

Transport for London pay gap report action plan

2021-2025

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Pay gap action plan

This action plan sets out the steps we will take to help reduce our pay gaps for women, Black, Asian and minority ethnic and disabled colleagues as referenced in our pay gap report

Each action, directly or indirectly, contributes to narrowing the gender, ethnicity and disability pay gaps. Progress will be reported to our HR leadership team and Executive Committee.

The key themes are:



Embedding an inclusive culture

Identifying structural and cultural barriers that reinforce inequality in the workplace for women, Black, Asian and minority ethnic, and disabled employees.



Actively enhancing the voices of under-represented colleagues

Providing the platform and space for women, Black, Asian and minority ethnic, and disabled colleagues to express their concerns around inequality, inclusion and equity and providing space for colleagues to share best practice and ideas for improvement.



Training and developing awareness of intersectionality

Raising the awareness that women, Black, Asian and minority ethnic, and disabled people have multiple characteristics and the potential barriers faced will differ for each individual.



Addressing bias in the workplace

Tackling discrimination and barriers that exist in the workplace.



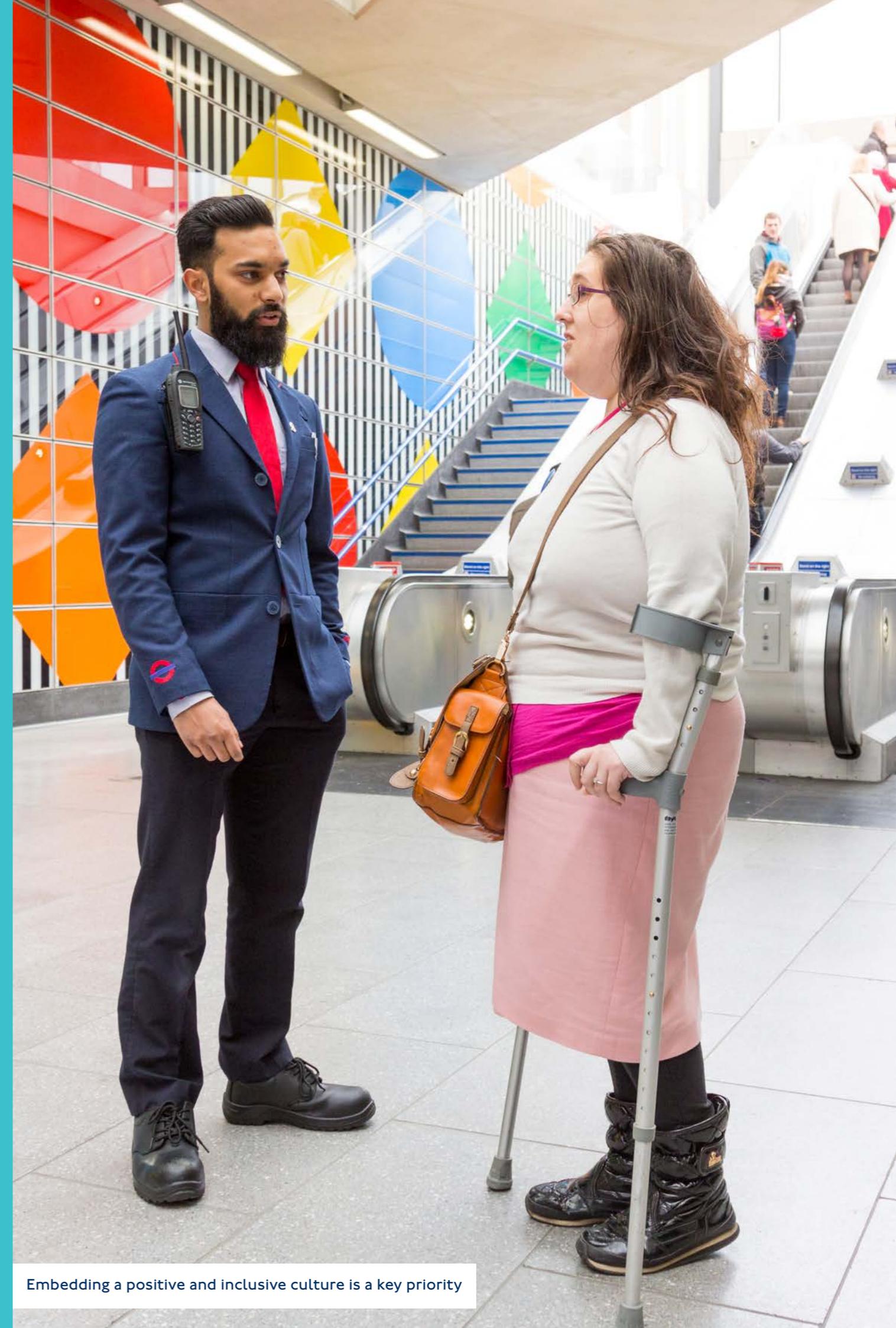
Reviewing organisational policies, practices and guidance

Identifying if there are any policies and processes that may exclude women, Black, Asian and minority ethnic, and disabled colleagues, which adversely impact their sense of belonging and experience of career progression.

Gender, Ethnicity and Disability pay gap report

The table below shows the consolidated TfL median and mean hourly gender, ethnicity and disability pay gaps in line with Government regulations.

Pay gap report	2022 (%)	2023 (%)	(+/-) (percentage points)
Gender pay gap median	16.6	14.8	-1.8 ▼
Gender pay gap mean	9.5	9.0	-0.5 ▼
Ethnicity pay gap median	8.1	11.8	+3.7 ▲
Ethnicity pay gap mean	10.8	11.4	+0.6 ▲
Disability pay gap median	2.9	5.2	+2.3 ▲
Disability pay gap mean	3.1	2.4	-0.7 ▼






Embedding a positive and inclusive culture is a key priority



Embedding an inclusive culture

Identifying structural and cultural barriers that are reinforcing inequality in the workplace


We have used icons throughout this document to show the status of each action. These are:

-  This work is to be developed
-  In progress
-  Completed

Diversity and Inclusion Taskforces

Action plan status:



 Completion date:
June 2023

Action:

We will champion the creation of Diversity and Inclusion Taskforces across the organisation and the appointment of Diversity and Inclusion Taskforce Leads. These will champion diversity and inclusion initiatives and drive positive inclusive change in local areas. They will monitor data trends such as the Employment Lifecycle, which will include information on recruitment, progression and exit of under-represented groups, and devise local action plans.

Update (February 2024):

We have re-branded the Diversity and Inclusion Taskforces as People Challenge Groups. This re-branding aligns with local area people plans, which highlight the activity needed to achieve people priorities within each business area. This now means that each business area has diversity and inclusion action and activity as a key priority as opposed to a separate standalone action plan.

All business areas now have an established and dedicated People Challenge Group lead who works with the central Diversity and Inclusion team to ensure the commitments listed in our Action on Inclusion strategy are prioritised, and senior level accountability assigned.

Data transparency

Action plan status:



 Completion date:
Ongoing

Action:

We will improve data transparency by monitoring our Diversity and Inclusion dashboards to identify areas of under-representation and ensure they include data readiness and succession to make sure talent pipelines are representative of women, Black, Asian and minority ethnic, and disabled colleagues.

Our dashboards are updated regularly to help better understand inclusion throughout the employee lifecycle.

Update (February 2024):

The dashboards have recently been refreshed to promote a better visual display to improve understanding and navigation of the data.

Business areas are being supported with guidance on how to have inclusive and diverse succession plans. This data informs local fair and transparent action plans around talent development.

Raising awareness

Action plan status:



 Completion date:
July 2021

Action:

We will raise awareness of, and help colleagues to better understand how to use, the Diversity and Inclusion dashboards through a series of 'lunch and learn' sessions.

Our Diversity and Inclusion dashboards are now available across the organisation. All colleagues are able to view the data to better understand where inequalities may exist across the whole employee lifecycle and what areas should be prioritised.

Update (February 2024):

All HR business partners and senior leaders are now familiar with our dashboards and the importance of interpreting the data to inform their local action plans.

Analytical improvements

Action plan status:



Completion date:
Ongoing

Action:

We will work collaboratively with our reporting team and behavioural scientists to improve workforce declaration rates.

Declarations are critical to understanding the representation of our workforce. It is imperative we understand some of the barriers and reasons for colleagues being unwilling to share their diversity data and address this where concerns are raised and improvements are needed.

Update (February 2024):

Work is continuing on this action.

Diversity declaration drive

Action plan status:



Completion date:
November 2022

Action:

We will deliver a diversity declaration drive to educate, signpost and encourage colleagues to share their diversity data with us, which will give us a better reflection of our workforce representation.

Update (February 2024):

We have successfully delivered the diversity declaration drive, raising awareness of the importance of sharing diversity data.

As a result, we have seen an increase in diversity declaration, particularly in terms of ethnicity, with 35.7 per cent of colleagues declaring their ethnicity in 2023, compared to 32.4 per cent in 2022; and also in relation to disability, with 3.3 per cent declaring a disability in 2023 compared to 2.7 per cent in 2022.

The continuous promotion of the importance and benefits of sharing diversity data will be an ongoing commitment from the senior leadership team.

Operational colleague support

Action plan status:



Completion date:
June 2022

Action:

We will develop an alternative platform for operational colleagues who do not have access to our SAP self-service tools, so they can update their diversity data.

More than 50 per cent of the workforce is made up of our operational colleagues.

Update (February 2024):

The online platform went live in November 2022 and gave these members of staff the opportunity to self-serve, with the flexibility to update their data in their own time and at their own convenience.

Listening sessions

Action plan status:



Completion date:
July 2023

Action:

We will encourage focus groups, local surveys and listening sessions to understand the potential or perceived workforce barriers for women, Black, Asian and minority ethnic, and disabled colleagues.

Update (February 2024):

We held more than 500 listening sessions, with the resulting feedback from colleagues informing our Action on Inclusion strategy. A number of key themes arose from these sessions, and targeted interventions were put in place to address the issues identified.

Reporting

Action plan status:



Completion date:
Ongoing

Action:

We will address pay gaps through annual published reports, local and organisation-wide action plans and pay disparity reporting.

Update (February 2024):

From 2023, we have committed to developing a fair, competitive and affordable pay proposition for the workforce and our organisation – a key short-term priority.

Enhanced reporting tool

Action plan status:



Completion date:
TBC

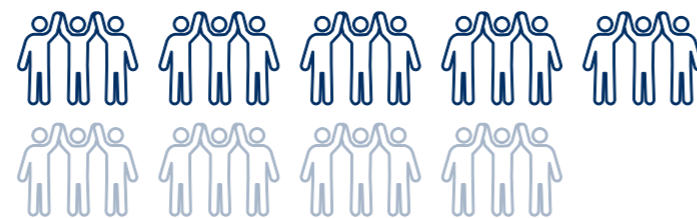
Action:

We will develop an enhanced reporting tool for colleagues to raise and report instances of harassment, bullying and/or discrimination.

Update (February 2024):

To be developed.

Embedding an inclusive culture

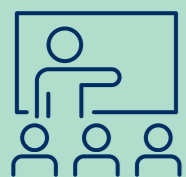


5 out of 9

actions completed



Listening sessions feedback informs our Action on Inclusion strategy



Training and developing awareness of intersectionality

Raising the awareness that some people have multiple characteristics and that addressing the potential barriers faced will differ for each individual

We have used icons throughout this document to show the status of each action. These are:

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- In progress
- Completed

Colleague Network Groups

Action plan status:



Completion date:
Ongoing

Action:

We will work collaboratively with Colleague Network Groups on initiatives and events that raise awareness of, and encourage the promotion of, intersectionality.

Update (February 2024):

Our Colleague Network Groups continue to play an important part in supporting our workforce inclusion priorities. The groups help both to raise awareness of the key issues impacting their members and to identify actions that could be taken to promote equality, diversity and inclusion. Colleagues have the opportunity to attend events and forums for support, advice and networking purposes.

Training review

Action plan status:



Completion date:
June 2023

Action:

We will review our equality, diversity and inclusion training with a view to incorporating the topic of intersectionality and its potential impacts/barriers.

Update (February 2024):

We have launched our Inclusion Matters training, mandatory for all colleagues. It contains scenario-based examples of the different forms of discrimination in the workplace, demonstrating what behaviours are unacceptable and why.

Training provision

Action plan status:



Completion date:
November 2023

Action:

We will enhance our training provisions to include topics such as neurodiversity to help break down barriers, upskill colleagues and raise awareness of hidden talent.

Update (February 2024):

This training has now been piloted, and will be available for all colleagues to understand the potential barriers for those who are neurodivergent.

Raising awareness

Action plan status:



Completion date:
Ongoing

Action:

We will develop and deliver local workshops, 'lunch and learn' sessions and e-learning material to better raise awareness of intersectionality.

Update (February 2024):

This ongoing activity is bolstered by online material, and the work of our Colleague Network Groups and People Challenge Groups.

Menopause hub

Action plan status:



Completion date:
June 2023

Action:

We will develop a menopause hub, which will raise awareness and provide guidance and training to support colleagues.

Update (February 2024):

Our menopause hub is now fully established. It raises awareness across the organisation, and helps colleagues to get the support they need.

Recruitment skills training

Action plan status:



Completion date:
May 2023

Action:

We will ensure all our hiring managers complete recruitment skills training and follow the guidance as set out in the Inclusive Recruitment Checklist to support the reduction of any potential bias.

Update (February 2024):

It is now standard practice for all hiring managers to complete the training and follow the guidance set out in the Inclusive Recruitment Checklist, with support from their HR business partners. Assessors are also briefed on their responsibilities, including for senior executive recruitment.

The checklist has recently been refreshed.

Public Sector Equality Duty

Action plan status:



Completion date:
June 2023

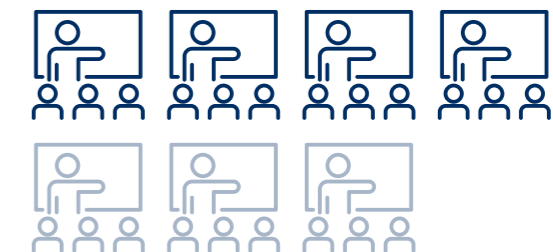
Action:

We will help raise awareness of the Public Sector Equality Duty through training and guidance.

Update (February 2024):

We have recently launched training and guidance to embed understanding of the Public Sector Equality Duty.

Training and developing an awareness of intersectionality



4 out of 7

actions completed



Review organisational policies, practices and guidance




Identifying if there are any policies and processes in the organisation that exclude women, Black, Asian and minority ethnic, and disabled colleagues, which adversely impact their sense of belonging and experience of career progression:

- ♦ **Recruitment:** includes how we attract and select, and our recruitment practices and process
- ♦ **Retention:** includes transparency of opportunities, development programmes, engagement and providing a platform to be heard
- ♦ **Career development:** includes how we develop our colleagues, maintaining a focus on internal talent

Recruitment

Ensuring recruitment process and practices are inclusive and taking appropriate action where needed


We have used icons throughout this document to show the status of each action. These are:

-  This work is to be developed
-  In progress
-  Completed

Documents review

Action plan status:



 Completion date:
December 2021

Action:

We will review all recruitment documents to ensure they reflect best practice and contain an Inclusive Recruitment Checklist.


Update (February 2024):

This review has been completed. All recruitment teams will continue to monitor relevant material as part of the recruitment strategy to ensure it remains in line with any emerging trends and best practice.

Our Inclusivity Statement

Action plan status:



 Completion date:
April 2024

Action:

We will continually review our Inclusivity Statement on job adverts and our recruitment system, Taleo, to remain in line with best practice.

Update (February 2024):

All our recruitment campaigns now include Inclusivity Statements. In June 2023, we revised the statement for candidates to consider when submitting diversity data as part of their application.

A further review will be undertaken as part of the roll-out of our new recruitment system, SuccessFactors, in 2024.

Senior executive recruitment

Action plan status:



 Completion date:
Ongoing

Action:

We will aim to represent both cognitive and demographic diversity during senior executive recruitment.

Update (February 2024):

Our recruitment teams continue to ensure that cognitive and demographic diversity are reflected where possible, across all recruitment activity, including that of senior executive recruitment.

Anonymised applications

Action plan status:



Completion date:
December 2021

Action:

We will ensure all applications for roles in Bands 1-4 and operational roles are anonymised to support the reduction of potential bias.

Owing to process variations, this excludes senior level and early careers recruitment campaigns, where it will add no value.

Update (February 2024):

The anonymising of applications is now standard practice across all of our recruitment campaigns for roles in Bands 1-4 and operational roles, continuing to support the reduction of potential bias.

Recruitment material

Action plan status:



Completion date:
June 2022

Action:

We will ensure that any material shared by recruitment suppliers is reflective of our vision and values.

Update (February 2024):

This is now standard practice in all our campaigns and with all suppliers.

Specialist agencies

Action plan status:



Completion date:
Ongoing

Action:

We will increase the number of specialist executive search agencies that we work with to reach a wider pool of talent, from different industries and sectors, and use suppliers that align with our values around inclusivity.

Update (February 2024):

We ensure that all suppliers are fully briefed on our core values and expectations in terms of diversity and inclusion.

Inclusive assessment recommendations

Action plan status:



Completion date:
Ongoing

Action:

We will ensure recruitment suppliers, agencies or assessment providers give us inclusive recommendations to increase the diversity of candidates.

Update (February 2024):

The application process is currently being reviewed to ensure it meets the needs of neurodiverse candidates.

All suppliers and assessment providers are reviewed against the diversity and inclusion commitments set out in our tendering specifications.

Job design

Action plan status:



Completion date:
December 2021

Action:

We will implement the tried and tested Korn Ferry methodology to ensure all roles across the organisation are evaluated in a fair and consistent way. This work will also ensure there are clear succession and career routes for our people.

Update (February 2024):

This action supports our HR colleagues in the quick and easy grading of jobs. It also helps our people leaders with job analysis.

Diversity trends

Action plan status:



Completion date:
April 2024

Action:

We will track the diversity trends of those appointed across all levels.

Update (February 2024):

Our current recruitment system, Taleo, allows some level of reporting. We do, however, anticipate an enhanced ability to track and report on diversity trends with the introduction of our new recruitment system, SuccessFactors, in 2024.

Internal talent

Action plan status:



Completion date:
Ongoing

Action:

Where there is a demonstrable lack of representation, particularly in hard-to-fill or critical roles, we will focus on identifying internal talent through a range of targeted interventions, up to and including positive action programmes.

Update (February 2024):

Work is continuing on this action.

Employability programmes

Action plan status:



Completion date:
December 2022

Action:

We will design and implement two new 12-week employability programmes as part of our Ways into Work and Routes Back to Work pathways. These will be designed to support minority groups facing barriers into employment and those who are re-entering the workplace.

Update (February 2024):

Our two new programmes – Activate (as part of our Ways into Work pathway) and Reactivate (as part of our Routes back to work pathway) – have now been implemented across the business. These programmes continue to welcome individuals facing barriers into employment, giving them the skills and experience needed to move into employment on completion.

Diversity of thought

Action plan status:



Completion date:
December 2021

Action:

We will ensure recruitment processes embody diversity of thought: the range of mindsets, thought processes, perspectives and lived experiences of a workforce. We will ensure that recruitment and assessment panels represent cognitive diversity and/or include people from a wide range of backgrounds and communities.

Update (February 2024):

This action is now standard practice for all campaigns, with business areas supported with advice and guidance.

Graduate and apprentice assessments

Action plan status:



Completion date:
April 2022

Action:

We will redesign our graduate and apprentice online assessments to ensure barriers are removed for all under-represented groups and with a particular focus on the needs of those who are neurodivergent.

We have been supported in this work by specialist organisations such as Shaw Trust and the Business Disability Forum.

Update (February 2024):

Our online assessments have been updated and are now more accessible where the focus is on skills and abilities.



Our reviewed apprenticeship entry criteria enlarges the talent pool

Expert advice

Action plan status:



Completion date:
Ongoing

Action:

We will seek expert external advice to improve our search process, introducing leadership strengths and video interviews where appropriate, to ensure the focus remains relevant to the role and highlights inclusivity for our executive recruitment.

Update (February 2024):

Work is continuing on this action.

Recruitment best practice

Action plan status:



Completion date:
December 2021

Action:

We will ensure our senior leaders endorse our baseline of recruitment best practice, such as recruitment skills training and Inclusive Recruitment Checklists.

Update (February 2024):

This action has now been completed. Our executive recruitment team briefs all executive assessors during each stage of a campaign, which is managed locally by the relevant business area.

Work with academic institutions

Action plan status:



Completion date:
Ongoing

Action:

We will partner with academic institutions and referral partners with a higher proportion of women, Black, Asian and minority ethnic, and disabled candidates in disciplines where they are traditionally under-represented for our senior leadership and early careers roles.

Update (February 2024):

Where appropriate, we have worked with referral partners to help attract more women, Black, Asian and minority ethnic and disabled people through our senior executive recruitment campaigns.

Apprenticeship criteria

Action plan status:



Completion date:
April 2022

Action:

We will review our entry criteria for apprenticeships to attract a wider talent pool and offer opportunities to under-represented groups.

Update (February 2024):

We have lowered academic entrance criteria across our apprenticeships to attract a wider talent pool. In some cases, for example for data technician roles, we have removed the requirement for Maths and English GCSE pass grades entirely. We will support candidates who do not have Functional Skills Level 2 in Maths and English or equivalent GCSE grades to achieve this level of qualification during their apprenticeship. By doing this, we are opening up the talent pool to increase diversity, particularly in terms of social mobility.



We ensure our recruitment processes reflect best practice

Diversity reviews

Action plan status:



Completion date:
Ongoing

Action:

We will hold diversity reviews at each stage of executive recruitment that enable panel members to assess demographic diversity and diversity of thought.

Update (February 2024):

Diversity trends and statistics are reviewed during campaigns and shared with all stakeholders to ensure we continue to attract a diverse pool of candidates.

Feedback process

Action plan status:



Completion date:
TBC

Action:

We will develop a robust feedback process to support transparency of decision-making and to highlight areas on which to focus.




Update (February 2024):

In February 2023, we updated guidance for hiring managers and the assessment panel to provide feedback. In October 2023, we began creating further guidance on providing feedback for unsuccessful internal candidates.

Retention

Creating an inclusive workplace that fosters good relations, and enhances engagement and productivity

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-  This work is to be developed
-  In progress
-  Completed

Employee-led performance and talent

Action plan status:



 Completion date: **March 2022**

Action:

We will launch a new approach to performance and talent: employee-led and aligned to our new values. Employees are the best experts on themselves, and we view this as a fairer and more robust approach.

Update (February 2024):

New performance ratings and a readiness framework were launched in 2021 and rolled out in March 2022. A lessons learnt exercise also took place later in 2022 to improve our employee-led approach. Performance and readiness end-of-year conversations took place in February/March 2023 for the second year following the launch of the new framework.

An end-of-year findings and recommendations exercise was completed in August 2023 to ensure continuous improvements to our talent approach, and to further embed it across the organisation. In line with this, an internal audit is under way to provide assurance on the adequacy of our performance and talent system MyJourney in supporting this process.

Our People Leaders

Action plan status:



 Completion date: **April 2023**

Action:

We will launch the Our People Leaders initiative, which is a framework of five principles clearly setting out the experience we want all of our employees to have. We will embed inclusive leadership into this work and it will inform our development offers.

We have almost 5,000 people leaders (our new term for people managers) and we want them to feel supported and valued as well as letting aspiring people leaders know how they can develop themselves.

Update (February 2024):

This was completed in February 2023, ahead of schedule. Our principles and accompanying guidance including self-assessment tool and development toolkits are available for all current and aspiring people leaders, outlining our expectation of people leadership at TfL. Inclusive leadership was embedded into our performance and development processes in November 2023. We are able to report on objectives set against this work.

Colleague development

Action plan status:



 Completion date: **January 2024**

Action:

We will learn and take best practice from the Our Time initiative, and develop a suite of targeted coaching, mentoring and sponsorship programmes to enhance development of colleagues in business areas that have under-representation.

This will be data-led by local diversity and inclusion data dashboards and shared within local action plans.

Update (February 2024):

We have scoped our leadership development approach to support our people leaders and aspiring people leaders at all levels, including coaching, mentoring and sponsorship programmes. We have provided group coaching to all directors to navigate personal leadership challenges. Our 'Leading the Future' group coaching programme, for middle management, is being designed, ready for launch early in 2024. The GLA Group Mentoring platform is also launching in early 2024, offering mentoring opportunities across the GLA.

Best practice guidance

Action plan status:



Completion date:
June 2024

Action:

We will work with external organisations, particularly in the public sector, to get best advice on reasonable adjustments in the workplace, Access to Work provision and policy changes.

Update (February 2024):

Work is currently under way to improve our workplace adjustments provision with advice and guidance from our partner organisation, the Business Disability Forum. We are also working with the Department for Work and Pensions to align Access to Work provision to our central service.

Preparing for senior leadership

Action plan status:



Completion date:
January 2023

Action:

We will launch a new Senior Leadership Development Programme, called Getting Ready for Senior Leadership, to help better prepare internal employees for their next leadership role. This will help diversify our leadership population.

Update (February 2024):

This programme was launched at the start of 2023 and the first cohort of employees has successfully completed the pilot. We are currently working on the programme for the second cohort, which will benefit from the findings and lessons learnt from the first programme.

Networking support

Action plan status:



Completion date:
TBC

Action:

We will develop networking to support the career opportunities of women, Black, Asian and minority ethnic, and disabled colleagues, supported by specialist organisations that we partner with.

Update (February 2024):

To be developed.

Mentoring opportunities

Action plan status:



 Completion date:
June 2023

Action:

We will create guidance for business areas on reciprocal mentoring, designed to provide opportunities for senior managers and under-represented colleagues to work as equal partners to share experiences and enhance development.


Update (February 2024):

This action has now been completed. Our colleagues are able to share different perspectives, harnessing diversity of thought and enable a learning culture that breaks down barriers and challenges hierarchical structures.

Women leaders

Action plan status:



 Completion date:
Ongoing

Action:

We will set up a Women Leaders in Transport network with suppliers and external partnerships to discuss women on Boards, gender pay gaps and emotional intelligence.


Update (February 2024):

Work is continuing on this action.

Flexible working

Action plan status:



 Completion date:
TBC

Action:

We will review our flexible working policy and work-life balance policy to ensure women, disabled colleagues and those with childcare and caring responsibilities are not disproportionately impacted.


Update (February 2024):

This review is currently under way.

Parental leave

Action plan status:



 Completion date:
TBC

Action:

We will review our shared parental leave policy to encourage a more balanced approach between parents sharing parental leave.

Update (February 2024):

To be developed.

Diverse communications

Action plan status:



Completion date:
July 2023

Action:

We will ensure our internal and external communications, which include imagery and social media messages, share an inclusive brand messaging with targeted activity to focus on under-represented groups. Our Diversity and Inclusion team will work closely with our communications and editorial teams.

Update (February 2024):

We are now sharing consistent branding and communications, informed by our Action on Inclusion strategy.






Our inclusive working environment fosters good relationships

Career development

Addressing concerns of internal career mobility

We have used icons throughout this document to show the status of each action. These are:

-  This work is to be developed
-  In progress
-  Completed

Leadership Strengths 360

Action plan status:



 Completion date:
December 2021

Action:

We will develop a Senior Leadership Strengths 360 degree tool to support those in senior leadership roles or aspiring to be leaders to identify their leadership strengths and development areas, based on feedback from those around them.

Update (February 2024):

This action was completed ahead of schedule in May 2021.

We have added the Our People Leaders initiative to the 360 degree tool as a way for people leaders to gain peer and team feedback.

Readiness framework

Action plan status:



 Completion date:
December 2021

Action:

We will launch a readiness framework to ensure talent identification is led by employees to ensure better engagement and reducing potential bias towards under-represented groups.

Update (February 2024):

All colleagues have the ability to determine their readiness state, and are supported with guidance to help shape development objectives and initiatives aligned to their career aspirations.

Stay Learning

Action plan status:



 Completion date:
June 2021

Action:

We will develop an online platform, Stay Learning, to advise colleagues on managing themselves and others, while being made aware of the barriers that under-represented groups face. We will continue to monitor and develop this with latest advice and guidance.

Update (February 2024):

Our Stay Learning page gives all colleagues access to information on a wide range of subjects. Content, which is regularly updated, is designed to support employees in progressing and developing to the best of their ability.

Conversation Matters

Action plan status:



Completion date:
Ongoing

Action:

We will ensure our managers are coached on encouraging open, brave and connected conversations, known as Conversation Matters.

Update (February 2024):

Work is continuing on this action.

Review organisational policies, practices and guidance



17 out of 34

actions completed






Talent identification led by employees improves engagement



Actively enhancing the voices of minority colleagues

Providing the platform for women, Black, Asian and minority ethnic, and disabled colleagues to express their concerns and experiences of inequality, inclusion and equity and providing space for colleagues to share best practice and ideas for improvement

We have used icons throughout this document to show the status of each action. These are:

-  This work is to be developed
-  In progress
-  Completed

Engaging with Colleague Network Groups

Action plan status:



 Completion date: **March 2023**

Action:

We will ensure our senior leadership team collaborates with, and raises the profiles of, our Women's Colleague Network Group, RACE Colleague Network Group and Colleague Network Group for Disability.

Update (February 2024):

Our Colleague Network Groups are now being supported by our senior leadership team and the central Diversity and Inclusion team to gain corporate exposure and influence.

Learn from others

Action plan status:



 Completion date: **September 2023**

Action:

We will explore opportunities to collaborate with, and learn from, other organisations that have successfully created inclusive workplaces for disabled people.


Update (February 2024):

We have taken advice and guidance from the Department for Work and Pensions, and from disability specialist agency The Business Disability Forum, which has worked with organisations such as Lloyd's and Google, as well as many Government departments, on creating inclusive workplaces for disabled people. We have also collaborated with, and learnt from, from the Greater London Authority and the London Fire Brigade on embedding inclusive practices to support disabled colleagues in the workplace.

Diversity events

Action plan status:



 Completion date: **Ongoing annually**

Action:

We will recognise/promote diversity events all year. We will support Colleague Network Groups to celebrate, for example, International Women's Day, Black History Month, and National Inclusion Week.

Update (February 2024):

Now part of our annual corporate events calendar are International Women's Day, the theme of which this year was 'Embrace Equity'; Black History Month, this year's theme being 'Saluting our Sisters'; and National Inclusion Week. These events help to raise the profile of issues impacting colleagues in the workplace as well as celebrate achievements.

Career development

Action plan status:



Completion date:
Ongoing

Action:

We will support the RACE, Women's and Disability Colleague Network Groups to focus on career development and provide workshops on career planning skills, personal brand and shared tools and techniques from inspirational people who have worked their way up to leadership roles, with the aim of empowering colleagues' own career success journeys.

Update (February 2024):

Our Colleague Network Groups now provide career development workshops for their members on topics such as CV-building and interview technique. The workshops focus on confidence-building, and give an overview of our competency framework.

Data collection

Action plan status:



Completion date:
Ongoing

Action:

We will undertake a review of how we collect our data and monitor trends of inequality.

Update (February 2024):

Work is continuing on this action.

Actively enhancing the voices of minority colleagues



2 out of 5

actions completed






Our Colleague Network Groups place an emphasis on career progression



Addressing bias in the workplace

Tackling discrimination and barriers that exist in the workplace


We have used icons throughout this document to show the status of each action. These are:

-  This work is to be developed
-  In progress
-  Completed

Mandatory training

Action plan status:



 Completion date: **June 2023**

Action:

We will run mandatory equality, diversity and inclusion training for all colleagues.

Update (February 2024):

We have launched our online training module Inclusion Matters to help colleagues understand how they can play a part in making our organisation a more inclusive workplace for everyone.

This training is now mandatory across the workforce, with all people leaders expected to complete it by March 2024.

Anti-Racism Leadership Charter

Action plan status:



 Completion date: **July 2023**

Action:

We will embed the Anti-Racism Leadership Charter across our organisation and monitor its effectiveness.


Update (February 2024):

The Anti-Racism Leadership Charter now sits under our Action on Inclusion strategy and will be monitored as part of the action plan associated with that strategy.

Flexible working promotion

Action plan status:



 Completion date: **TBC**

Action:

We will encourage our Executive Committee and senior leaders to be active role models and promote the benefits of flexible working.

Update (February 2024):

To be developed.

Equality Impact Assessments

Action plan status:



Completion date:
December 2024

Action:

We will continually improve the use of Equality Impact Assessments as a tool to ensure diversity and inclusion are central to our decision-making and monitoring.

Update (February 2024):

We are currently undertaking a further review of our Equality Impact Assessment process so that we can make continuous improvements. We aim to give clearer guidance on, and increase awareness about, why the impact assessments should be completed, and the resulting benefits.

We are also assessing automation options to reduce workload and make the best use of emerging technology and systems.

Disability Confident

Action plan status:



Completion date:
December 2024

Action:

We will work alongside partners to put measures in place for external assessment to attain Disability Confident Leader status.

Update (February 2024):

Work is currently under way to review our workplace adjustments policy and guidance, and to improve both our service provision and our wider disability strategy. This work will help us to achieve Disability Confident Leader status.

Procurement strategy

Action plan status:



Completion date:
September 2022

Action:

We will review our procurement strategy for apprenticeships to attract providers with equality, diversity and inclusion central to their work.

Update (February 2024):

This action is now standard practice. Providers who wish to work with us are expected to have evidence of applying diversity and inclusion in their work.

Addressing bias in the workplace



3 out of 6

actions completed



Delivering our action plan

Setting out our delivery plan of action to narrow the gender, ethnicity and disability pay gaps

Every action in the plan plays a part in reducing the pay gaps

Table 1: Overview of action plan status
Embedding an inclusive culture

Theme/Action	Action plan status	Completion date	Completed
Diversity and Inclusion Taskforces	Completed	June 2023	✓
Data transparency	In progress	Ongoing	
Raising awareness	Completed	July 2021	✓
Analytical improvements	In progress	Ongoing	
Diversity declaration drive	Completed	November 2022	✓
Operational colleague support	Completed	June 2022	✓
Listening sessions	Completed	July 2023	✓
Reporting	In progress	Ongoing	
Enhanced reporting tool	Not started	TBC	

Training and developing awareness of intersectionality

Theme/Action	Action plan status	Completion date	Completed
Colleague Network Groups	In progress	Ongoing	
Training review	Completed	June 2023	✓
Training provision	Completed	November 2023	✓
Raising awareness	In progress	Ongoing	
Menopause hub	Completed	June 2023	✓
Public Sector Equality Duty	Completed	June 2023	✓
Recruitment skills training	Completed	May 2023	✓

Review organisational policies, practices and guidance

Theme/Action	Action plan status	Completion date	Completed
Documents review	Completed	December 2021	✓
Senior executive recruitment	In progress	Ongoing	
Recruitment material	Completed	June 2022	✓
Our Inclusivity Statement	In progress	April 2024	
Anonymised applications	Completed	December 2021	✓
Specialist agencies	In progress	Ongoing	
Inclusive assessment recommendations	In progress	Ongoing	
Diversity trends	In progress	April 2024	
Job design	Completed	December 2021	✓
Internal talent	In progress	Ongoing	
Employability programmes	Completed	December 2022	✓
Diversity of thought	Completed	December 2021	✓
Graduate and apprentice assessments	Completed	April 2022	✓
Expert advice	In progress	Ongoing	
Recruitment best practice	Completed	December 2021	✓
Work with academic institutions	In progress	Ongoing	
Diversity reviews	In progress	Ongoing	
Apprenticeship criteria	Completed	April 2022	✓

Table 1: Overview of action plan status (continued)
Review organisational policies, practices and guidance

Theme/Action	Action plan status	Completion date	Completed
Feedback process	In progress	TBC	
Employee-led performance and talent	Completed	March 2022	✓
Our People Leaders	Completed	April 2023	✓
Colleague development	In progress	January 2024	
Preparing for senior leadership	Completed	January 2023	✓
Mentoring opportunities	Completed	June 2023	✓
Flexible working	In progress	TBC	
Best practice guidance	In progress	June 2024	
Networking support	Not started	TBC	
Women leaders	In progress	Ongoing	
Parental leave	Not started	TBC	
Diverse communications	Completed	July 2023	✓
Leadership Strengths 360	Completed	December 2021	✓
Stay Learning	Completed	June 2021	✓
Readiness framework	Completed	December 2021	✓
Conversation Matters	In progress	Ongoing	

Actively enhancing the voices of minority colleagues

Theme/Action	Action plan status	Completion date	Completed
Engaging with Colleague Network Groups	Completed	March 2023	✓
Diversity events	In progress	Ongoing annually	
Learn from others	Completed	September 2023	✓
Data collection	In progress	Ongoing	
Career development	In progress	Ongoing	

Addressing bias in the workplace

Theme/Action	Action plan status	Completion date	Completed
Mandatory training	Completed	June 2023	✓
Flexible working promotion	Not started	TBC	
Disability Confident	In progress	December 2024	
Anti-Racism Leadership Charter	Completed	July 2023	✓
Equality Impact Assessments	In progress	December 2024	
Procurement strategy	Completed	September 2022	✓

About us

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 safety, 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, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the IFS Cloud Cable Car.

We manage the city's red route strategic roads and are responsible for the maintenance, management and operation of more than 6,000 sets of traffic lights across the capital. The London boroughs are responsible for all the remaining roads within their boundaries. The experience, reliability and accessibility of our services are fundamental to Londoners' quality of life. Safety remains our number one priority and we continue to work tirelessly to improve safety across the network for both colleagues and customers.

Our vision is to be a strong, green heartbeat for London. We are investing in green infrastructure, improving walking and cycling, reducing carbon emissions, and making the city's air cleaner. The Ultra Low Emission Zone, and fleets of increasingly environmentally friendly and zero-emission buses, are helping to tackle London's toxic air. We are also improving public transport options, particularly in outer London, to ensure that more people can choose public transport or active travel over using their vehicles.

That is why we are introducing the outer London Superloop bus network, providing express bus routes circling the entire capital, connecting outer London town centres, railway stations, hospitals and transport hubs.

We have constructed many of London's most significant infrastructure projects in recent years, using transport to unlock economic growth and improve connectivity. This includes major projects like the extension of the Northern line to Battersea Power Station and Nine Elms in south London, as well as the completion of the London Overground extension to Barking Riverside and the Bank station upgrade.

The Elizabeth line, which opened in 2022, has quickly become one of the country's most popular railways, adding 10 per cent to central London's rail capacity and supporting new jobs, homes and economic 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 information, data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible and safe 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 are creating brighter journeys and a better city.

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February 2024

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