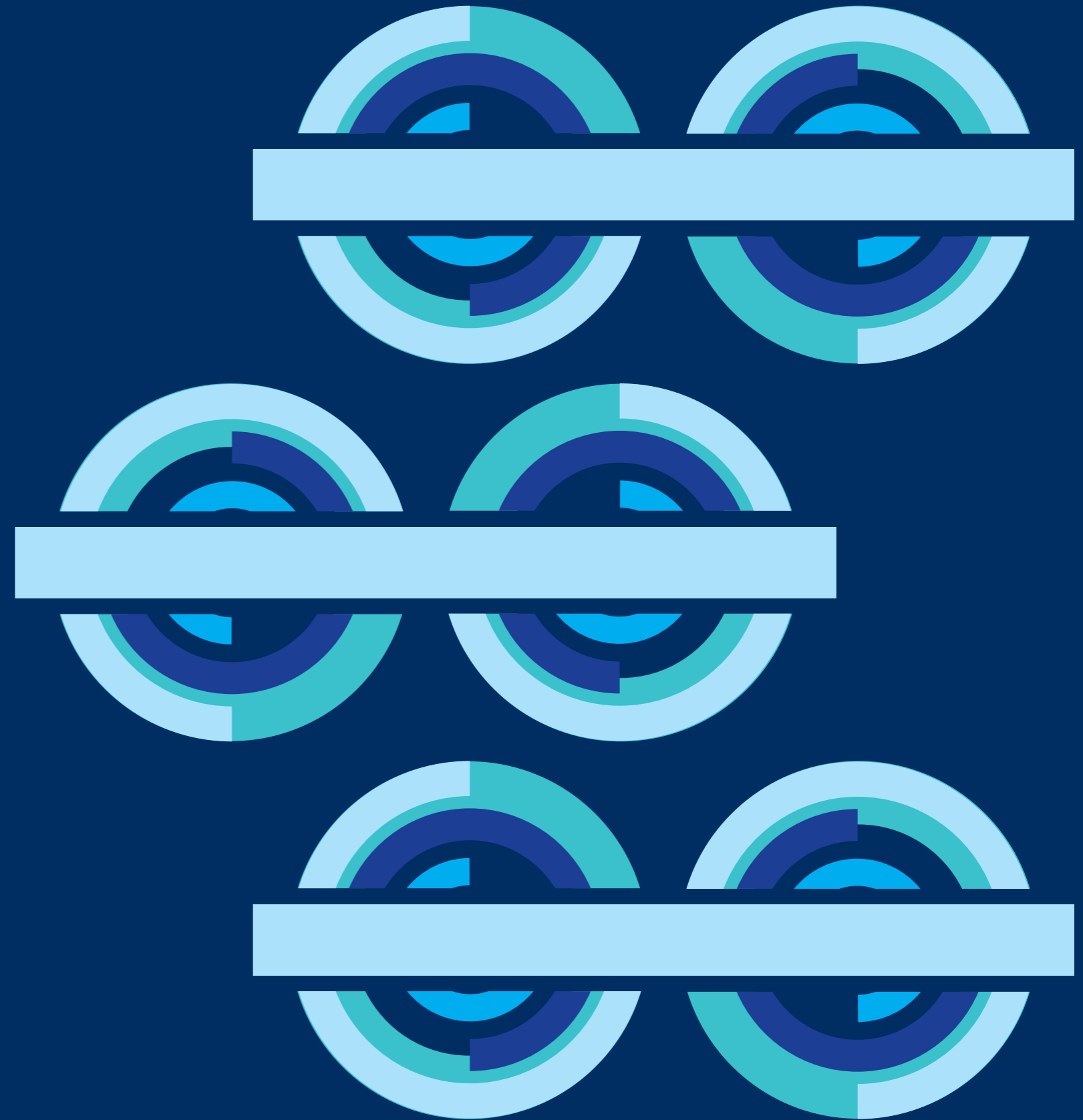


# Transport for London ethnicity pay gap report

2021



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# Almost a third of our people are from Black, Asian or minority ethnic backgrounds

26,104

members of staff



52.0%

White

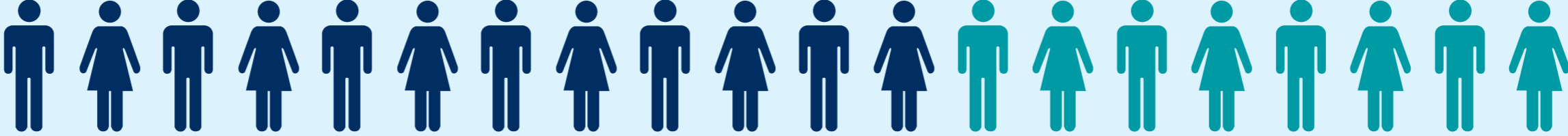


32.8%

Black, Asian and minority ethnic

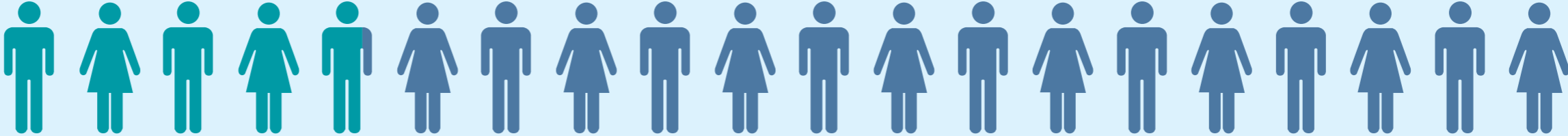
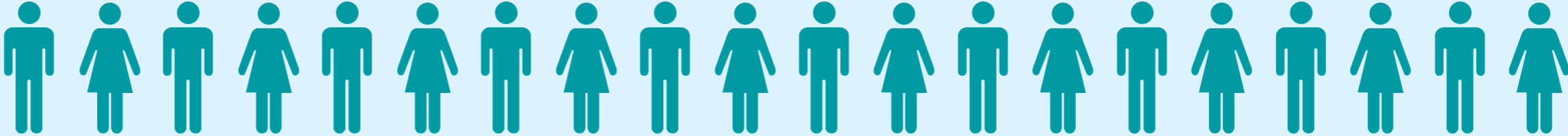
Breakdown:

Black – 15.8%, Asian – 12.1% and 4.9% – other ethnic group



15.2%

prefer not to say/unknown



Figures at 31 March 2021



We have a commitment to be a fair, diverse and inclusive workplace

## Commissioner's foreword

London's continuing recovery from the coronavirus pandemic depends on our ongoing work to welcome customers back on to our network as safely and sustainably as possible. To meet the needs of our diverse Capital, we must continue to understand what matters to the people who live, work and enjoy the city. We are mindful of the disproportionate impacts and disparities of the coronavirus pandemic on minority communities. This past year has demonstrated just how integral and valued our staff are - they kept going and showing up in the face of challenges. How our staff feel and their everyday experiences directly impacts our customers' experiences.

Last year, global events based on racial injustice brought our ongoing work on diversity and inclusion into sharper focus. As a result, we have focused our efforts on intersectionality, internal progression, access to learning and development opportunities, as well as workplace culture. We have made progress on this work. I'm proud that in the last year we have introduced diverse interview panels and anonymised CVs in our recruitment process, but I recognise there is more to do in closing the gap on pay disparities. This is why I'm excited to share that we will produce a new four year Pay gap action plan in spring 2022, this will include actions to address ethnicity pay gaps.

Ensuring our staff feel respected, safe and have a sense of belonging is a business priority. In 2021, we launched our five-year Vision and Values document, following a review of our workplace culture. This Visions and Values work, informed by staff input and feedback, is a roadmap of five pillars that underpin how we will work as an organisation.

Our commitment to be a fair, diverse and inclusive workplace that serves the great city of London continues to underlie everything we do.

**Andy Byford**  
Commissioner



# The ethnicity pay gap

## How we measure the overall difference in the average pay

We measure the overall percentage difference in the average pay of White colleagues and Black, Asian or minority ethnic colleagues in two ways, in line with Government regulations.\* This ensures we provide the clearest possible picture. The data we use is based on figures from 1 April 2020 to 31 March 2021.

### Mean

The difference in average hourly pay between White employees and Black, Asian or minority ethnic employees.

### Median

The difference between the middle paid White employee and the middle-paid Black, Asian or minority ethnic employee.

While the mean measure can be skewed by a small number of high or low earners, the median gives a good idea of how much a typical White employee and Black, Asian or minority ethnic employee is paid.

### Quartiles

We use quartiles to rank pay from lowest to highest, dividing our employees into four evenly sized groups.

\* Our ethnicity pay gap calculation approach is in line with the Government regulations for calculating gender pay gaps



Mean, median and quartile measurements help show average pay





We aim for our workforce to be representative of London

### Our workforce

At Transport for London (TfL), 32.8 per cent of our workforce is from a Black, Asian or minority ethnic background. This is in comparison to London, where this figure is 43 per cent, with 36 per cent of economically active Londoners coming from Black, Asian or minority ethnic communities.\*

When considering our senior management, 16.5 per cent of those who have answered questions about their ethnicity are from a Black, Asian or minority ethnic community.\*\* This compares with 15.6 per cent last year. When those who have not supplied ethnicity information are included, the proportion of Black, Asian and minority ethnic senior management is 14.4 per cent, up from 13.3 per cent last year.

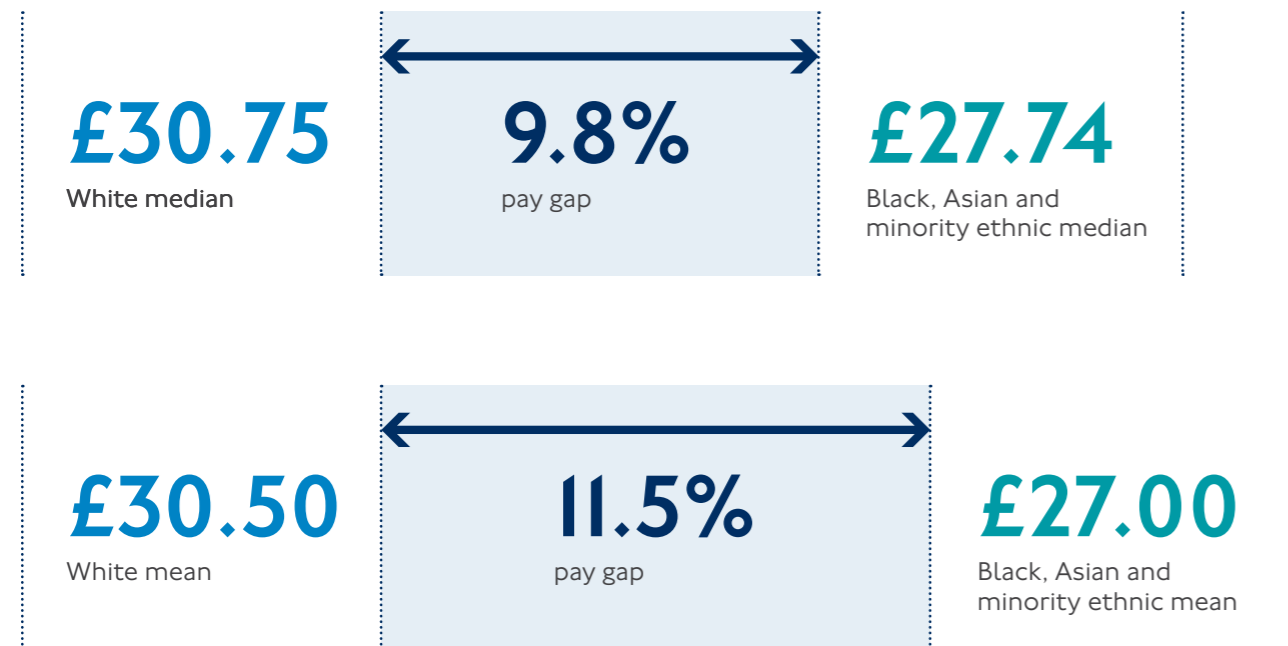
\* Based on Annual Population Survey 2019 data from the Office for National Statistics and the Greater London Authority 2019 round of trend-based population projections (central variant)

\*\* At band 4 and above, including Board members

# Overall results

The results for our operational and non-operational roles

## Pay gap\* Our overall hourly pay rates



The under-representation of Black, Asian and minority ethnic employees at a senior level, and therefore in higher paid roles, along with the larger proportion in operational areas, is reflected in the overall average hourly pay rates figures shown in the report.

The median pay gap has slightly increased, owing to a greater increase in Black, Asian and minority ethnic representation in the lower pay bands and lower paid operational roles alongside a decrease in Black, Asian and minority ethnic representation at Director level. The mean figure has decreased from 11.9 per cent in 2020.

## Pay quartiles Median ethnicity pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Median hourly pay (£)	Proportion of employees (%)	Median hourly pay (£)	Proportion of employees (%)	
Upper	37.54	72.3	35.81	27.7	4.6
Upper middle	31.62	63.6	31.78	36.4	-0.5
Lower middle	25.60	60.4	24.57	39.6	4.0
Lower	19.37	46.6	19.37	53.4	0.0

## Mean ethnicity pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Mean hourly pay (£)	Proportion of employees (%)	Mean hourly pay (£)	Proportion of employees (%)	
Upper	40.15	72.3	37.57	27.7	6.4
Upper middle	31.10	63.6	31.21	36.4	-0.4
Lower middle	25.46	60.4	25.00	39.6	1.8
Lower	18.24	46.6	18.40	53.4	-0.9

Our under-representation of Black, Asian and minority ethnic staff in the higher paid roles is evident in the lower proportion in the upper quartiles. As the ethnicity pay

gap is calculated based on those who have declared, it is likely that the upper quartile is impacted by the proportion of employees who do not declare their ethnicity.

\* Consolidated median and mean ethnicity pay and bonus gap figures based on hourly rates of pay at 31 March 2021



### Bonuses\*

Proportion of employees who received a bonus

40.6%

White



37.2%

Black, Asian and minority ethnic



### Bonus gap

	White (£)	Black, Asian and minority ethnic (£)	Pay gap (%)
Median	549.00	462.00	15.8
Mean	745.20	535.02	28.2

During 2020/21 performance award payments for senior management were deferred to June 2021 which have positively impacted (reduced) the median and mean bonus gap figures. This is due to the greater proportion of Black, Asian or minority

ethnic employees in the lower pay bands who still received performance awards and the larger proportion of White employees in senior management who did not receive performance award payments in the period.

\* Bonuses paid in the 12 months up to 31 March 2021

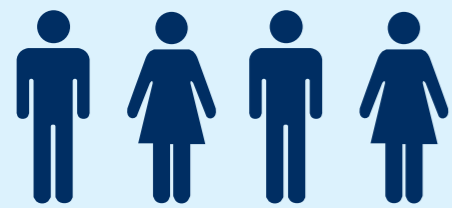
Note: Bonus includes individual performance-related payments, Make a Difference recognition scheme vouchers, long-service awards and other one-off payments



Mean and median bonus gap figures were reduced in 2021/22

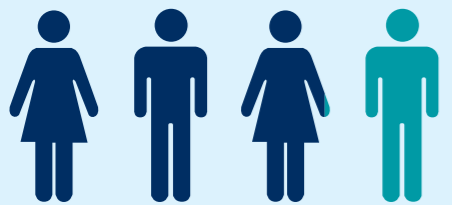


# Non-operational employees



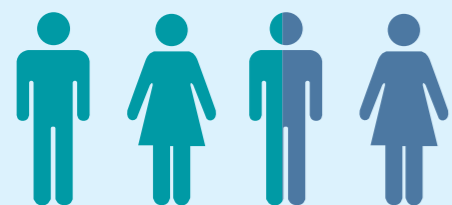
12,707

non-operational employees



57.6%

White



29.1%

Black, Asian and minority ethnic

**Breakdown:**

Black – 12.6%, Asian – 11.7% and 4.7% – other ethnic group

13.3%

unknown

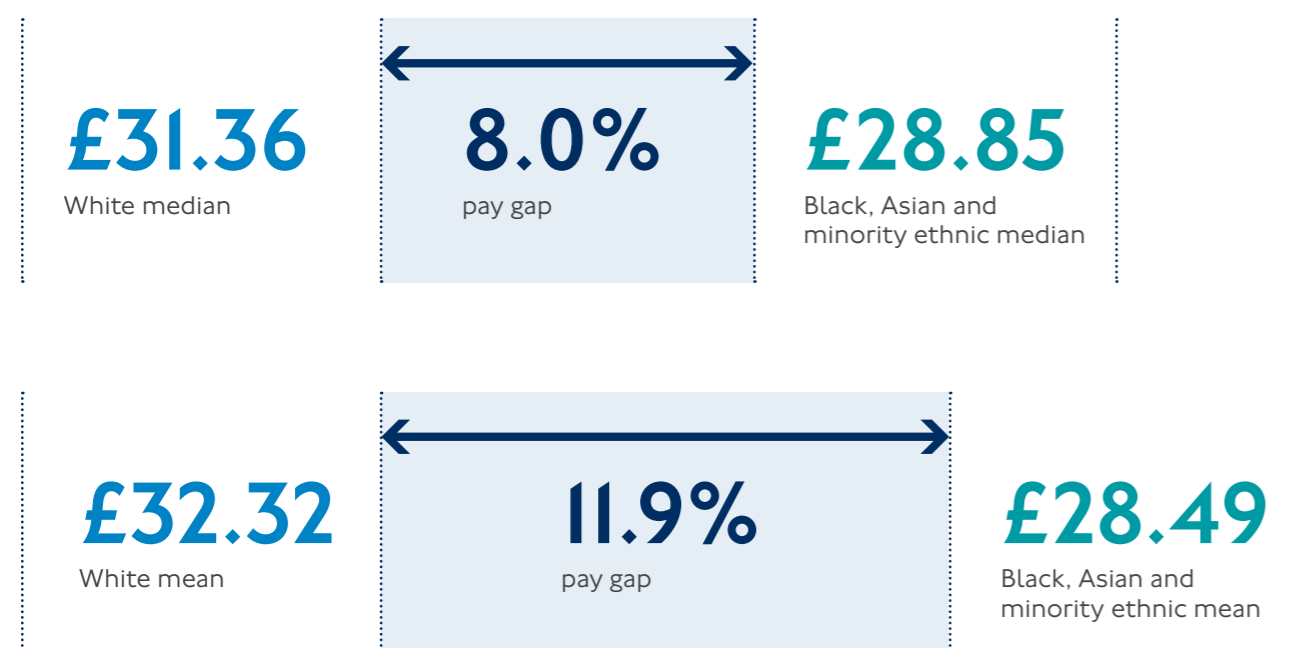
Figures at 31 March 2021



Our non-operational roles include human resources and finance

## Pay\*

Our non-operational hourly pay rates



Although the mean ethnicity pay gap has reduced since last year, the mean ethnicity pay gap is higher than the median due to a greater proportion of Black, Asian or minority ethnic staff falling into the lower paid roles and the general under representation in leadership roles.

Non-operational positions, which include areas such as human resources, finance, engineering, property development and

customer contact centres, do not have a fixed rate for the role. Within this group, employees' pay is more flexible, with room for rewarding individual contribution and skills, and there is therefore potentially more scope for importing wider societal and market factors that affect pay.

This can then lead to inequity between different groups of employees given we know that occupational segregation exists.

## Pay quartiles

Median ethnicity pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	38.50	73.7	36.41	26.3	5.4
Upper middle	30.94	65.0	31.10	35.0	-0.5
Lower middle	25.77	65.0	25.16	35.0	2.3
Lower	18.21	53.8	18.28	46.2	-0.4

Mean ethnicity pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	41.43	73.7	38.32	26.3	7.5
Upper middle	30.82	65.0	30.81	35.0	0.0
Lower middle	25.45	65.0	25.14	35.0	1.2
Lower	17.47	53.8	17.63	46.2	-0.9

\* TfL median and mean ethnicity pay and bonus gap figures for non-operational employees based on hourly rates of pay at 31 March 2021





Around 60 per cent of non-operational employees received a bonus

**Bonuses\***

Proportion of employees who received a bonus



**Bonus gap**

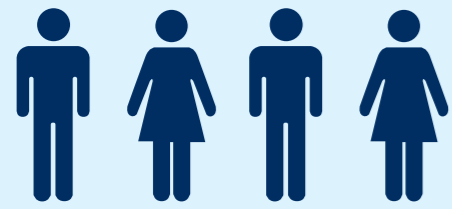
	White (£)	Black, Asian and minority ethnic (£)	Pay gap (%)
Median	716.00	591.00	17.5
Mean	902.36	706.66	21.7

The mean bonus gap is influenced by the higher proportion of White employees in higher-paid roles below senior management, compared to the higher proportion of Black, Asian or minority ethnic employees in lower grade roles.

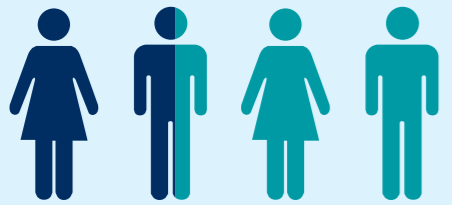
\* Paid in the 12 months up to 31 March 2021



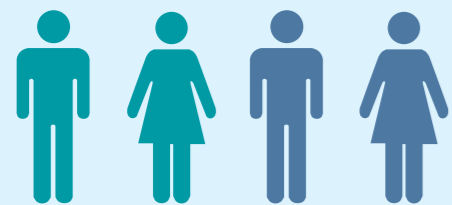
# Operational employees



**13,397**  
operational employees



**46.6%**  
White



**36.3%**  
Black, Asian and minority ethnic

**Breakdown:**  
Black – 18.9%, Asian – 12.4% and 5.0% – other ethnic group

**17.1%**  
unknown

Figures at 31 March 2021



Operational employees in customer-facing roles work across the network



**Pay\***  
Our operational hourly pay rates

**£29.93**

White median

**14.7%**

pay gap

**£25.52**

Black, Asian and  
minority ethnic median

**£28.36**

White mean

**8.7%**

pay gap

**£25.89**

Black, Asian and  
minority ethnic mean

Operational roles include those of spot rate or fixed rate roles as part of the operational staff pay structure. This includes station supervisors, train operators, customer service assistants, track operatives, Dial-a-Ride drivers, bus stations controllers and pier controllers.

By definition this is the same rate of pay for the role irrespective of ethnicity therefore no differentials exist within each job.

\* TfL median and mean ethnicity pay and bonus gap figures for operational employees based on hourly rates of pay at 31 March 2021



Operational staff provide a vital frontline service

## Pay quartiles

### Median ethnicity pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	34.79	68.2	34.50	31.8	0.8
Upper middle	31.78	62.9	31.78	37.1	0.0
Lower middle	25.60	55.9	24.03	44.1	6.2
Lower	19.37	41.5	19.37	58.5	0.0

### Mean ethnicity pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	36.34	68.2	35.90	31.8	1.2
Upper middle	31.24	62.9	31.40	37.1	-0.5
Lower middle	25.47	55.9	24.90	44.1	2.2
Lower	18.95	41.5	18.82	58.5	0.7

## Bonuses\*

### Proportion of employees who received a bonus

17.5%

White



18.6%

Black, Asian and minority ethnic



### Bonus gap

	White (£)	Black, Asian and minority ethnic (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	109.80	118.77	-8.2

The median bonus figure reflects the value of a single recognition award value. The mean values are influenced by individuals who received multiple recognition awards as well as those who received long service awards.

\* Bonuses paid in the 12 months up to 31 March 2021



# What this means

The work we have done has improved the ethnicity pay gap and highlighted areas we will continue working on

Our mean ethnicity pay gap has reduced from 12.1 per cent in 2020 to 11.5 per cent in 2021, back to the same level as 2019. Unfortunately, our median ethnicity pay gap has increased slightly since last year. At 31 March 2021, our consolidated median ethnicity pay gap was 9.8 per cent, compared to 9.6 per cent in 2020.

For our operational staff, we have reduced both the mean and median pay gaps. At 31 March 2021, our mean ethnicity pay gap for operational staff was 8.7 per cent, compared to 9.0 per cent in 2020 and our median gap was 14.7 per cent compared to 15.6 per cent in 2020. These gaps are unfortunately still higher than our 2019 figures but have been impacted by changes in our declaration rates and higher levels of Black, Asian and minority ethnic representation in the lower pay bands.

Our operational population accounts for 51.3 per cent of our total workforce, down from 51.8 per cent last year, despite around 70 operational employees from Woolwich Ferry transferring across to TfL on a Transfer of Undertakings and Protection of Earnings (TUPE) basis in 2020. Representation of Black, Asian or minority ethnic staff in our operational population has risen 0.1 percentage points since 2020 to 36.3 per cent. Of new declarations made by existing operational employees, 81.8 per cent identified as Black, Asian or minority ethnic and 18.2 per cent as White.



## The highlights are:

- Our mean ethnicity pay gap has decreased since last year
- The proportion of Black, Asian and minority ethnic staff working at TfL has increased since last year
- The increase in Black, Asian and minority ethnic staff has been mainly in our non-operational roles
- The number of Black, Asian and minority ethnic staff at senior management level has increased since last year



Our analysis continues to show that Black, Asian and minority ethnic staff working in operational roles are more likely to be employed in lower paid roles. At 31 March 2021, of all customer service assistant grades, 62.7 per cent of employees were from a Black, Asian or minority ethnic background, which has increased from 61.9 per cent in 2020. This compares to 37.3 per cent who were White employees, which has decreased from 38.1 per cent in 2020.

Of all train operator grades, 42.9 per cent of employees from a Black, Asian or minority ethnic background, compared to 57.1 per cent who were White employees. While the proportion of Black, Asian and minority ethnic employees in these roles has increased slightly from last year, this occupational segregation significantly impacts our overall ethnicity pay gap.

For non-operational staff, our mean ethnicity pay gap has decreased from 12.5 per cent in 2020 to 11.9 per cent in 2021, we have also managed to decrease the median ethnicity pay gap from 8.2 per cent in 2020 to 8.0 per cent.

Occupational segregation can unfortunately still be seen through the analysis of our new hires and promotions and movements between 2020 and 2021. Of all new White employees hired into operational roles (33 employees), 60.6 per cent went into engineering roles. This is much lower for Black, Asian or minority ethnic employees, (17 employees) with only 29.4 per cent going into engineering roles.

In terms of the internal movements, of the 423 employees who declared their ethnicity, 42.3 per cent identified as Black, Asian or minority ethnic and 51.7 per cent as White. Of all White employee changes, 21.0 per cent moved into engineering, 36.1 per cent into train operators and 1.1 per cent into customer service assistant roles. In comparison, of all Black, Asian or minority ethnic employee changes, 2.3 per cent moved into engineering, 42.7 per cent into train operators and 33.8 per cent into customer service assistant roles. Therefore, internal career progression and promotion is a key area we must continue to focus on.

Since 2017 we have managed to increase our proportion of Black, Asian or minority ethnic employees within TfL from 26.2 per cent to 32.8 per cent in 2021. Within non-operational roles this has increased from 24.3 per cent in 2017 to 29.1 in 2021 and within operational roles from 28.0 per cent in 2017 to 36.3 per cent in 2021.

The table on the right, illustrates that since we first started reporting in 2017, the proportion of Black, Asian or minority ethnic employees in non-operational roles at most levels across the organisation has increased with only a small reduction at Director level. This shows that we have made great progress in improving the ethnicity representation of our organisation and attracting diverse talent and that this will continue to be a top priority for us.

The coronavirus pandemic has impacted our graduate and apprentice schemes resulting in delayed starts from 2020 to January and April 2021, and some delayed completions. Consequently, the figures captured as at March 2021 do not give a like-for-like comparison to March 2020 as it excludes the graduates and apprentices on an April delayed start.

All graduates and apprentices are on the same pay structure aligned to the level of scheme they are on and year of scheme. Any pay gaps will be driven by the ethnicity breakdown of each cohort year and scheme level.

The proportion of Black, Asian or minority ethnic graduates increasing to 51.9 per cent reflects a strong 2019 intake year of 53 per cent. For apprentices the increase is reflected by a one per cent increase in Black, Asian or minority ethnic apprentices recruited in 2019 over 2018.

When comparing all 2020 delayed starts in comparison to 2019 we will see a slight decrease in the percentage of Black, Asian or minority ethnic people hired onto our apprenticeship schemes and an anticipated decline in Graduates (see Our progress page 17).

Our early career work is crucial for ensuring we have diverse people with the critical skills and experiences to progress within the organisation and help power a sustainable economic recovery.

Our new Pay gap action plan will continue to focus on increasing the proportion of Black, Asian or minority ethnic staff across all levels. Our activity will be sustainable and scalable, and continue to be rooted in evidence-based decision making and collaborative working.

We recognise an integral part of delivering and embedding long-term change is through greater visibility and accountability of progress.

#### Proportion of Black, Asian and minority ethnic employees in non-operational bands (%)\*

Band	2017	2018	2019	2020	2021	Change 2020-21	Change 2017-21
Board	18.8	16.7	19.0	17.4	19.2	1.8	0.4
Director	7.0	8.5	6.4	6.8	5.0	-1.8	-2.0
Band 5	7.6	9.4	7.2	8.3	8.5	0.2	0.9
Band 4	14.4	15.1	18.1	17.5	18.5	1.0	4.1
Band 3	26.3	26.9	27.9	28.5	29.3	0.8	3.0
Band 2	34.5	35.3	36.3	37.0	37.8	0.8	3.3
Band 1	43.1	44.6	46.9	47.8	48.2	0.4	5.1
Graduates	25.4	24.6	29.7	50.0	51.9	1.9	26.5
Apprentices	30.9	34.6	37.0	36.1	37.3	1.2	6.4

\* 2019 and 2020 updated to move 97 London Underground apprentices from operational to apprentices (non-operational)



# Closing the gap – Our progress

Although we have delivered and embedded a lot in recent years, there is still more work to do

## Equality objectives

As part of our legal obligation to the public sector equality duty, we have agreed and published our equality objectives externally. When public authorities carry out their functions, the Equality Act (2010) says they must have due regard and think about the need to eliminate unlawful discrimination, harassment and victimisation, foster good relations and advance equality of opportunity. This document sets out the activities and initiatives that will help us:

- Increase the diversity of our organisation at every level, so that it better reflects the diversity of London
- Ensure an unwavering commitment to improving the recruitment, retention, and career development of our internal talent, with the overall aim of being an employer of choice
- Create and embed a fairer and more inclusive culture where colleagues at all levels feel engaged and supported to be their authentic self. All leaders will be accountable to create a people-centric, inclusive environment where there is a deep sense of pride, passion and respect for the lived experiences of others
- Explore and invest in the future skills of our organisation to ensure we create a diverse talent pipeline

## Diversity and Inclusion dashboards

In previous years, we have used local quarterly dashboards to begin coaching our senior managers to help drive local accountability and actions. We have taken this one step further, with the launch of our internal Power BI tool to create interactive Diversity and Inclusion dashboards.

As part of our ongoing commitment to recruiting, retaining, promoting and including a workforce that represents the diversity of the city we serve at all levels, we have now made our interactive Diversity and Inclusion dashboards available for all colleagues

to use. We held a number of 'lunch and learn' sessions to help colleagues understand how to use the Diversity and Inclusion Power BI Dashboards.

These interactive sessions helped to better understand where inequalities exist across the whole employee lifecycle and what priority areas they needed to focus on. The dashboards are an important tool to help us understand our people metrics and highlight gaps or where action is working to address inclusion and diversity challenges.





## Action on Inclusion

We are continuing to work with our staff network groups, colleagues and other stakeholders to develop our Action on Inclusion strategy, which will be published later in 2022. The strategy's vision is to deliver an integrated and reliable transport network, where everyone can make spontaneous, seamless, safe, affordable and accessible journeys with confidence. We will do this by recruiting a workforce that is representative at all levels of the city we serve. We will harness London's diversity by fostering more inclusive leadership, cultures, behaviours and ways of working.

## Equality Impact Assessment

In the past year we have updated our Equality Impact Assessment form and supporting materials. This tool is there to consider and minimise any potential disproportionate impacts of change on minority or under-represented groups. This is particularly important during times of change.

## Shortlisting and Interview Panels

We have introduced guidance and advice to the hiring community to conduct shortlisting activity in partnership with a diverse range of colleagues from across the business. This means that applications are reviewed by a diverse range of individuals rather than one specific manager and reduces potential bias during the shortlisting stage, prior to assessment stage. We will continue to make use of diverse and/or independent interview panels throughout the assessment process to further reduce potential bias.

## Anonymised Shortlisting

Anonymised applications are now implemented for all recruitment activity, excluding executive level hiring and early careers recruitment which need to be managed differently. Due to how we recruit for these roles and the limited number of candidates, senior level recruitment uses an executive search to source more diverse candidates, requiring the presentation of personally identifiable information. Early careers recruitment uses other methods, such as having minimum criteria and using situational judgement tests based on strengths and preferences. Anonymised applications are deemed to add no value here.



## Recruitment

Our recruitment volumes during this period are very low compared to before the coronavirus pandemic, mostly due to our recruitment freeze. Where recruitment was deemed critical, we focused on internal resources, which more than 70 per cent of our recruitment activity was from. This helped our commitment to existing staff to offer internal promotion, but limited our ability to attract diverse external applicants, and so reduced our ability to change our overall workforce representation.

High-volume operations continued to recruit externally, particularly for customer service assistants. We continue to see an excellent volume of Black, Asian or minority ethnic candidates applying and being successful for this position. However, as an entry level position, the salary received is typically lower, which contributes to the widening of the ethnicity pay gap, especially due to the volumes of individuals hired. Despite this, strategically, it is important we continue to hire diverse populations to this entry level position as we hire and promote exclusively from this employee talent pool to more senior operational positions which have significantly higher pay.



## Apprenticeships and graduate programmes

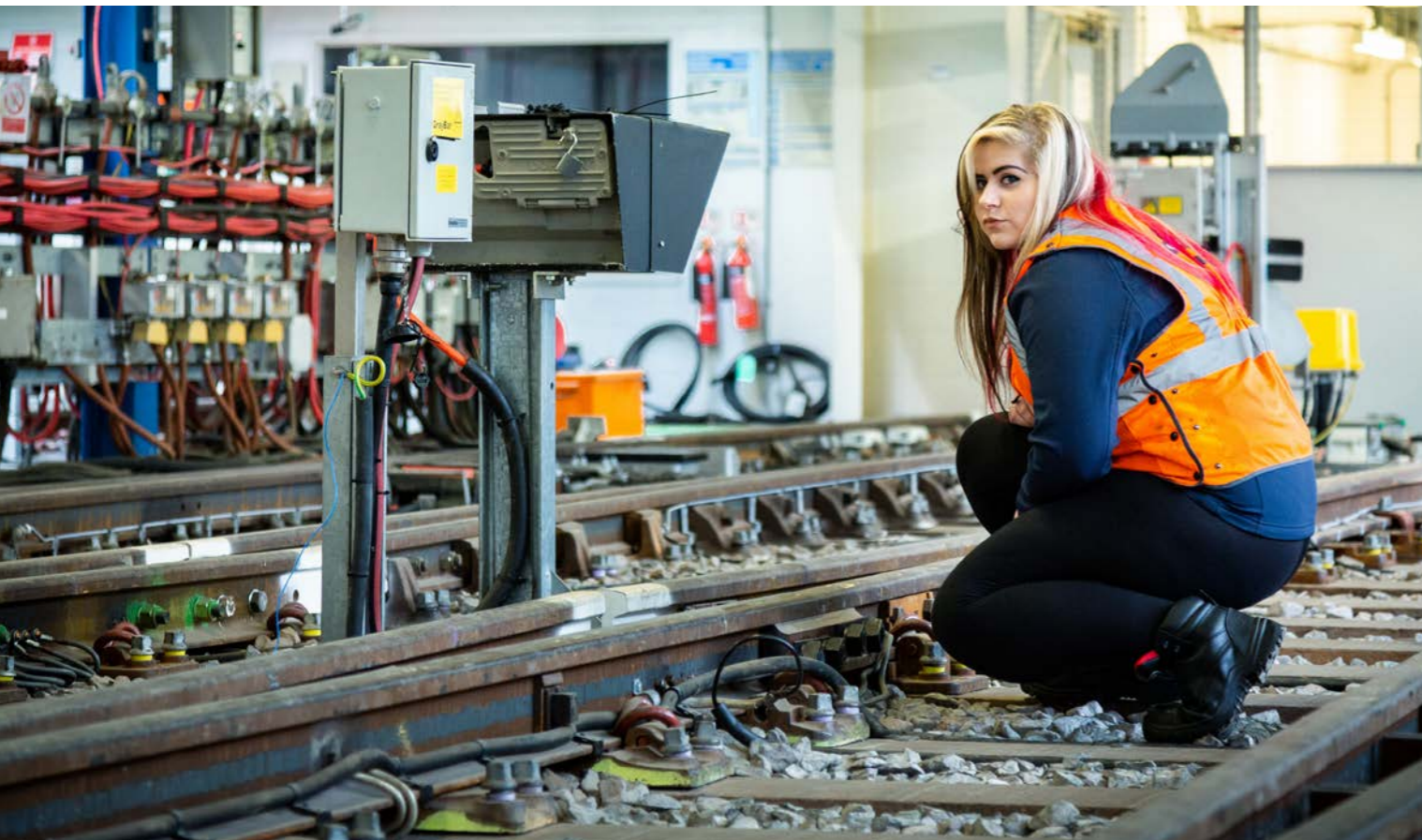
Our Route in to Work Programme, which support young people who are Not in Employment Education or Training (NEET) or at Risk of being NEET, provides a pipeline into our level 3 apprenticeship programmes. This was adapted to virtual delivery during 2020/21 the successful participants of which started in April 2021, hence not included in this reports' population.

We have continued and will continue to:

- target universities with higher proportion of Black, Asian and minority ethnic students, including universities based in London

- focus our assessment process on assessing potential and motivation and provide enhanced guidance and support on the assessment process
- target our school's engagement strategy on schools with high Black, Asian, or minority ethnicity populations
- use diverse role models on our website and in supporting engagement events

To further improve, we have reshaped and restarted our employability and young people outreach work and adapted to virtual and hybrid delivery during the coronavirus pandemic.



## New approaches to performance and talent

Like many other organisations, the coronavirus pandemic and changing expectations of employees, led to a review of some of our core people activities. We have launched a consultation on making our approach to talent identification and development much more employee-led and are proposing to launch a new readiness framework in 2021/22. An employee-led approach will lead to better engagement and reduce potential bias.

Performance ratings are also being reviewed, again to make them more employee-led, and evidence based. Achieving a more even distribution of ratings for Black, Asian and other minority ethnic groups is a key driver of our more evidence-based approach.

## Leadership development

In 2020/21, leadership development activities focused on supporting leaders to manage immediate issues colleagues experienced from the coronavirus pandemic. The Stay Learning project was set up to curate advice on managing teams, yourself and the organisation. This was easily accessed on a well received new online platform which continues to develop.

We have also developed a 360° tool, supporting those in leadership roles or aspiring to be leaders to identify their leadership strengths and development areas, based on feedback from those around them. The 360° tool is based on a strengths-based model, where feedback is provided to individuals on their performance against specific leadership attributes. The leadership attributes reflect those needed from our leaders now and in the future and are tied to being an inclusive and authentic leader.

An emphasis was put on everyone's ability and confidence levels to have and engage with open, brave and connected conversations, known as Conversation Matters. This was supported with guidance and more than 500 managers took up the opportunity for group coaching.





## Raising Awareness about Culture and Ethnicity (R.A.C.E) Staff Network Group

The group works closely with the Diversity and Inclusion team to inform our strategic race equality work. Their work is centred around raising the profile of the issues that impact Black, Asian or minority ethnic staff, their work and professional development. Their aim is to ensure that there is a growing, diverse pipeline of Black, Asian or minority ethnic talent at all levels that is being attracted, developed, mentored, sponsored and retained in the organisation.

The group promotes opportunities which attract and retain Black, Asian or minority ethnic talent at TfL and provides tools and resources that ensure opportunities for personal development are equally available to Black, Asian or minority ethnic colleagues.

Despite a challenging 2020, the R.A.C.E. Staff Network Group (SNG) had many highlights, and delivered an array of events to celebrate and raise awareness

for Chinese New Year, the contributions of the Windrush Generation, Diwali and Black History Month. They also created a Speak up book club to amplify Black, Asian and minority ethnic writers and to centre their stories. They also supported a range of listening sessions for colleagues to share their personal experiences and hear from others. The sessions focused on listening to colleagues, exploring the issues and building an understanding so that we can get a better idea of the Diversity and Inclusion challenges that we need to tackle.

The R.A.C.E. SNG had a specific focus on career development and provided workshops and webinars on Career Planning Skills, Personal Brand and shared tools and techniques from inspirational people who have worked their way up to leadership roles in TfL with the aim being to empower colleagues' own career success journey.



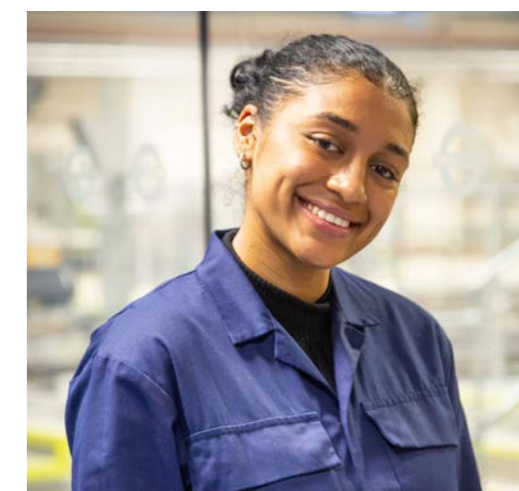
## Talent acquisition

We strive to give people the opportunity to move into senior roles in the organisation and work continued to create better outcomes for diversity. There are a number of interventions in place to enable this:

- Improving our search process and seeking expert external advice, adding diversity of thought, challenge and robustness to senior recruitment
- Adapting a creative approach to senior manager assessments that have enabled a more inclusive route to interviews and a more diverse pool of candidates at interview stage
- Holding diversity reviews at each stage, which enable panel members to assess demographic diversity and diversity of thought
- Introducing leadership strengths and video interviews focusing candidate approaches to situations relevant to the role. A recent senior recruitment campaign saw 55 per cent diversity of candidates invited to video interview

## Job design

We use the Korn Ferry methodology to evaluate all roles across the organisation and provide a clear governance process. The methodology helps strengthen the job design/job evaluation process throughout TfL. We validate and challenge requests and ensure the job evaluation process remains integral and objective across the organisation. We are responsible for maintaining internal relativity of jobs across TfL to ensure we can provide a clear and defensible rationale. In addition, we ensure that the job evaluation process is robust and fair selection processes are in place when roles are re-graded, by providing guidance to managers and leaders across all areas of the business.





# Closing the gap – Our plans for 2021/22

We can build on the work we have done to improve the ethnicity pay gap at TfL

Over the last 18 months, we have faced significant adversity, but London's transport network is resilient, and that is largely down to the people who work here. Like many other organisations, following the callous killing of George Floyd and the abhorrent murders of Sarah Everard, Bibaa Henry, Nicole Smallman and Sabina Nessa, we took steps to re-examine our role as individuals and as an organisation to effect positive change in diversity and inclusion.

Although we did not start from scratch, building on our existing work, we recognised that we still have a way to go on our journey to changing our culture and closing our pay gaps. When it comes to inclusion, we are determined to embed a programme of wide-reaching cultural change, in the same way we have embedded safety at the heart of our culture and operations.

We all have a role to play in including our colleagues and customers. It's about our attitude when we are at work every day – our choices, behaviours and interactions with colleagues and customers. How inclusive our organisation is depends on our personal commitment, our respect for all, our humility, how we share our perspectives and encourage others to do the same. We must work to make our organisation more inclusive, knowing that this will deliver our long-term ambitions of improving workforce representation.



**The Pay gap action plan will need to focus on three key priority areas:**

- Governance and data
- Policies, systems and processes
- Leadership, cultures and behaviours

We intend to develop a new four-year Pay gap action plan, which will set out measures to reduce our gender, ethnicity and disability (as per the Mayor's Manifesto Commitments) pay gaps, as well as actions specific to each protected characteristic and those that intersect on two or more characteristics. The plans will be developed in consultation with our staff network groups and we will also engage with our Trade Unions on these, given their keen interest in this area.

The Pay gap action plan will then be supported by local Diversity and Inclusion plans that will also include specific actions to respond to issues raised by our staff. Our senior leaders have and will continue to commit to TfL's anti-racism charter that will see them working together with our R.A.C.E. SNG to deliver 'safe spaces' for Black, Asian or minority ethnic staff to discuss their experiences of racism.



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## About TfL

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' and helping to create a safer, fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made by walking, cycling or using public transport by 2041. To make this a reality, we prioritise sustainability, health and the quality of people's experience in everything we do.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport and making more stations step

free, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, we are helping to shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency, improve air quality, revitalise town centres, boost businesses and connect communities. As part of this, the Ultra Low Emission Zone scheme and more environmentally friendly bus fleets are helping to tackle London's toxic air.

During the coronavirus pandemic we have taken a huge range of measures to ensure the safety of the public. This includes enhanced cleaning using hospital-grade cleaning substances that kill viruses and bacteria on contact, alongside regular cleaning of touch points, such as poles and doors, and introducing more than 1,000 hand sanitiser points across the public transport network.

Working with London's boroughs we have also introduced Streetspace for London, a temporary infrastructure programme providing wider pavements and cycle lanes so people can walk and cycle safely and maintain social distancing.

At the same time, we are constructing many of London's most significant infrastructure projects, using transport to unlock much needed economic growth. We are working with partners on major projects like the extension of the Northern line to Battersea, Barking Riverside and the Bank station upgrade.

Working with Government, we are in the final phases of completing the Elizabeth line which, when open, will add 10 per cent to central London's rail capacity. Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means using data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services.

By working together, we can create a better city as London recovers from the pandemic and moves forward.



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