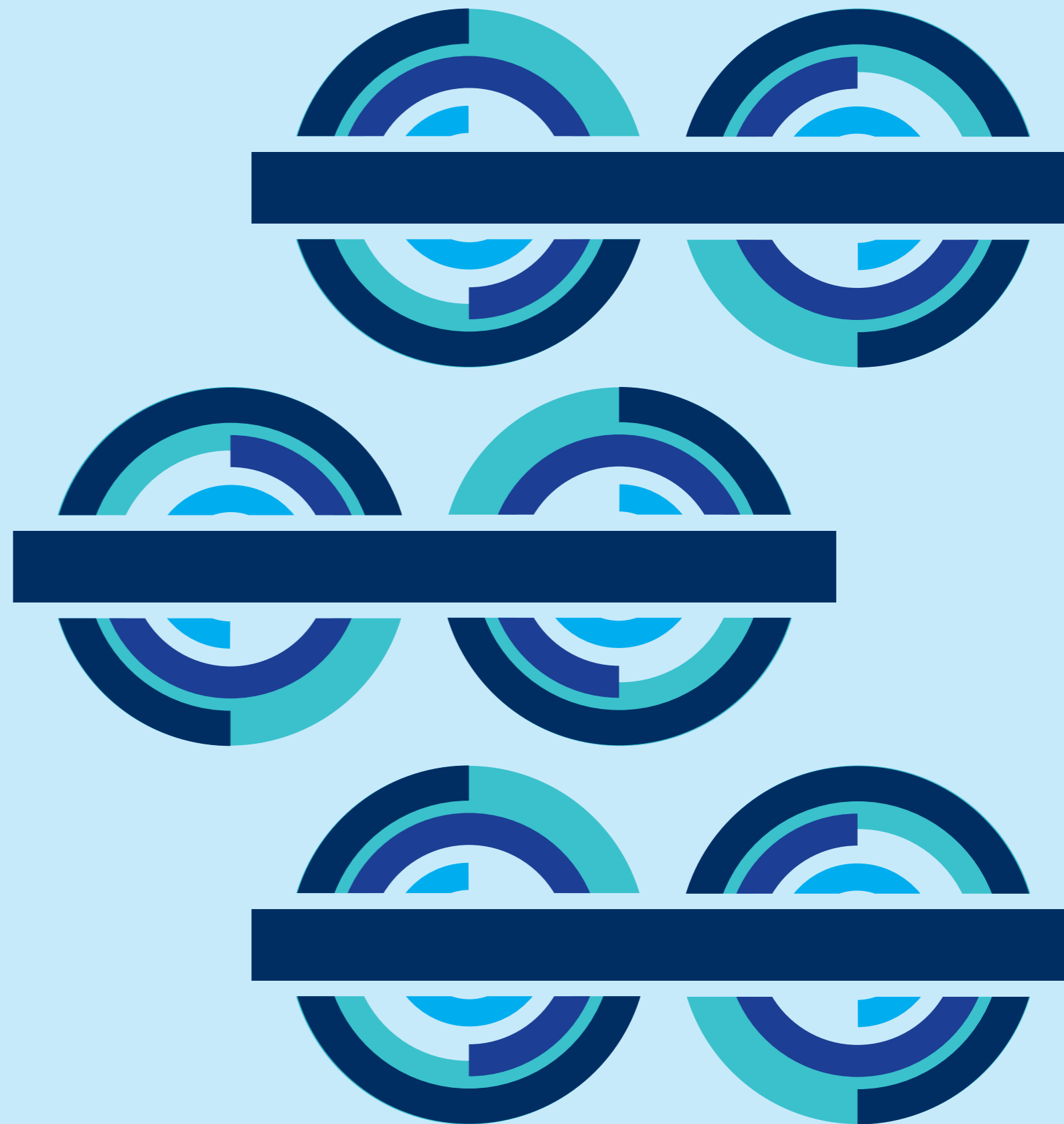


Transport for London gender pay gap report

2022



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As of 31 March 2022, almost a quarter of our people are women



26,048
people employed by us

75.4%
of our staff are men

24.6%
of our staff are women



We have reduced our median gender pay gap by 1.5 per cent

Commissioner's foreword

London is one of the most diverse cities in the world. It is only through ensuring that Transport for London (TfL) is a diverse workplace that we can be the kind of world-class employer and transport provider that we need to be for our city.

Diversity and inclusion are at the heart of our values. Our vision is to build a workplace where everyone feels – and is – safe, valued and able to develop. Addressing our pay gaps is fundamental – both to treating everyone fairly, and to attract and retain a workforce as diverse as London. So last year we pledged to produce a new four-year Pay gap action plan (published alongside this report). The plan sets out the actions we have already put in place to tackle the gender pay gap and those we will implement soon.

In 2022, our median gender pay gap (a better reflection of what a typical man and typical woman earns in TfL) was 16.6 per cent, meaning it has reduced by 1.5 percentage points since 2021 and by 3.1 percentage points since 2017. We will continue to implement actions to help reduce our pay gaps.

We have already implemented better reporting and transparency, including our Count me in campaign, recently launched to encourage our people to share their diversity information. We have anonymised recruitment, issued guidance on diverse interview panels and improved our training. We now also hold diversity reviews at each stage of executive recruitment, to help enable panel members to assess demographic diversity.

We are developing a suite of targeted coaching, mentoring and sponsorship programmes to help develop colleagues in business areas that are under-represented. We have set up a 'Women Leaders in Transport' network with suppliers and external partnerships to drive change. Our senior leadership team will continue to collaborate with and raise the profile of our Women's Colleague Network Group.

In 2023 we will continue to champion the creation of Diversity and Inclusion Taskforces across the organisation. These will champion diversity and inclusion initiatives and drive positive inclusive change in local areas. We have launched a Menopause Hub to bring our people together to talk openly and promote greater awareness of this important stage of life. We will complete mandatory equality, diversity and inclusion training for colleagues, and we will also launch a new development programme, Getting Ready for Senior Leadership, to help diversify our leadership population.

It is an ambitious programme of work – but we must continue to do everything we can to reduce pay gaps and ensure we build a TfL that benefits from all the talent present in London and drives the positive change in the city that we all want to see.

Andy Lord
Commissioner

The gender pay gap

Measuring the overall difference in the average pay of men and women

We measure the overall percentage difference in the average pay of men and women in two ways, in line with Government regulations for calculating gender pay. This ensures we provide the clearest possible picture.

Date range

The data we use is based on figures from 1 April 2021 to 31 March 2022.

Mean

The difference in average hourly pay between men and women.

Median

The difference between the middle-paid man and the middle-paid woman. 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 man and woman is paid.

Quartiles

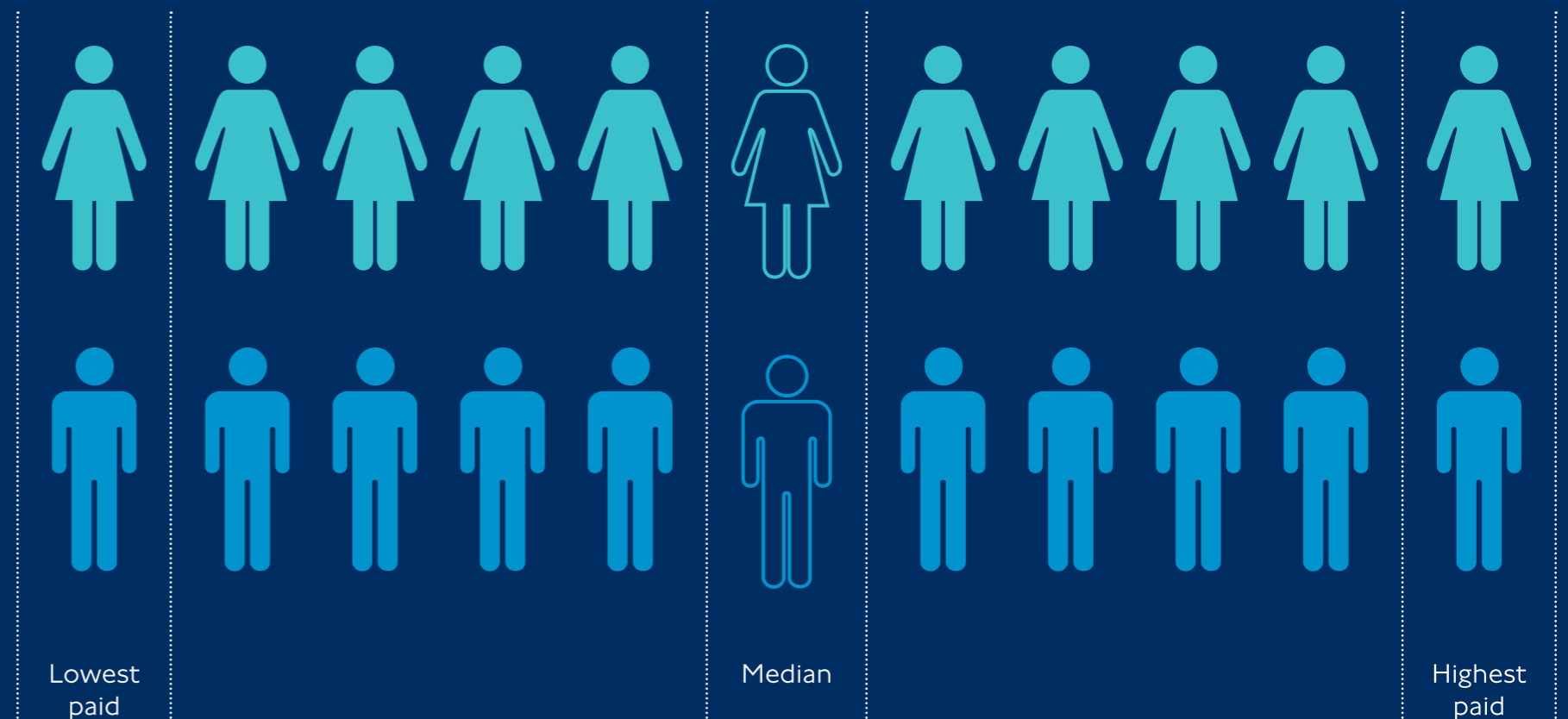
We use quartiles to rank pay from lowest to highest, dividing our employees into four evenly sized groups.

Is pay gap the same as equal pay?

A pay gap is an equality measure that shows the difference between a minority group of employees compared with the majority, it is not the same as equal pay.

Equal pay is a legal requirement, which is the right for everyone to be paid the same for doing identical or directly comparable work. We complete equal pay auditing to understand any gaps, in line with parameters set by the Equality and Human Rights Commission.

Median gender pay gap

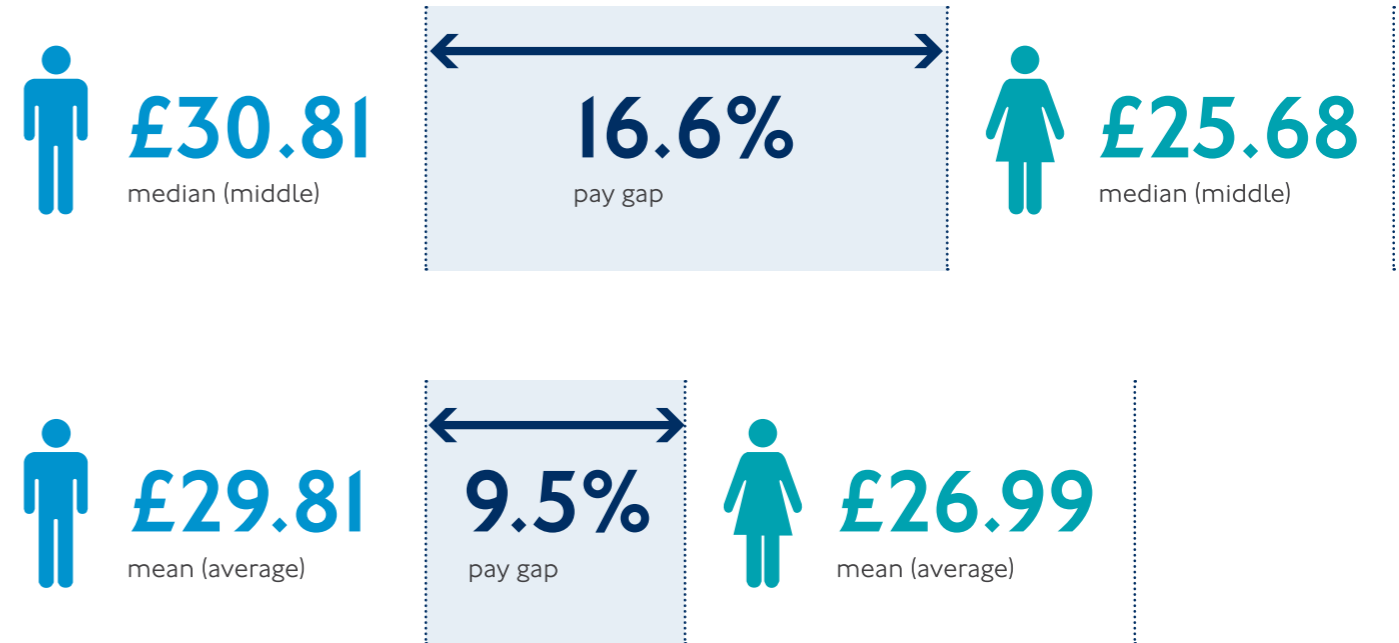




Overall results

These results are for operational and non-operational roles

Pay gap
Our overall hourly pay rates



The mean pay gap is less than the median because, while a greater proportion of women fall into the lower paid roles, the higher earnings of those in leadership roles bring the average up.

Our median and mean gender pay gaps have reduced since last year. In 2021, the median pay gap was 18.1 per cent, while the mean pay gap was 9.8 per cent.

Both mean and median gender pay gaps have reduced since 2021

Pay quartiles

Median gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	37.54	82.9	37.64	17.1	0.3
Upper middle	32.29	82.9	32.29	17.1	0.0
Lower middle	25.97	73.1	26.28	26.9	1.2
Lower	19.68	65.0	19.68	35.0	0.0

Mean gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	39.84	82.9	41.83	17.1	-5.0
Upper middle	31.83	82.9	31.75	17.1	0.2
Lower middle	26.17	73.1	25.75	26.9	1.6
Lower	18.62	65.0	18.41	35.0	1.1

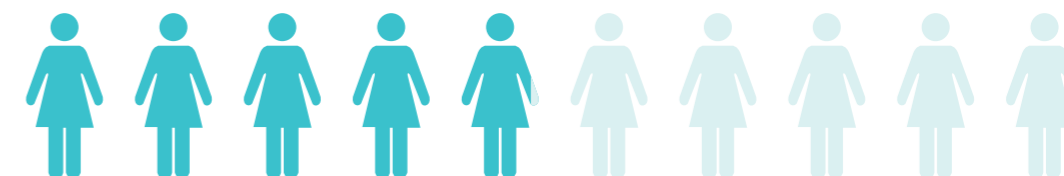
Our under-representation of women in the higher paid roles is evident in the lower proportion of women in the upper and upper middle quartiles.

Bonuses

Proportion of people earning a bonus

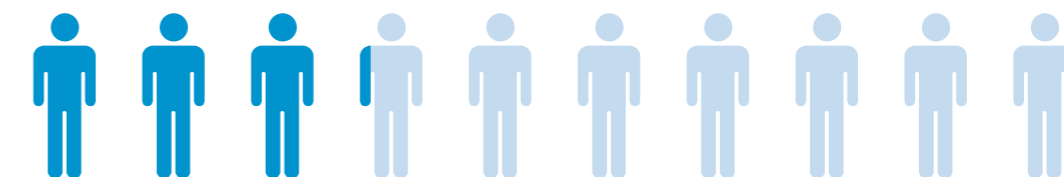
39.0%

women



31.7%

men



Bonus gap

	Men (£)	Women (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	1,004.57	1,024.56	-2.0

In 2021, 35.9 per cent of men and 50.2 per cent of women received a bonus. The median bonus figure reflects the value of the recognition awards paid.

Bonuses include individual performance-related payments of performance awards, Make a Difference recognition scheme vouchers, long-service awards and other one-off payments that employees may have been awarded during the course of the year.

Performance awards for the 2020/21 performance year were suspended across all levels of the organisation due to the impacts of the coronavirus pandemic on our finances. The only performance award payments made in the snapshot period were the deferred 2019/20 performance awards for senior management, which were paid in June 2021. The only 'bonus' payments received by lower payband employees were long service and recognition awards, this is evident in the reduction of the proportion of employees receiving bonuses from 2021.

Changes from 2021 to 2022

Using the yearly difference in per cent for each metric enables us to compare the changes in hourly rate and bonus pay for both genders.

Metric	Men			Women		
	2021 (£)	2022 (£)	Yearly difference (%)	2021 (£)	2022 (£)	Yearly difference (%)
Median hourly pay	30.42	30.81	1.3	24.91	25.68	3.1
Mean hourly pay	29.59	29.81	0.8	26.69	26.99	1.1
Median bonus pay	500.00	30.00	-94.0	551.00	30.00	-94.6
Mean bonus pay	664.65	1,004.57	51.1	726.82	1,024.56	41.0

Differences in hourly rates of pay (%)

Year	All Tfl		Non-operational	
	Mean	Median	Mean	Median
2022	9.5	16.6	12.3	15.3
2021	9.8	18.1	13.3	15.6
2020	9.4	18.8	12.6	15.8
2019	9.7	19.5	13.5	17.6
2018	10.3	21.5	14.4	19.4
2017	10.7	19.7	14.9	20.5



Comparing hourly pay helps us to calculate the gender pay gap

Salary range according to gender



£10-20,000

Men: 5
Women: 5



£20-30,000

Men: 1,503
Women: 581



£30-40,000

Men: 3,609
Women: 1,859



£40-50,000

Men: 2,442
Women: 931



£50-60,000

Men: 6,791
Women: 1,696



£60-70,000

Men: 3,011
Women: 552



£70-80,000

Men: 1,544
Women: 261



£80-90,000

Men: 444
Women: 98



£90-100,000

Men: 171
Women: 46



£100-110,000

Men: 33
Women: 7



£110-120,000

Men: 21
Women: 7



£120-130,000

Men: 16
Women: 9



£130-140,000

Men: 18
Women: 8



£150-160,000

Men: 4
Women: 2



£160-170,000

Men: 2
Women: 0



£170-180,000

Men: 4
Women: 2



£180-190,000

Men: 4
Women: 3



£200-210,000

Men: 1
Women: 1



£220-230,000

Men: 2
Women: 1



£230-240,000

Men: 1
Women: 1



£280-290,000

Men: 2
Women: 0



£290-300,000

Men: 1
Women: 0



£300-310,000

Men: 2
Women: 0



£350-360,000

Men: 1
Women: 0

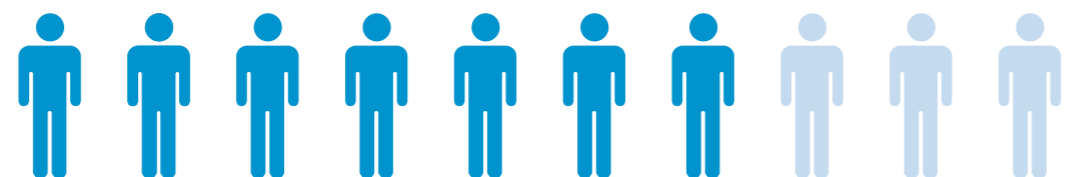
These are the number of men and women within each salary range as it increases by £10,000. For instance, there are 6,791 men and 1,696 women whose salaries fall within the £50,000 to £60,000 bracket.

New joiners
(%)

30%
women



70%
men



Of the new people that joined our organisation, we employ 43 per cent, London Underground Limited employs 48 per cent and Rail for London (Infrastructure) Limited employ five per cent.

Of our colleagues who changed jobs within operational roles, 37.6 per cent went into train operations, 25 per cent into customer service roles, 17.2 per cent into engineering and 2.7 per cent into instructor operator roles.

Women changing within operational roles included 43.6 per cent into train operations, 29.6 per cent into customer services, 2.3 per cent into engineering and 2.3 per cent into instructor operator roles.

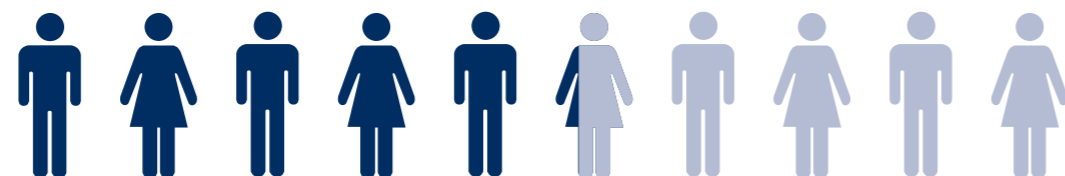
Men changing jobs within operational roles included 35.7 per cent into train operations, 23.7 per cent into customer service roles, 21.7 per cent into engineering and 2.8 per cent into instructor operator roles.

New recruits and job changes
(%)

93%
of new recruits are full time



53%
of our new employees were recruited in non-operational roles



Non-operational employees



12,707

people employed in non-operational roles at 31 March 2022



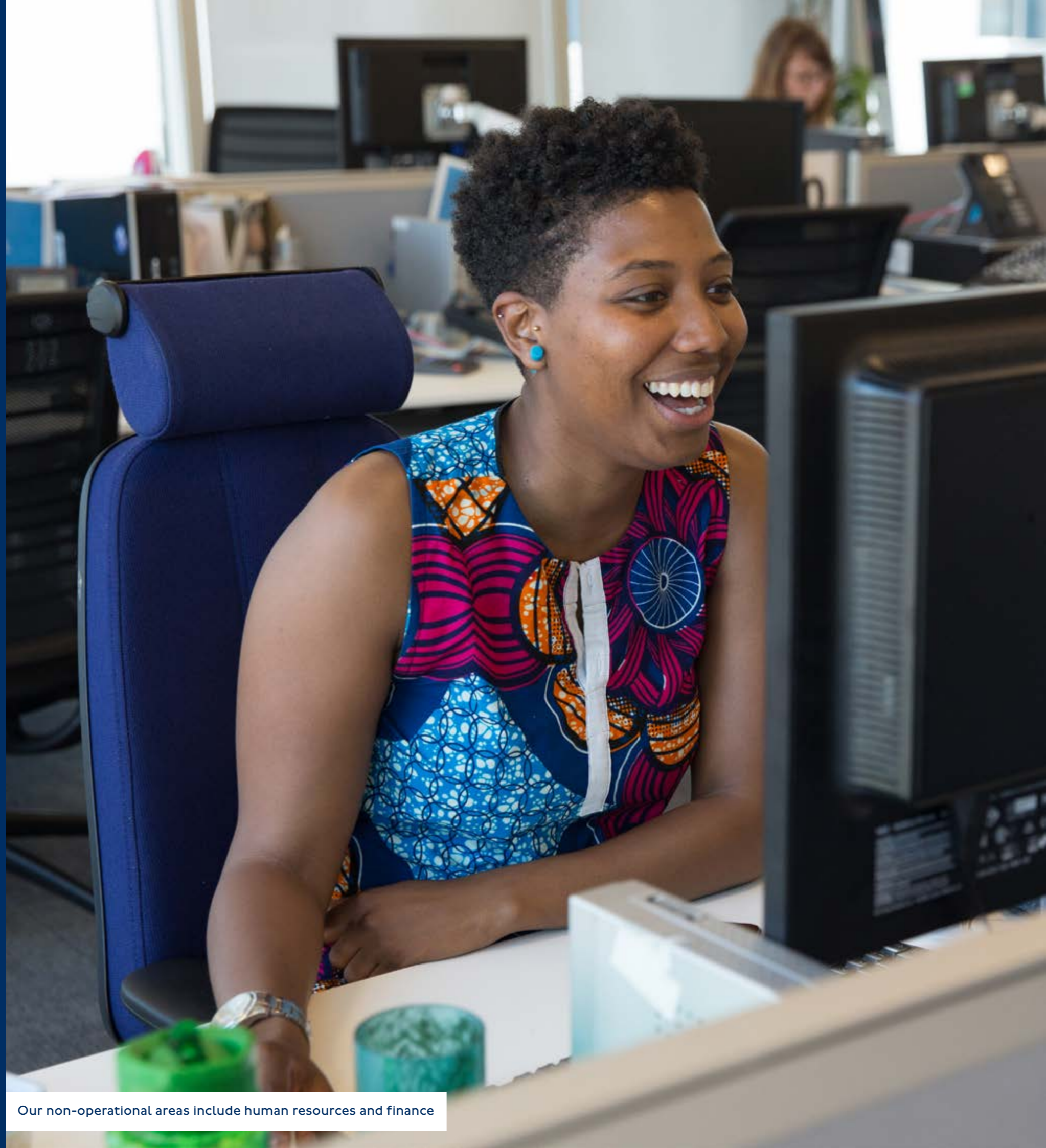
69.1%

of non-operational staff are men



30.9%

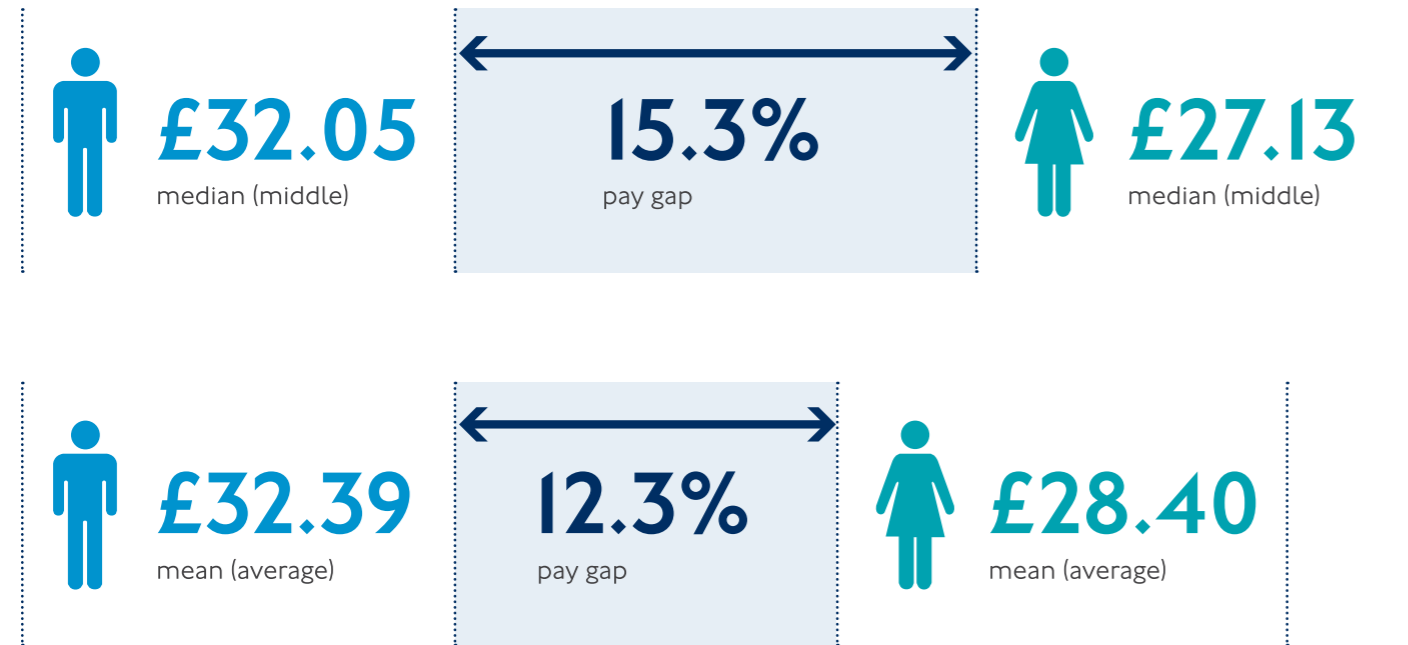
of non-operational staff are women



Our non-operational areas include human resources and finance

Pay

Our non-operational hourly pay rates



Non-operational positions 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 potentially more scope for variation in pay between non-operational positions. They include roles within human resources, finance, engineering, property development and customer contact centres.

Pay quartiles

Median gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	38.46	80.4	38.45	19.6	0.0
Upper middle	31.65	76.8	31.35	23.2	0.9
Lower middle	26.85	60.4	26.10	39.6	2.8
Lower	18.33	54.0	18.62	46.0	-1.6

Mean gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	40.91	80.4	42.92	19.6	-4.9
Upper middle	31.53	76.8	31.33	23.2	0.6
Lower middle	26.25	60.4	25.74	39.6	2.0
Lower	17.49	54.0	17.94	46.0	-2.6

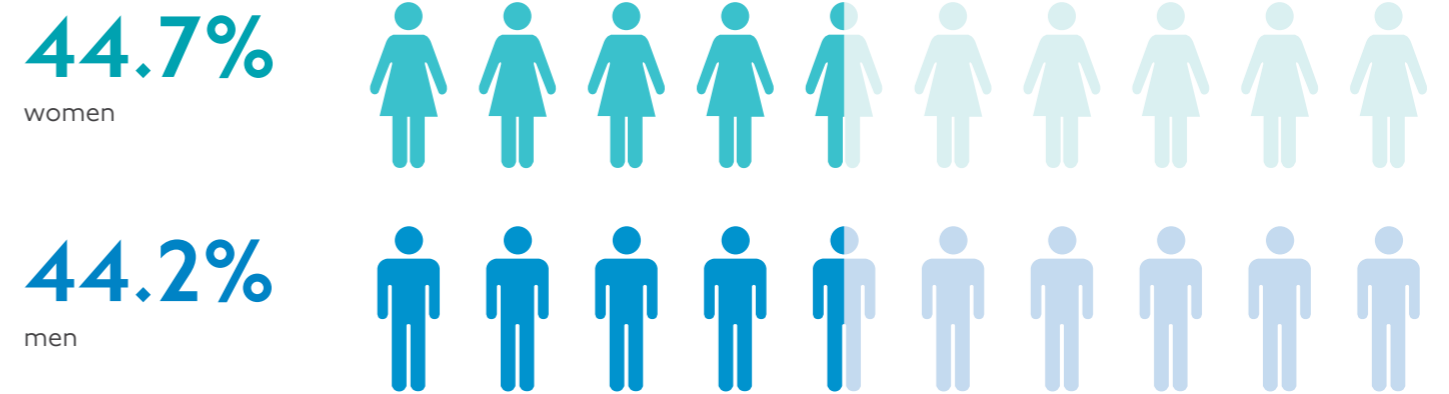
Our under-representation of women in the higher paid roles is evident in the lower proportion of women in the upper and upper middle quartiles.



The type of bonus or award can have an impact on the bonus pay gap

Bonuses

Proportion of employees who received a bonus



Bonus gap

	Men (£)	Women (£)	Pay gap (%)
Median	60.00	60.00	0.0
Mean	1,572.90	1,433.66	8.9

In 2021, 59 per cent of men received a bonus and 67.1 per cent of women received a bonus. There has been a big shift in the bonus pay gap for non-operational employees, with the mean bonus gap increasing from 0.6 per cent in 2021 to 8.9 per cent in 2022, and the median gap decreasing from 10.3 per cent in 2021 to zero per cent in 2022.

Changes from 2021 to 2022

Metric	Men			Women		
	2021 (£)	2022 (£)	Yearly difference (%)	2021 (£)	2022 (£)	Yearly difference (%)
Median hourly pay	31.88	32.05	0.5	26.91	27.13	0.8
Mean hourly pay	32.38	32.39	0.0	28.08	28.40	1.1
Median bonus pay	708.00	60.00	-91.5	635.00	60.00	-90.6
Mean bonus pay	855.97	1,572.90	83.8	861.18	1,433.66	66.5

Proportion of women in non-operational bands (%)

Band	2017	2018	2019	2020	2021	2022	Percentage point change 2021 to 2022	Percentage point change 2017 to 2022
Board	52.2	56.0	63.0	63.0	51.5	60.7	9.2	8.5
Director	18.8	25.5	29.4	32.7	31.1	37.5	6.4	18.7
Band 5	24.1	27.8	27.8	27.4	27.6	28.6	1.0	4.5
Band 4	26.7	27.7	31.1	31.6	32.4	33.4	1.0	6.7
Band 3	26.8	26.4	27.8	28.1	28.3	28.5	0.2	1.7
Band 2	27.1	26.9	27.5	26.3	26.2	26.4	0.2	-0.7
Band 1	56.6	57.6	57.9	57.9	60.4	59.4	-1.0	2.8
Graduates	35.3	36.6	33.0	26.7	32.1	29.2	-2.9	-6.1
Apprentices	13.2	24.5	25.3	29.6	28.4	30.0	1.6	16.8

Since 2017, the number of women in senior management roles (Band 4, 5, Director and Board) has increased by 17.9 per cent. The proportion of women in senior management has changed from 26.5 per cent to 33.4 per cent.



Women in senior management roles has increased since 2017

Salary range according to gender



£10-20,000

Men: 5
Women: 5



£20-30,000

Men: 455
Women: 293



£30-40,000

Men: 1,179
Women: 948



£40-50,000

Men: 934
Women: 715



£50-60,000

Men: 2,038
Women: 847



£60-70,000

Men: 2,112
Women: 487



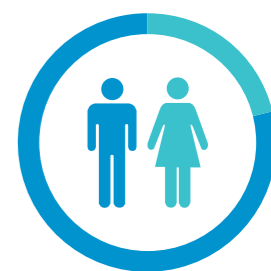
£70-80,000

Men: 1,111
Women: 255



£80-90,000

Men: 440
Women: 98



£90-100,000

Men: 171
Women: 46



£100-110,000

Men: 33
Women: 7



£110-120,000

Men: 21
Women: 7



£120-130,000

Men: 16
Women: 9



£130-140,000

Men: 18
Women: 8



£150-160,000

Men: 4
Women: 2



£160-170,000

Men: 2
Women: 0



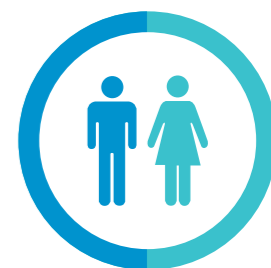
£170-180,000

Men: 4
Women: 2



£180-190,000

Men: 4
Women: 3



£200-210,000

Men: 1
Women: 1



£220-230,000

Men: 2
Women: 1



£230-240,000

Men: 1
Women: 1



£280-290,000

Men: 2
Women: 0



£290-300,000

Men: 1
Women: 0



£300-310,000

Men: 2
Women: 0



£350-360,000

Men: 1
Women: 0

These are the number of male and female employees within each salary range as it increases by £10,000. For instance, there are currently 2,038 men and 847 women whose salaries fall within the £50,000 to £60,000 bracket.



Colleagues work across the network in customer-facing roles

Operational employees



13,341
people employed in
operational roles at
31 March 2022



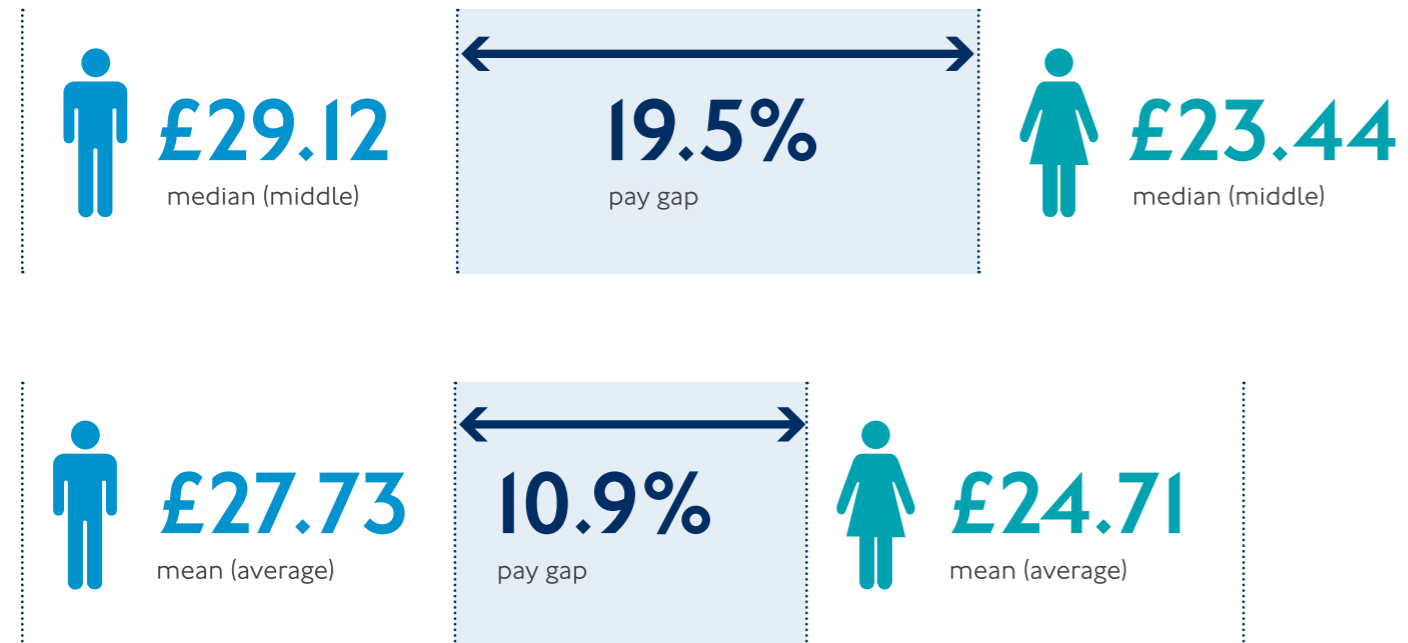
81.5%
of operational staff
are men



18.5%
of operational staff
are women

Pay

Our operational hourly pay rates



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 station controllers and pier controllers. By definition, this is the same rate of pay for the role irrespective of gender, therefore no differentials exist within each job.

Pay quartiles

Median gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	35.49	90.3	34.50	9.7	2.8
Upper middle	32.29	86.0	32.29	14.0	0.0
Lower middle	26.01	85.1	24.80	14.9	4.7
Lower	19.68	71.8	19.68	28.2	0.0

Mean gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	37.02	90.3	35.26	9.7	4.8
Upper middle	31.97	86.0	32.12	14.0	-0.4
Lower middle	26.11	85.1	25.79	14.9	1.2
Lower	19.14	71.8	18.88	28.2	1.4

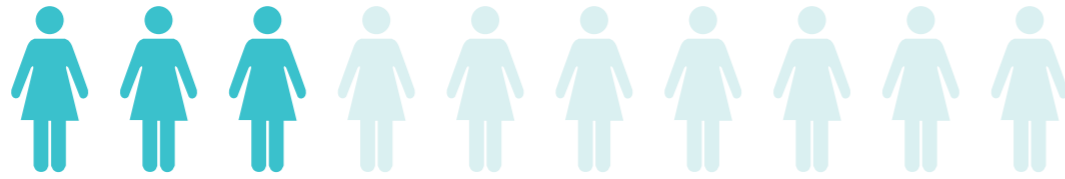
Our under-representation of women in the higher paid roles is evident in the lower proportion of women in the upper and middle quartiles.

Bonuses

Proportion of employees who received a bonus

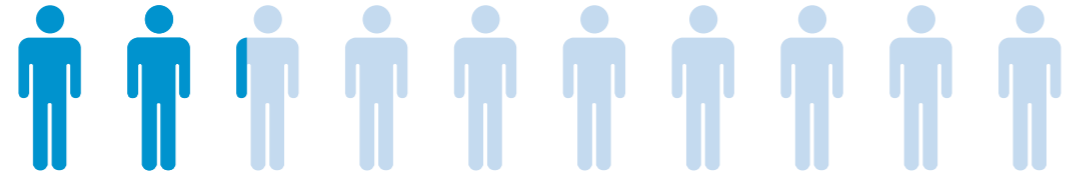
30.1%

women



21.7%

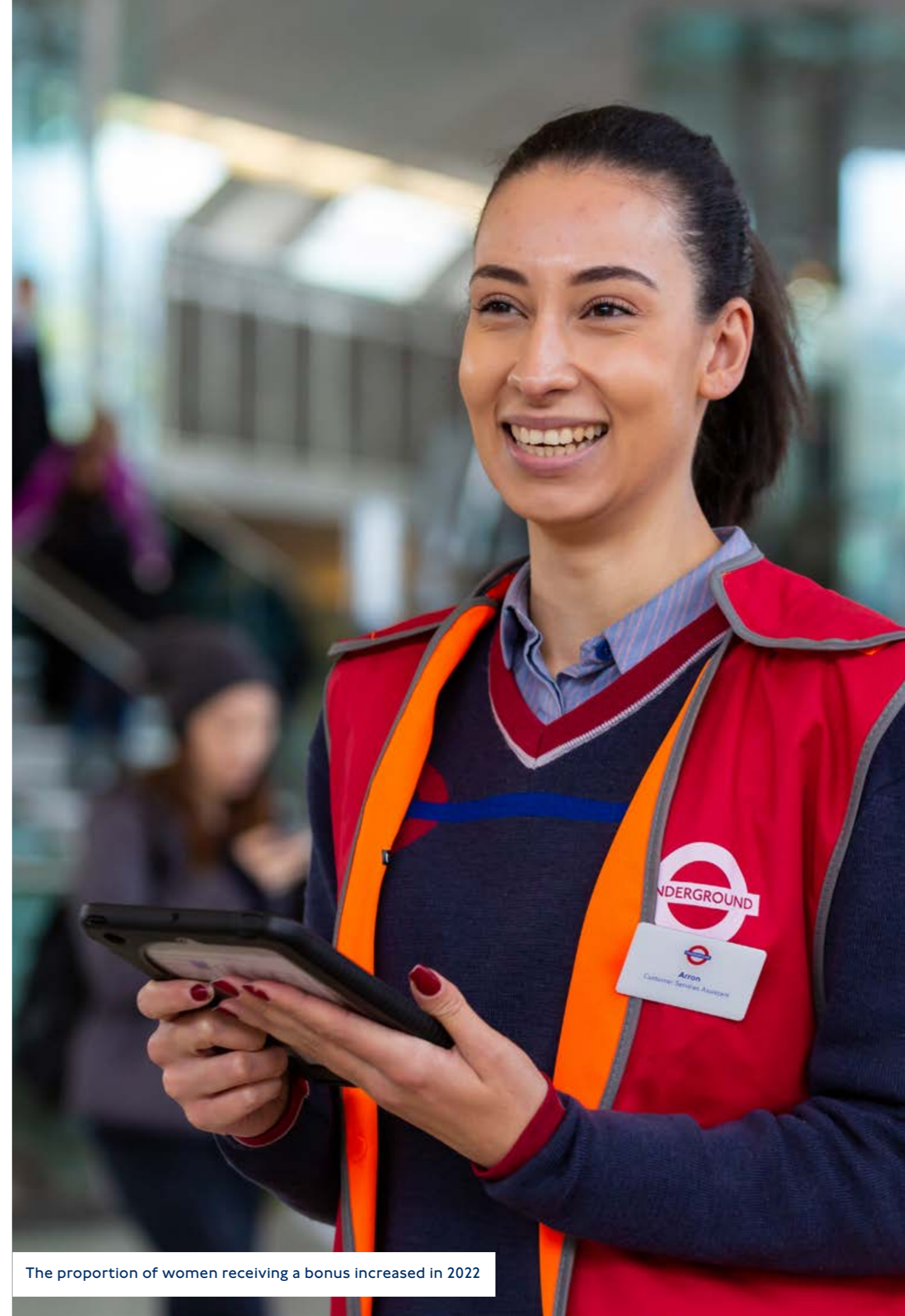
men



Bonus gap

	Men (£)	Women (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	68.45	59.35	13.3

In 2021 23.1 per cent of women received a bonus and 17.4 per cent of men received a bonus. The mean bonus gap for operational employees has increased from 2.3 per cent in 2021 to 13.3 per cent.



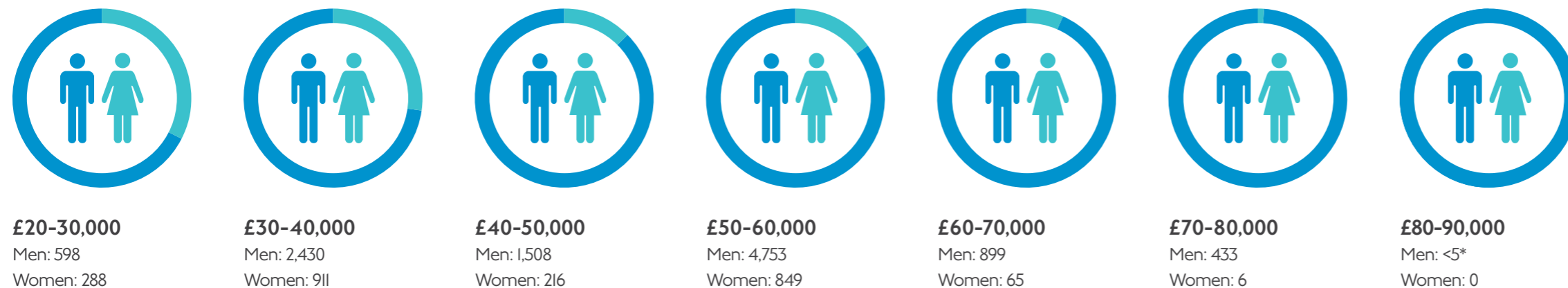
The proportion of women receiving a bonus increased in 2022

Changes from 2021 to 2022

Metric	Men			Women		
	2021 (£)	2022 (£)	Yearly difference (%)	2021 (£)	2022 (£)	Yearly difference (%)
Median hourly pay	28.66	29.12	1.6	22.99	23.44	2.0
Mean hourly pay	27.33	27.73	1.4	24.44	24.71	1.1
Median bonus pay	30.00	30.00	0.0	30.00	30.00	0.0
Mean bonus pay	128.23	68.45	-46.6	125.34	59.35	-52.6

There was an increase in the number of operational employees receiving Make a Difference awards this year, from 78.4 per cent in 2021 to 92.9 per cent.

Salary range according to gender



These are the number of male and female employees within each salary range as it increases by £10,000. For instance, there are currently 4,753 men and 849 women whose salaries fall within the £50,000 to £60,000 bracket.

* We have redacted the entry for this, in line with protection legislation for those earning less than £150,000, as there are fewer than five people

Our progress on closing the gap

We must keep building on the work we have done so far in order to reduce our pay gaps further

We continue to use the Government's evidence-based research to support employers in understanding potential reasons for pay gaps and identify actions that can help reduce these gaps.

We have taken guidance from this research and implemented actions to potentially impact, directly or indirectly, towards reducing our pay gaps.

Inclusive London

Our approach to equity, diversity and inclusion continues to be intrinsically linked to the Mayor's Inclusive London strategy, which highlights that women experience pay gaps in London.

A lack of flexible working opportunities – largely influenced by outdated policies, practices, lack of research and misinformation, along with things such as inaccessible and non-inclusive recruitment practices, particularly for returning mothers, as well as gender bias – can all contribute to women not participating or progressing in the workplace.

The Mayor's strategy is clear in its aims to create a city where opportunities are fair and equitable and that everyone is able to fulfil their potential and contribute to society.

Setting out our new Vision and Values to create a fairer city

Our people were at the heart of creating our Vision and Values, which provides a long-term vision for us to be a more resilient organisation following on from the pandemic, and to be able to move London forward safely, inclusively and sustainably.

Our Vision is to be a strong, green heartbeat for London and to make us a truly values-led organisation. We have three simple Values, which replace our previous behaviours. These are to be Caring, Open and Adaptable. These Values will be embedded into everything we do, including our processes, policies, systems, structures and cultures.

Our Vision and Values features roadmaps, which include one for our colleagues. This focuses on building an inclusive workplace where everyone feels safe, valued and able to improve and develop, whatever their role and wherever they are in their career.

It also includes:

- Showing that our people's safety and wellbeing is paramount

- Promoting inclusive leadership and safe spaces for open dialogue and to be able to challenge without fear of consequences
- Taking clear actions to tackle processes and behaviours that undermine diversity and inclusion
- Developing principle-based people policies, as opposed to rigid, rule-bound ones
- Redesigning performance and development processes to give our people more ownership about their career choices
- Taking a simpler approach to talent development that helps our people understand and plan their career path
- Prioritising fair and transparent internal recruitment, ensuring a wider range of people have access to more opportunities



Taking action to make us more inclusive

Our Action on Inclusion strategy will be published in early 2023. It sets out our vision to deliver an integrated and reliable transport network, where everyone can make spontaneous, seamless, safe, affordable and accessible journeys with confidence. For us to achieve this, the strategy will also focus on promoting an inclusive workplace where our people feel valued, heard and respected.

We want to create an equitable, high-performing workplace where people from all backgrounds can get the support they

need to thrive and grow. In an equitable workplace, everybody will be able to meet their goals and contribute to the success of our organisation.

The strategy will be different to what we have done in the past in that it will focus on our long-term vision, provide consistency and create the blueprint in how we want to work between now and 2030. It will be creative, forward thinking, and dictate a responsibility on all of us to help to shape and promote inclusive behaviours, cultures and the delivery of our work.



Diversity and Inclusion dashboards

With our ongoing commitment to ensure our action plans are driven by evidence-based data, our Diversity and Inclusion dashboards are now fully operational for all colleagues. The dashboards are used to coach senior business leaders to help drive accountability and targeted interventions at a local level. Coaching is led by human resource business partners, with each area also being assigned a diversity and inclusion specialist to lead on interpreting equality data and formalise suitable interventions.

The dashboards show data trends for recruitment, retention, promotion and exiting of minority groups. These enable us to review the employee lifecycle trends for women colleagues to see where interventions may be needed. The dashboards also provide pay gap data so that each area can monitor their pay gap trends and assign actions.

The dashboards have been refreshed to include some levels of intersectionality to show where colleagues may potentially experience multiple barriers. This is a work in progress as we make important upgrades to our current systems and we hope to have more data on intersectionality in the near future.

Equality objectives

Our equality objectives, which were published towards the end of 2021, have been shared across our organisation. They focus on ensuring our colleagues continuously think about eliminating discrimination, harassment and victimisation, while fostering good relations and advancing equality of opportunity for minority groups while embedding this in their daily work.

The document gives clear guidance on 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.

The objectives also provide guidance on enhancing the recruitment, retention, and career development of our people, along with investment in the future skills of our organisation, particularly in critical areas where there is a skills gap, and the need for urgent investment.





Equality Impact Assessment

Our Equality Impact Assessment tool continues to play an important role in minimising potential disproportionate impacts of change on our women colleagues, particularly during a policy or organisational change.

Our human resource business partners support business areas with establishing an evidence base for any change proposal. They also help to gather information for Equality Impact Assessments and offer advice and guidance to business leaders.

We have trained colleagues across the organisation, known as Superusers, who support business areas with the initial review of an Equality Impact Assessment. The Diversity and Inclusion team is also consulted before it receives final approval.

Each assessment is monitored throughout the project lifecycle whereby it is quality assured from initial concept through to implementing the change. We will conduct a thorough Equality Impact Assessment audit to ensure all submissions are in line with our business policy, reflecting our Public Sector Equality Duties under the Equality Act 2010.

Creating an inclusive workplace

We are redesigning our Diversity and Inclusion training, Creating an inclusive workplace (previously called Valuing People), to ensure it is aligned to our Action on Inclusion strategy, and that anyone who joins our organisation is aware of the expectations that we set ourselves and that we expect of all of our people.

This training will not only provide important legislative and business information, but also bring to life scenario-based examples of the different forms of discrimination and the impact they can have on people's confidence, performance and progression.

Count me in campaign

We have recently launched our Count me in campaign with the aim of generating increased diversity data on protected characteristics, to gain a better understanding of the representation of our workforce.

Colleagues are the owners of their personal diversity data, and while respecting everyone's prerogative to keep their data private, the theme of the campaign is focused on encouraging people to share rather than to declare. At the heart of the campaign is the message that more diversity data will mean more evidence-based targeted interventions, to enable colleagues to see the level of impact it can make. Having increased levels of diversity data impacts employee lifecycle trends, so colleagues can view, for example,

the number of women who applied for roles and went on to be successfully hired. The increased level of sharing also provides us with a better picture of which minority groups report higher levels of bullying, harassment and victimisation in the workplace.

The campaign will also aim to raise awareness of intersectionality, which is where an individual has more than one protected characteristic, so could experience multiple barriers in the workplace. Reporting on intersectionality is a work in progress for us, but we anticipate this insight going forward will help us to remove barriers to achieve our ambition of a truly inclusive workforce that is reflective of London's communities.

Women's Colleague Network Group

Our Women's Colleague Network Group is a community of women and allies who inspire and empower women to achieve their career and personal aspirations. Working closely with our Diversity and Inclusion team, the group supports our strategic gender diversity and inclusion priorities. It helps raise awareness of the key issues that impact its members and identify ways to promote gender equality, diversity and inclusion for all our people. The group provides a forum for colleagues to network, get support and share advice.

We recently made changes to the way we support our Colleague Network Groups, which has resulted in a structured change with a greater level of senior sponsorship and involvement to promote their activities. It means more clearly defined roles and responsibilities, a new reporting structure and clear objectives. We also implemented assigned release from day job responsibilities each week for group Chairs and Vice Chairs to concentrate solely on colleague network group activities.

The group holds a number of events throughout the year. In 2022, particular highlights included the celebration of International Women's Day and World Menopause Day, for which the theme was Cognition and Mood, to focus on the mental and emotional impacts of the menopause.

The group also launched the Menopause Hub last year, a sub-group of the Women's Colleague Network Group that meets regularly to offer a safe space to seek support and share experiences with colleagues. The group aims to bring people together to talk openly about a range of menopause topics and promote greater awareness of this important stage of life and the impact it can have on women in the workplace, their health, emotional wellbeing, relationships and daily routine.

All colleagues are welcome to join the Menopause Hub, whether they are experiencing the menopause, managing menopausal staff, or know people who are going through the menopause. There is also a dedicated SharePoint page on our intranet that has links to useful resources, blogs written by colleagues sharing their experiences, and information on previous sessions and external events held with organisations such as Network Rail and Scotland Rail.



The highlights are:

- We have made changes to our Colleague Network Groups to ensure more senior involvement
- Senior members of our Colleague Network Groups are now assigned release days from their day jobs to enable them to focus solely on Colleague Network Group work
- Our Women's Colleague Network Group celebrated World Menopause Day with a focus on the mental and emotional impacts
- We launched the Menopause Hub as a sub-group of our Colleague Network Group
- We launched a menopause support page on our intranet

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Recruiting a diverse team

As we emerge from the pandemic, recruitment for the financial year 2022/23 has increased. However, we focused on internal resources where recruitment was critical and filled 70 per cent of roles with internal talent. This helped our commitment to existing colleagues by offering internal opportunities. For the roles we were unable to fill internally, we have continued to apply outreach practices to attract a range of candidates.

We understand that a diverse and inclusive organisation performs better, is more financially successful and provides a better level of customer service. A diverse workforce will help us to innovate, test and challenge our current thinking. We are committed to embedding this throughout our recruitment practices to ensure we continue to attract diverse talent while supporting our overall ambition of being an employer of choice.

We are now in a better position to understand the candidate market, build critical thinking, and continue to ensure our recruitment processes are accessible to prospective candidates. We have worked hard to make our job adverts more attractive and have committed to applying a level of transparency about salary, expectations of the recruitment process and role they are applying for, as well as simplifying the essential and desirable skills within adverts to help attract more diverse candidates.

Our high-volume recruitment team predominantly delivers campaigns to recruit high numbers of operational vacancies targeted at more generalist skills that, by nature, tend to fill these vacancies in the external market. The team continues to attract candidates from diverse backgrounds through various outreach programmes and activities. We continue to see a fair level of gender mix attracted to these roles and being successful.

However, with many entry-level roles, the salary is typically at the lower end of the pay range, which can widen the pay gap, especially due to the volume of individuals hired. Despite this, it is strategically important for us to continue to hire diverse populations into entry level operational positions as we hire and promote exclusively from this existing employee talent pool into more senior operational positions, which have a significantly higher salary.

Skills and employment programmes

We are continuing our work to encourage more women into transport careers, and help remove barriers in education attainment, from primary school through to college and university, that might prevent this progression.

Our graduate hires for 2021/22 saw an increase from 25 per cent to 32 per cent. However, we have seen a decline in the percentage of women joining our apprenticeship schemes from 40 per cent to 33 per cent.

A contributing factor to this was the reduction in volume of outreach activity during 2020/21 caused by the coronavirus pandemic. This had a greater impact in attracting less women to our lower-level apprenticeships, which typically have a lower percentage of hires than our higher level apprenticeships.

The total percentage of women hired onto our higher level 4-6 apprenticeships was 45 per cent. In addition, two of the three new schemes introduced were in disciplines which traditionally are under-represented by women.

Our continued focus on increasing representation of women on our graduate schemes and apprenticeships will include:

- Targeting universities with a higher proportion of women in disciplines where they are traditionally under-represented
- Implementing new selection and assessment methodology to reduce potential barriers for women
- Our schools' and young people engagement strategy which includes targeting girls' schools and mentoring schemes with our partners Action Tutoring, Career Ready and the Princes Trust
- Continue to use role models and gender inclusive language on our website
- Targeted social media engagement and engagement through organisations who work to address under-representation including targeted bespoke women in engineering communications and advertising with STEM Women

In addition, we will expand our employability and young people outreach work through hybrid delivery to widen accessibility.



Getting ready for Senior Leadership programme

We recognise the challenge for individuals of moving into director roles and the under-representation of minority groups, and we launched a pilot development programme this year. This is an experiential nine-month learning programme with participants being sponsored by existing directors. Sponsorship by a senior leader, combined with experiential learning and assignments, is highly successful in getting individuals ready for future roles.

The programme is open to all existing senior Band 4 and Band 5 managers, with participant numbers limited to 15 for the pilot. Colleagues from demographic groups under-represented at senior level were encouraged to express interest in the programme.

A new approach to performance and talent

In 2021/22, we introduced an evidence-based, inclusive approach to talent and performance, which is underpinned by a desktop- and mobile-based technology solution, called myJourney. This was informed by an Equality Impact Assessment to review potential barriers for minority groups and any subsequent mitigations to minimise impact. We also consulted with our colleague networks groups, to make sure the new systems and approaches were

fully accessible, and conducted a comprehensive lessons learnt exercise following the 2022 end of year conversations. The employee-led approach has been well received, and with further embedding will lead to better engagement for our people. To reduce risk of potential bias, we have reviewed our performance ratings and continue to focus on regular performance conversations and capturing ongoing feedback.



Job design and evaluation process

We continue to use the Korn Ferry methodology to evaluate all roles across the organisation and provide a clear governance process. The methodology helps strengthen our job design and evaluation process. 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 the organisation to ensure we can provide a clear and defensible rationale. We also ensure that the job evaluation process is robust, and that fair selection processes are in place when roles are re-graded, by providing guidance to managers and leaders across all areas of the business.

Developing our leadership team

In 2021/22, we extended our leadership development offering under the umbrella of the Stay Learning on Platform. Alongside a range of different topics, such as supporting people with menopause, dealing with infertility, domestic abuse or menstrual health conditions, the Leadership and Management Knowledge Centre was created.

The centre provides a single point of entry for all our staff to a regularly curated learning resources group around a range of skills, knowledge and attributes needed by good leaders, as well as our Leadership Strengths framework. There is guidance on things such as setting objectives, celebrating good work, and development and coaching for better performance, with associated tool kits for both line managers and employees on the site.

Our 360 tool directly links to our Leadership Strengths frameworks and remains open to all our staff, giving them insight into what they do well as a leader and what those that they lead feel should be developed. Development resources are mapped alongside these strengths, and they are available not just to those participating in the 360 but to all employees through Stay Learning.

This year we will be launching Our People Leaders framework, which consists of five principles clearly setting out the experience we want all our employees to have. We will embed inclusive leadership into this work and it will also shape our development strategy. 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. This work is key to embedding our values and diversity ambitions.



Acquiring diverse executive talent

We continue to strive to provide opportunities for our people to move into senior roles within the organisation. Work to implement this and create more diverse outcomes will be ongoing, and there are a number of interventions in place to enable this. They include:

- Refining our search process and seeking expert external advice on best practice, adding diversity of thought, challenge and robustness to senior recruitment
- Adapting a creative approach to senior manager assessments to facilitate 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. Our senior recruitment campaigns continue to see more than 50 per cent diversity of candidates invited to video interview

We continued to supplement our approach by analysing typical gender behaviour to approaching job applications. We saw a stark difference between men and women, with most men prepared to apply for lateral roles while most women were not. Men also take more career risks and are more likely to make multiple applications.

An important realisation was that women would benefit from stronger career coaching and mentoring. We recognised that we needed to encourage more women to participate in the recruitment process and their career journeys. To address this, we ran events with our Women's Colleague Network Group focusing on career building, career management and accountability, reaching more than 1,000 women under the Project You banner. In 2021/22, more than 50 per cent of our leadership hires were women.

We are focused on building our internal diverse pipeline of women leaders who are ready, engaged and have the leadership potential for a bigger role. During a recent senior recruitment campaign focused on four internal senior leadership opportunities, we attracted more than 70 applications through supporting and publicising the vacancies. We ran a Spotlight session where we discussed the roles to potential candidates which was attended by more than 140 people. The campaign resulted in 100 per cent female hires into senior leadership roles in 2022.

We also hired a female director of engineering and asset strategy this year, a key success because it's a particularly under-represented skills area.



Our plans for closing the gap

We must make our organisation more inclusive to ensure we deliver our long-term ambitions

The inclusivity of our organisation is dependent on our personal commitment, our respect for all groups, our humility, and how we promote our views while encouraging others to do the same. We recognise that we still have a way to go to change our culture and understanding around what is influencing our pay gaps so that we can reduce them as much as possible.

We have developed a four-year Pay gap action plan, with consultation from key stakeholders such as our Colleague Network Groups and Trade Unions. The action plan sets out a number of steps to help directly or indirectly narrow our pay gaps. We must try to understand the makeup of our organisation while considering other important elements that can influence a pay gap, such as societal or market factors. Therefore, each action is designed to help influence our pay gaps and achieve the cultural change needed at every level for us to be a truly equitable and diverse employer of choice, reflecting the city we serve.



We are working to make our organisation more inclusive



Action plan key elements

Embedding an inclusive culture

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

Training and developing awareness of intersectionality

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

Review the organisational policies, practices and guidance

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

Actively enhancing the voices of minority colleagues

Providing the platform or 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.

Addressing bias in the workplace

Tackling overt discrimination and barriers that exist in the workplace.

We have already achieved some key milestones, such as reviewing, embedding and mandating inclusive recruitment practices, ensuring transparency and access to data for our people to enable them to track employee lifecycle data trends for all groups, and incorporating the formation of local diversity and inclusion taskforces with appointed leads to our new operating model.

The plan details progress updates with estimated timelines on each action, which will be reviewed by our Executive Committee on a periodic basis to ensure we are fulfilling our commitments.

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 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. The experience, reliability and accessibility of these services is fundamental to Londoners' quality of life.

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, our expanded Ultra Low Emission Zone and fleets of increasingly environmentally friendly and zero-emission buses are helping to tackle London's toxic air.

During the pandemic, we took a huge range of measures to ensure people were safe while travelling. This included extensive cleaning regimes across the public transport network and working with London's boroughs to introduce the Streetspace for London programme, which provided wider pavements and cycle lanes for people to walk and cycle safely and maintain social distancing. London's recovery is vital to the UK's recovery as life returns to normal. We want to ensure London avoids a car-led recovery and we continue to reassure people the capital and our transport network is safe and ready for them.

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

Working with the Government, we opened the Elizabeth line in time for Queen Elizabeth II's Jubilee. This transformational new railway adds 10 per cent to central London's rail capacity and supports the delivery of high-density, mixed-use developments, which are planned around active and sustainable travel to ensure 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 information, 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's recovery from the pandemic continues.

