▪ Provide London's police with information to support effective and focused road safety enforcement</li> <li>▪ Upgrade London's safety cameras and trial average speed cameras Develop and deliver a road safety education and training programme</li> <li>▪ Develop and deliver a programme of road safety campaigns</li> <li>▪ Trial new intelligent speed adaptation technology</li> </ul>
Desired outcome		Safer travelling in London
How we will measure the success of objective 2		TfL will publish an annual road safety report
		Monitor and report on progress against the casualty reduction target: to reduce killed and seriously injured casualties by 40 per cent by 2020, based on a 2005-09 average baseline
		Monitor and report rate-based safety indicators for pedestrians, cyclist, motorcyclist and children
		Monitor and report on progress in each London borough progress against each London borough's casualty reduction target.
<b>Objective 3</b>		Provide step free access at an extra 26 stations (Tube and Rail)
How we will achieve objective 3	3.1	The Mayor, through TfL, and working with partners and other stakeholders, will seek to increase the number of step-free stations for all Londoners through: <ul style="list-style-type: none"> <li>▪ Providing step-free access at an additional 26 London Underground and London Overground stations</li> <li>▪ Providing step-free access at all newly built Crossrail stations</li> </ul>
Desired outcome		By 2021 we will provide an extra 26 step-free stations
How we will measure the success of objective 3		The number of step free London Underground and London Overground stations as reported annually in Travel in London using the Mayor's Transport Strategy indicators.
<b>Objective 4</b>		By the end of 2016 we aim to make sure that at least 95 per cent of bus stops will meet the fully accessible criteria
How we will achieve objective 4	4.1	The Mayor, through TfL, and working with partners and other stakeholders, will increase the number of fully accessible bus stops by continuing to deliver the bus stops accessibility programme
Desired		The percentage of fully accessible bus stops in London will rise from 70 per cent in 2012/13 to 95

Transport for London – Safety and accessibility		
outcome		per cent in 2016
How we will measure the success of objective 4		The number of fully accessible bus stops as reported annually in Travel in London using the Mayor's Transport Strategy indicators.

London Fire and Emergency Planning Authority		
<b>Objective 1</b>		<b>Reduce fires and the impact they have</b>
How we will achieve objective 1	1.1	Evaluate home fire safety visits programme to monitor its impact and to ensure it continues to improve fire safety awareness, whilst reducing the opportunity for fires to occur.
	1.2	Focus community safety resources on preventing the most common house fires, and changing the behaviours that cause them by: <ul style="list-style-type: none"> <li>▪ responding to emerging trends and providing an innovative approach to community safety work</li> <li>▪ continuing to invest in work with young people</li> <li>▪ investing in partnerships that provide access to vulnerable but dispersed members of the community</li> </ul>
	1.3	Target reductions in deliberate fires by: <ul style="list-style-type: none"> <li>▪ visiting areas with high volumes of deliberate fires, to identify and reduce those materials that can be used to fuel these fires</li> <li>▪ identifying potential buildings that may be at risk of deliberate fire setting (e.g. unoccupied offices and shops).</li> </ul>
	1.4	Evaluate the volunteers' pilot scheme in Haringey during 2013/14. Utilise social media to help Londoners by: <ul style="list-style-type: none"> <li>▪ encouraging behavioural change;</li> <li>▪ providing increased ways to access our services;</li> <li>▪ helping protect them from fire</li> <li>▪ helping them to avoid the travel and business continuity interruptions of fire.</li> </ul>
Desired outcome		By March 2016 to reduce fire related fire deaths by six per cent (on the 10 year average).
How we will measure the success of objective 1		<ul style="list-style-type: none"> <li>▪ Fatalities arising from primary fires</li> <li>▪ Injuries arising from primary fires</li> </ul>
<b>Objective 2</b>		<b>To target people most at risk of fire</b>
How we will achieve objective 2	2.1	Focus on the dangers of hoarding by: <ul style="list-style-type: none"> <li>▪ training our firefighters to recognise, respond to and record instances of hoarding when visiting premises and when attending a fire</li> <li>▪ developing a strategy to raise awareness amongst the public of the dangers of hoarding</li> </ul>
	2.2	Continue to work with a range of partners to improve community safety. This will include:



London Fire and Emergency Planning Authority		
		<ul style="list-style-type: none"> <li>▪ being active members of crime and disorder partnerships;</li> <li>▪ working with the London Safeguarding Adults Network and those who provide care to give guidance and advice on how to minimise the risk of death or injury from fire</li> <li>▪ focusing our prevention and protection activities on ensuring that people living in care homes or sheltered housing are as safe as possible.</li> </ul>
	2.3	Review response to emergency calls and work with social alarm receiving centres to provide a more robust service for dealing with emergency calls and offer training and information on fire survival guidance operators.
	2.4	<p>Look at the relative effectiveness and value of all separate youth activities. We will</p> <ul style="list-style-type: none"> <li>▪ bring them together under the successful LIFE brand so they represent a more coherent and integrated approach</li> <li>▪ deliver at least 60 LIFE courses during 2014/15</li> <li>▪ seek ways to build the programme's capacity to be self-funding and sustainable in the long term by seeking external funding.</li> </ul>
Desired outcome		By March 2016, every fire crew to complete a minimum of nine home fire safety visits each month, equating to 219,000 visits. Eight in 10 of the visits to be targeted at those people most at risk from fire.
How we will measure the success of objective 2		<p>Achievement of the desired outcome</p> <ul style="list-style-type: none"> <li>▪ Home fire safety visits (volume)</li> <li>▪ Home fire safety visits (priority visits)</li> <li>▪ Time spent by station based staff on community safety activity</li> </ul>



The Mayor wants to provide easy access to up-to-date data on each of the Equal Life Chances objectives.

The GLA publishes data on desired outcomes for London in order to reduce inequality and improve the quality of life in the capital. Some of these are measures of delivery of policies and programmes directly under the control of the Mayor and his partners. Others are statistical measures on issues outside the Mayor's direct influence, but are included as part of the Mayor's role in spotlighting, for all our partners, the key equality issues affecting Londoners.

Progress against each objective in the document is reported annually in the Mayor's Annual Equality Report. This report is a statutory obligation. It highlights the progress made during each financial year towards achieving the GLA's equality objectives. It also shows the latest figures and trends for the indicators of progress against our objectives

<http://www.london.gov.uk/priorities/equalities/publications/mayors-annual-equality-report-2011-2012>

The London Assembly scrutinises the implementation of the Equal Life Chances for All framework with regard to GLA's role as an employer, by receiving regular monitoring reports whilst recognising that delivery is the responsibility of many partners.

While we have made some good progress turning our equality principles in practice, inequality continues to impact sections of London's population.

The Mayor does not under-estimate the scale of the challenge ahead and we are working to put the building blocks of equality in place to ensure that future generations of Londoners will benefit from all that this great city has to offer.

We are confident that with the support of all Londoners, we can bring about real sustainable life changes for all, particularly the most vulnerable. The Mayor is determined that improved 'life chances' become a reality for all Londoners.

## Other formats and languages

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### Chinese

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### Hindi

यदि आप इस दस्तावेज की प्रति अपनी  
भाषा में चाहते हैं, तो कृपया निम्नलिखित  
नंबर पर फोन करें अथवा नीचे दिये गये  
पते पर संपर्क करें

### Vietnamese

Nếu bạn muốn có văn bản tài liệu  
này bằng ngôn ngữ của mình, hãy  
liên hệ theo số điện thoại hoặc địa  
chỉ dưới đây.

### Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি  
(কপি) চান, তা হলে নীচের ফোন নম্বরে  
বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

### Greek

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος  
εγγράφου στη δική σας γλώσσα, παρακαλείστε να  
επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυ-  
δρομικά στην παρακάτω διεύθυνση.

### Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں  
چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر  
پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

### Turkish

Bu belgenin kendi dilinizde  
hazırlanmış bir nüshasını  
edinmek için, lütfen aşağıdaki  
telefon numarasını arayınız  
veya adrese başvurunuz.

### Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى  
الاتصال برقم الهاتف أو مراسلة العنوان  
أدناه

### Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ  
ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫੋਨ ਕਰੋ ਜਾਂ ਹੇਠ  
ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

### Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં  
જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર  
ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.