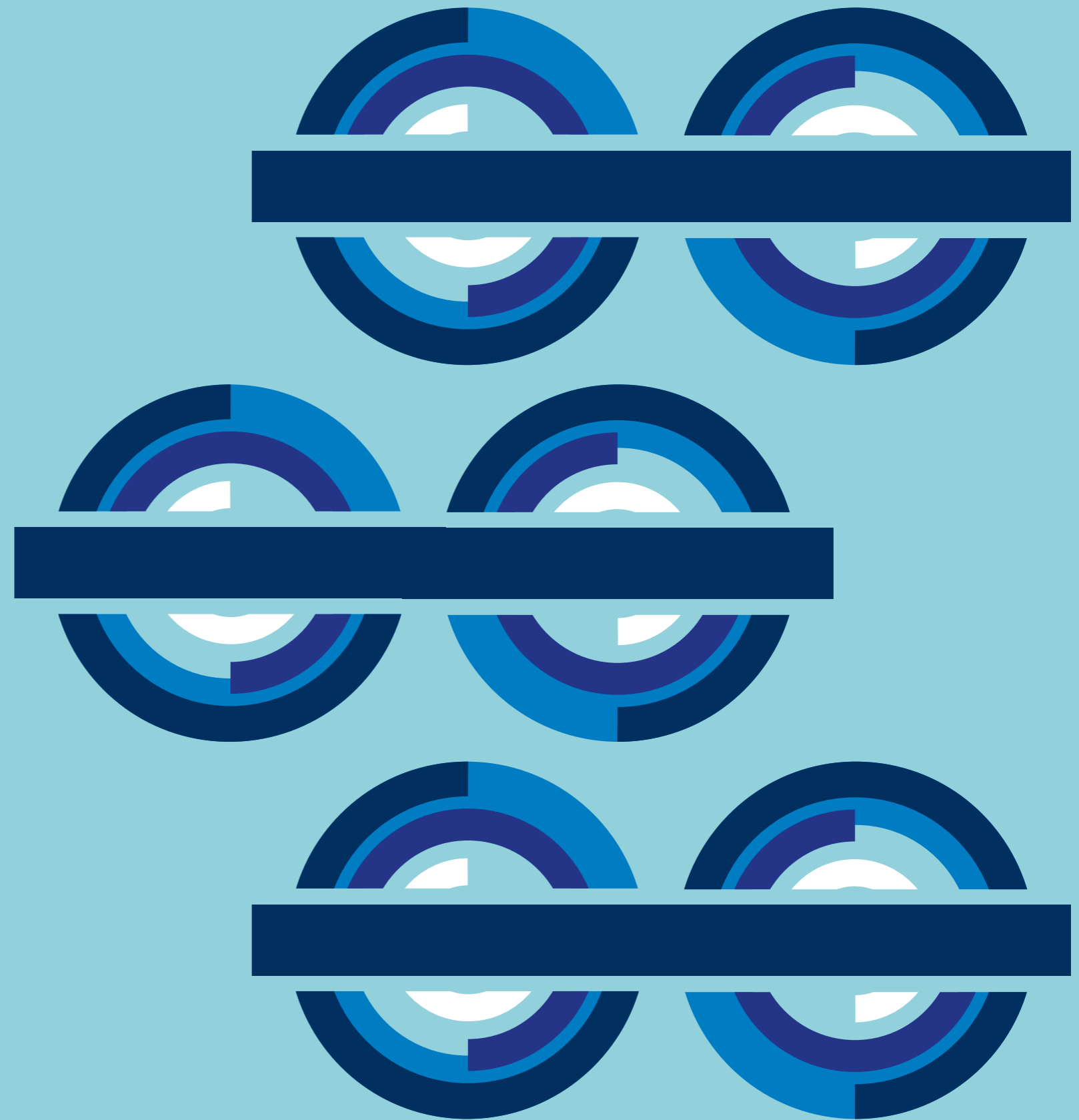


Transport for London disability pay gap report

2022



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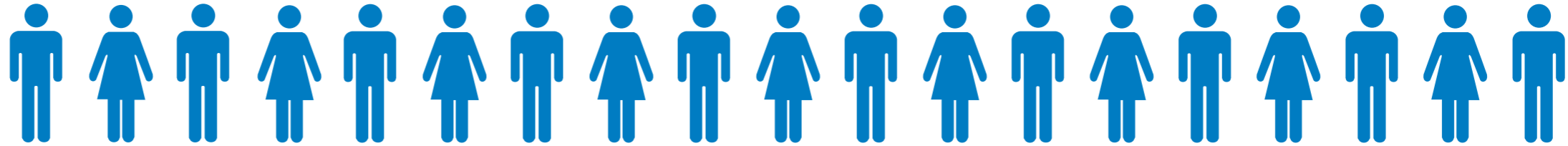
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As at 31 March 2022, nearly three per cent of our staff have declared they have a disability

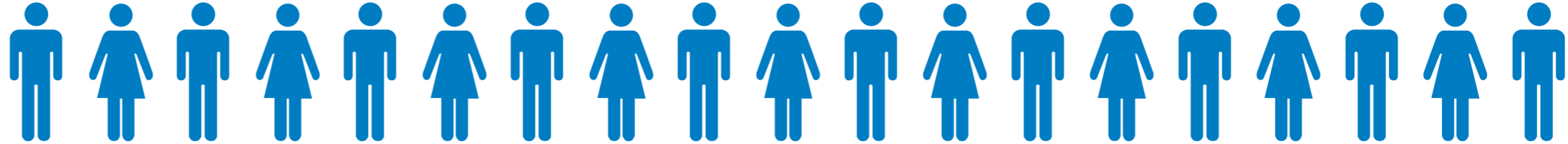
26,048

people employed by us



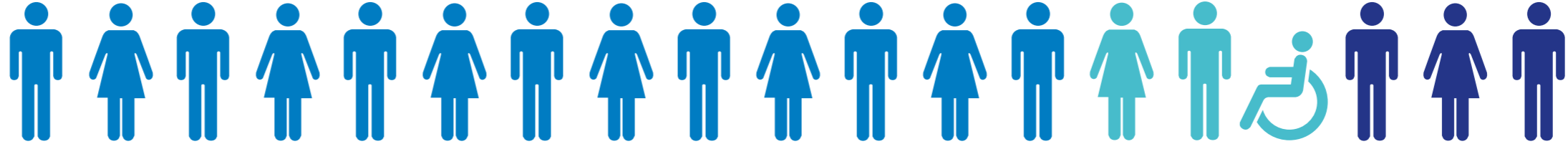
52.9%

of our staff identify as non-disabled



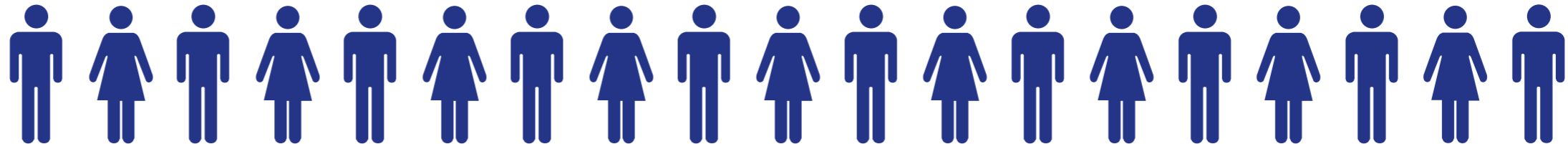
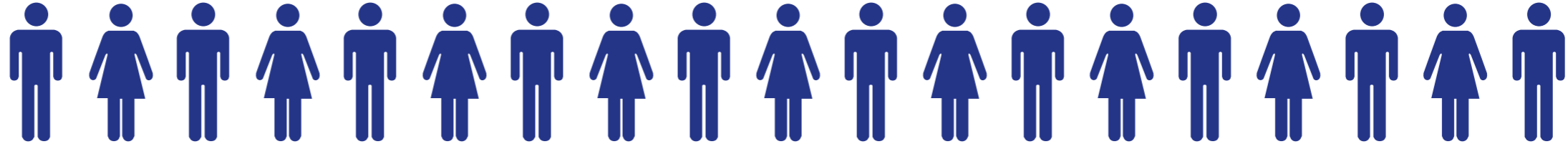
2.8%

of our staff identify as having a disability



44.3%

of our staff prefer not to say/
unknown disability status





The median disability pay gap has decreased by 2.4 per cent since 2021

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 disability pay gap and those we will implement soon.

In 2022, our median disability pay gap (a better reflection of what a typical non-disabled and disabled person earns in TfL) was 2.9 per cent, meaning it has decreased by 2.4 percentage points since 2021. 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 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 enhance development of colleagues in business areas that have under-representation. Our senior leadership team will continue to collaborate with and raise the profile of our Colleague Network Group for Disability.

In 2023 we will create Diversity and Inclusion Taskforces across the organisation. These will champion diversity and inclusion initiatives and drive positive inclusive change in local areas. Next year we will complete mandatory equality, diversity and inclusion training for colleagues. We will undergo external assessment to attain Disability Confident Leader status. We will launch a new Senior Leadership Development Programme, called Getting Ready for Senior Leadership, to help diversify our leadership population.

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

Andy Lord
Commissioner

The disability pay gap

Measuring the overall difference in the average pay

We measure the overall percentage difference in the average pay of non-disabled staff and disabled staff in two ways. Our disability pay gap calculation approach is in line with the Government regulations for calculating gender pay gaps. 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 non-disabled employees and disabled employees.

Median

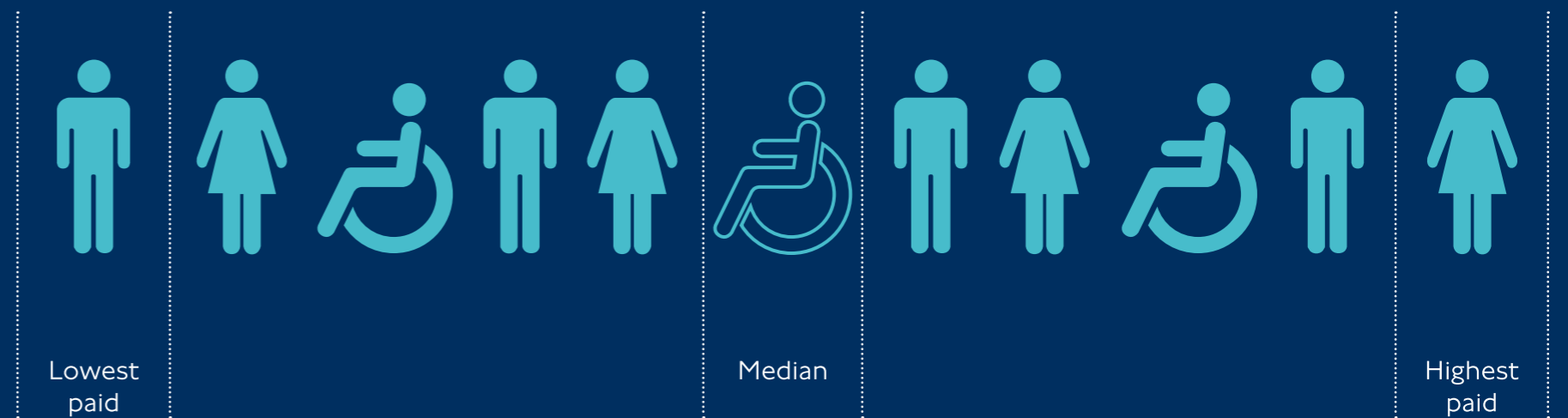
The difference between the middle paid non-disabled employee and the middle paid disabled employee.

While the mean measure can be skewed by a small number of high or low earners, the median gives a good idea of how much a typical non-disabled employee and disabled employee is paid at TfL.

Quartiles

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

Median disability pay gap



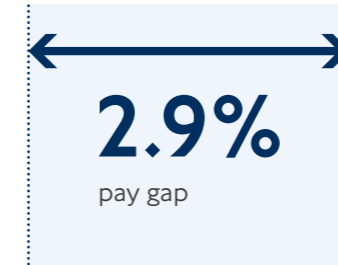


Overall results

These results are for both our operational and non-operational roles

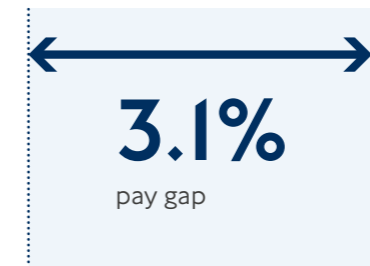
Pay gap
Our overall hourly pay rates

£29.58
Non-disabled median



£28.73
Disabled median

£29.16
Non-disabled mean



£28.26
Disabled mean

Our mean disability pay gap has slightly increased from 2.5 per cent in 2021, but our median disability pay gap has decreased from 5.3 per cent in 2021.

Pay quartiles

Median disability pay gap

Quartile	Non-disabled		Disabled		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	38.33	94.1	37.40	5.9	-2.5
Upper middle	32.19	95.2	32.29	4.8	0.3
Lower middle	25.02	95.7	26.02	4.3	3.9
Lower	19.60	94.9	19.68	5.1	0.4

Mean disability pay gap

Quartile	Non-disabled		Disabled		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	39.61	94.1	39.96	5.9	-2.4
Upper middle	31.63	95.2	31.74	4.8	0.3
Lower middle	25.37	95.7	25.79	4.3	3.8
Lower	18.04	94.9	18.53	5.1	0.4

Non-disabled and disabled staff

Hourly and bonus pay gap

Metric	Non-disabled staff			Disabled staff		
	2021 (£)	2022 (£)	Difference (%)	2021 (£)	2022 (£)	Difference (%)
Median hourly pay	28.28	29.58	4.6	26.79	28.73	7.2
Mean hourly pay	28.00	29.16	4.1	27.29	28.26	3.6
Median bonus pay	530.00	30.00	-94.3	572.00	60.00	-89.5
Mean bonus pay	685.68	1,219.13	77.8	633.77	921.44	45.4

Bonuses

Proportion of employees who received a bonus

38%

of staff who are not disabled



43.2%

of staff who have a disability



Bonus gap

	Non-disabled (£)	Disabled	Pay gap (%)
Median	30.00	60.00	-100.0
Mean	1,219.13	921.44	24.4

In 2021, 48.7 per cent of disabled employees received a bonus, compared with 43.4 per cent of non-disabled staff. Bonuses include individual performance-related payments or performance awards, Make a Difference recognition scheme vouchers, long-service awards and other one-off payments that employees were 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.

Percentage of people in each of our pay bands who declared a disability

Band	2021	2022	Percentage point change
Director	5.0	5.6	0.6
Band 5	1.7	2.0	0.3
Band 4	3.5	5.7	2.2
Band 3	4.1	5.8	1.7
Band 2	3.5	5.6	2.1
Band 1	7.4	9.9	2.5
Graduates	7.7	9.7	2.0
Apprentices	4.9	4.6	-0.3

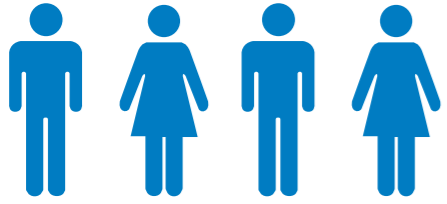
Our largest proportion of disabled employees from within our operational population continues to be from within customer service assistant roles, we have seen an increase of disabled employees within our higher paying train operator roles from 23.6 per cent in 2021, to 27.8 per cent in 2022.

The biggest increase since last year has been in our lower-paying Band 1 roles, which could explain the slight increase in our mean disability pay gap. With the exception of Apprentice roles, there has been an increase of representation across all other grades including senior management roles which has contributed to the reduction of our median disability pay gap.



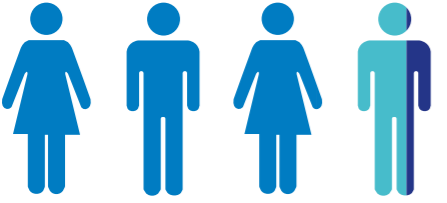
The biggest increase since last year has been in our lower-paying roles

Non-operational employees



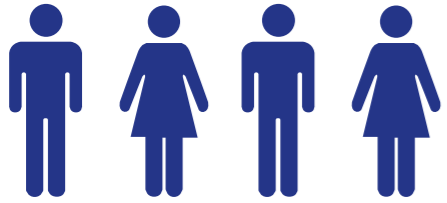
12,707

non-operational people working for us



58.7%

of non-operational staff are not disabled

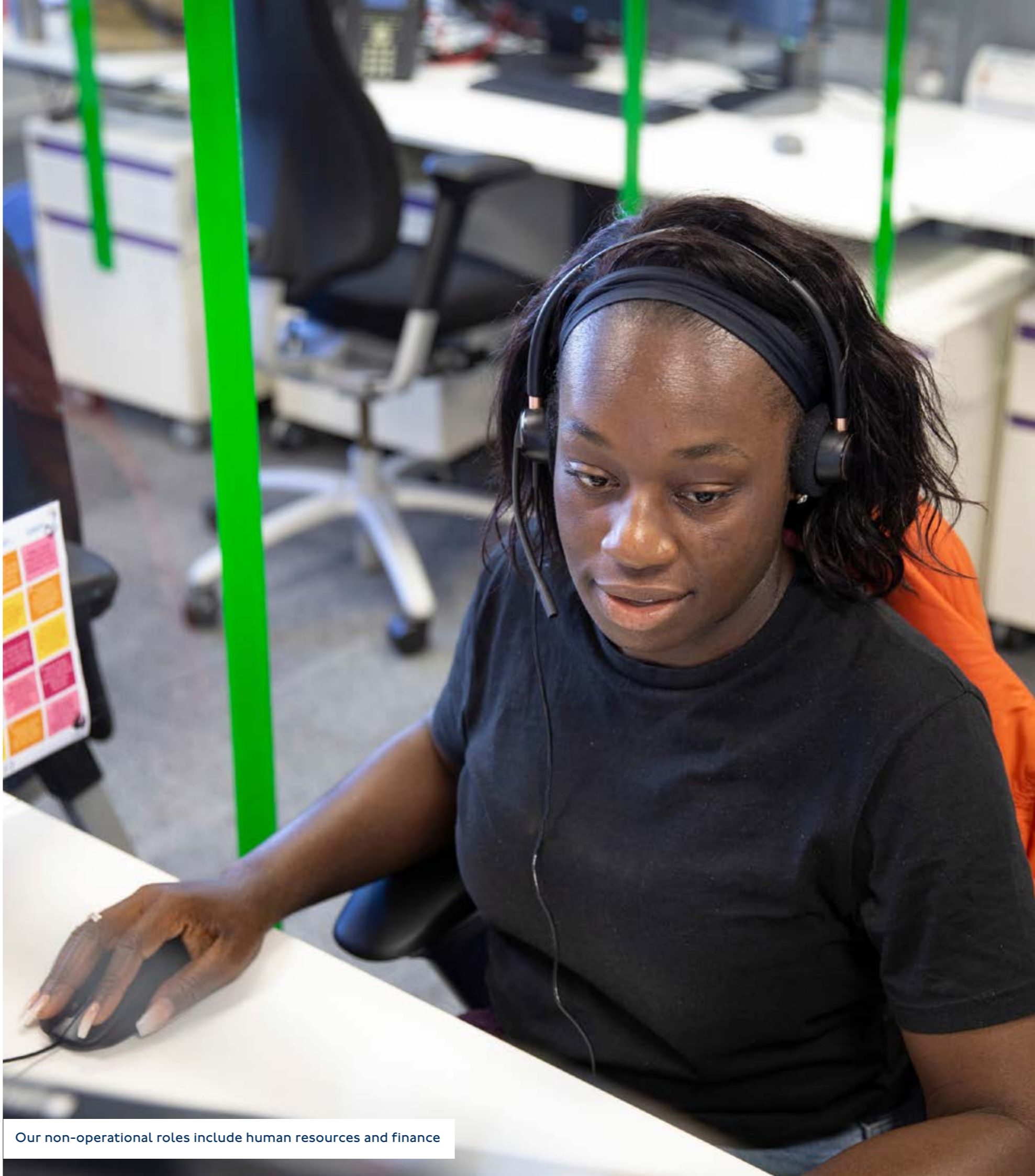


3.7%

of non-operational staff are disabled

37.6%

of non-operational staff prefer not to say/unknown



Our non-operational roles include human resources and finance

Pay

Our non-operational hourly pay rates

£30.68

Non-disabled median

3.1%

pay gap

£29.73

Disabled median

£30.99

Non-disabled mean

4.6%

pay gap

£29.56

Disabled mean

Pay quartiles

Median disability pay gap

Quartile	Non-disabled		Disabled		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	38.39	94.7	39.29	5.3	-2.3
Upper middle	31.35	94.0	31.22	6.0	0.4
Lower middle	26.38	94.4	25.78	5.6	2.3
Lower	18.14	92.3	17.78	7.7	2.0

Mean disability pay gap

Quartile	Non-disabled		Disabled		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	40.88	94.7	40.32	5.3	1.4
Upper middle	31.26	94.0	31.30	6.0	-0.1
Lower middle	25.86	94.4	25.44	5.6	1.6
Lower	17.43	92.3	17.45	7.7	-0.1

Non-disabled and disabled staff

Hourly and bonus pay gap

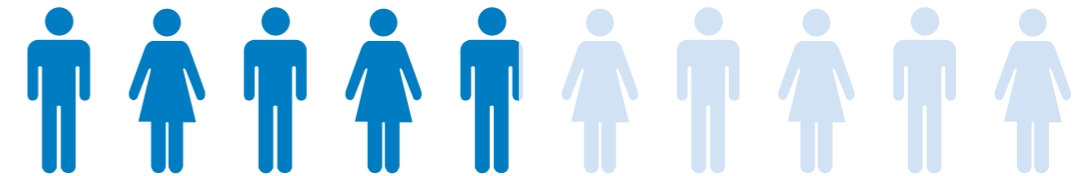
Metric	Non-disabled staff			Disabled staff		
	2021 (£)	2022 (£)	Difference (%)	2021 (£)	2022 (£)	Difference (%)
Median hourly pay	30.15	30.68	1.8	28.98	29.73	2.6
Mean hourly pay	30.18	30.99	2.7	28.83	29.56	2.5
Median bonus pay	681.00	60.00	-91.2	630.00	60.00	-90.5
Mean bonus pay	860.72	1,746.36	102.9	742.97	1,188.22	59.9



Bonuses

Proportion of employees who received a bonus

48.2%
of staff who are not disabled



51.0%
of staff who have a disability

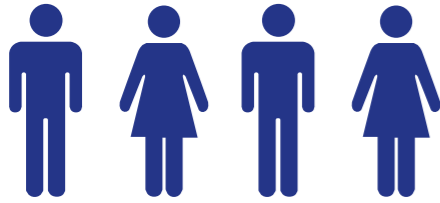
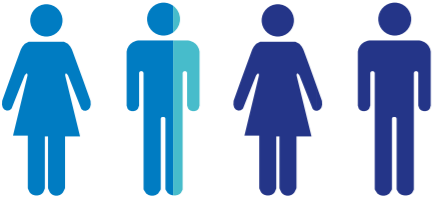
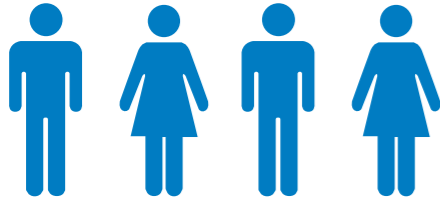


Bonus gap

	Non-disabled (£)	Disabled	Pay gap (%)
Median	60.00	60.00	0.0
Mean	1,746.36	1,188.22	32.0

In 2021, 64.7 per cent of disabled people and 64.3 per cent of non-disabled people received a bonus.

Operational employees



13,341

people employed in operational roles

47.4%

of operational staff are not disabled

2%

of operational staff are disabled

50.6%

of operational staff prefer not to say/unknown



Our operational roles include customer service assistants

Pay

Our operational hourly pay rates

£28.73

Non-disabled median

13.1%

pay gap

£24.95

Disabled median

£27.01

Non-disabled mean

4.2%

pay gap

£25.87

Disabled mean

Pay quartiles

Median disability pay gap

Quartile	Non-disabled		Disabled		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	34.52	96.1	34.52	3.9	-0.0
Upper middle	32.29	96.8	32.29	3.2	0.0
Lower middle	25.30	96.1	23.79	3.9	5.9
Lower	19.68	95.4	19.68	4.6	0.0

Mean disability pay gap

Quartile	Non-disabled		Disabled		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	35.77	96.1	35.23	3.9	1.5
Upper middle	32.02	96.8	32.00	3.2	0.1
Lower middle	25.71	96.1	25.24	3.9	1.8
Lower	19.36	95.4	18.79	4.6	3.0

Non-disabled and disabled staff

Hourly and bonus pay gap

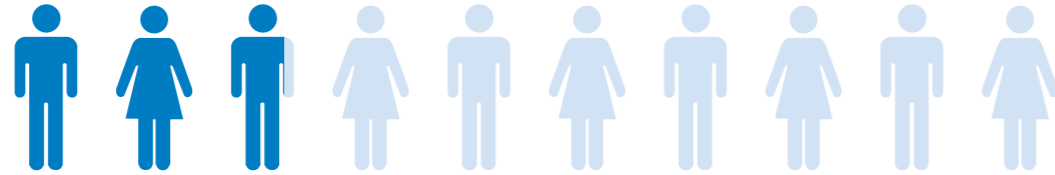
Metric	Non-disabled staff			Disabled staff		
	2021 (£)	2022 (£)	Difference (%)	2021 (£)	2022 (£)	Difference (%)
Median hourly pay	25.60	28.73	12.2	23.21	24.95	7.5
Mean hourly pay	25.78	27.01	4.8	24.81	25.87	4.3
Median bonus pay	30.00	30.00	0.0	30.00	30.00	0.0
Mean bonus pay	118.10	65.40	-44.6	112.24	67.03	-40.3

Bonuses

Proportion of employees who received a bonus

25.9%

of staff who are not disabled



29.0%

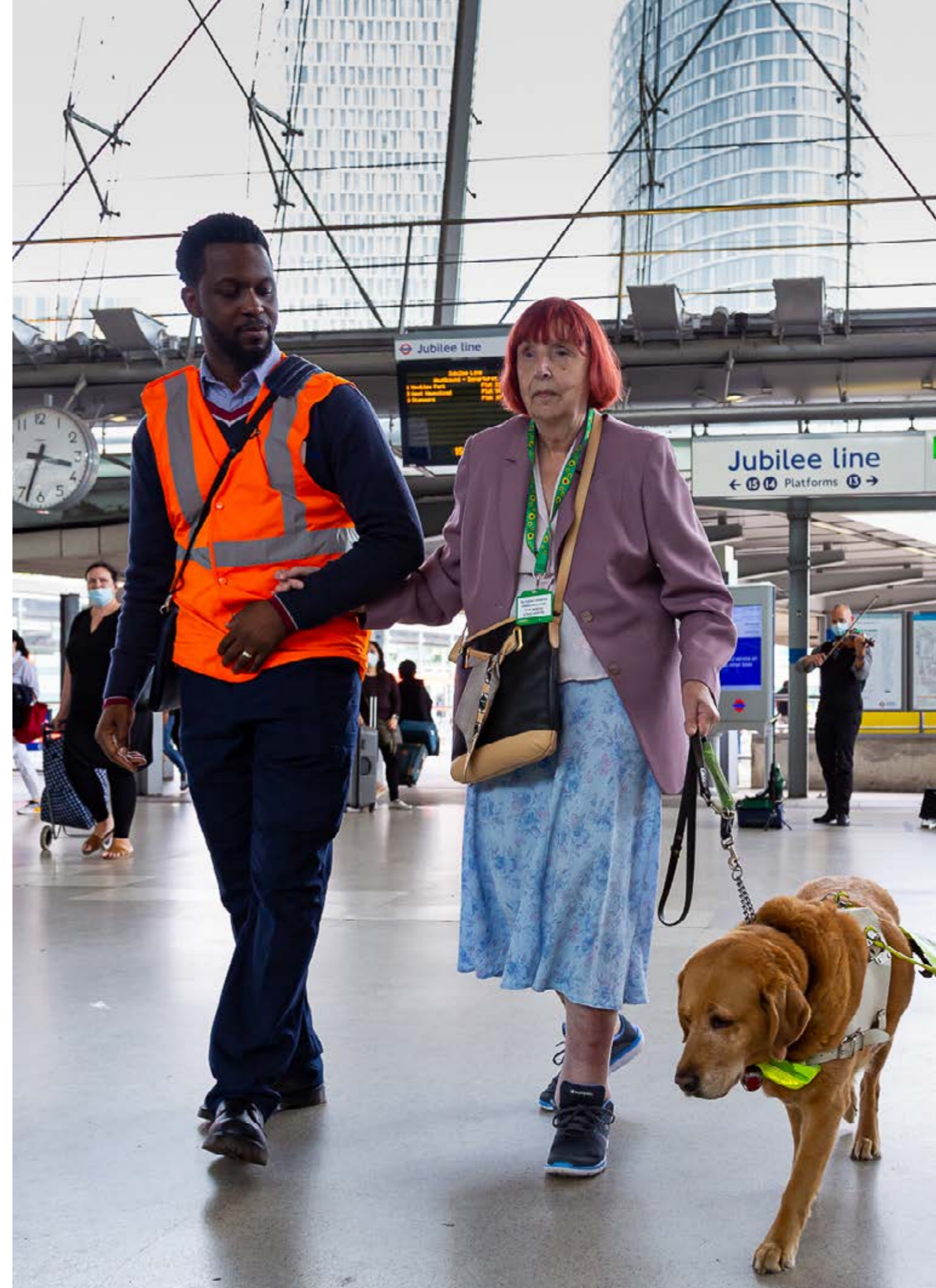
of staff who have a disability



Bonus gap

	Non-disabled (£)	Disabled (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	65.40	67.03	-2.5

In 2021, 21.8 per cent of disabled employees and 19.8 per cent of non-disabled employees received a bonus. The median bonus figure reflects the value of a single recognition award value. The mean values are influenced by people who received multiple recognition awards, as well as those who received long-service awards.



Long service and multiple awards can affect bonus values

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 equality, diversity and inclusion continues to be intrinsically linked to the Mayor's Inclusive London strategy, which highlights that disabled people 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 those requiring reasonable adjustments – can all contribute to disabled people not participating or progressing in the workplace.

The 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.

Vision and Values

Our people were at the heart of creating our new Vision and Values, which provides a long-term vision for us to be a more resilient organisation following on from the effects of 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 includes 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 of 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

Action on Inclusion

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.



Equality objectives

Our equality objectives, which were published towards the end of 2021, have now been shared across our organisation. The focus is to ensure our colleagues continuously think about the need to eliminate discrimination, harassment and victimisation, and are 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. It also provides 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 skills areas where there is a skills gap, and the need for urgent investment.

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 across our organisation for all colleagues. The dashboards are used to coach our 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 formalising 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 disabled 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 Impact Assessment

Our Equality Impact Assessment tool continues to play an important role in ensuring we minimise any potential disproportionate impacts of change on disabled 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 numerous 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 are also consulted as an extra layer of quality control assurance before it receives final approval.

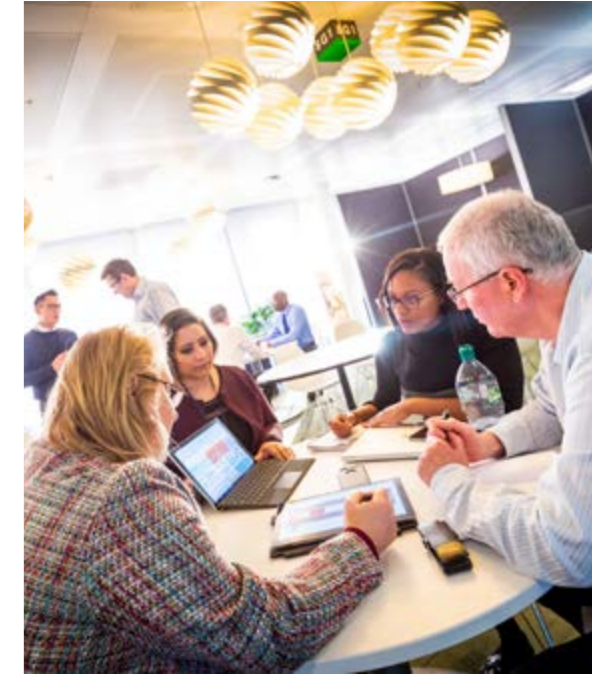
Each assessment is monitored throughout the project lifecycle whereby it is quality assured from initial concept right through to implementing the change. We will conduct a thorough Equality Impact Assessment audit to ensure all submissions are in line with our business policy, reflecting our Public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

Count me in campaign

We recently launched our Count me in campaign, designed to generate more 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 campaign encourages people to 'share', rather than to declare. We have placed higher levels of diversity data at the heart of the campaign, which will influence evidence-based targeted interventions to enable colleagues to see the impact it can make.

Having increased levels of diversity data impacts employee lifecycle trends. For example, colleagues can view the number of women that applied for roles and went on to be successfully hired. The increased level of sharing also gives us a better picture of which minority groups report higher levels of bullying, harassment and victimisation in the workplace.



Creating an inclusive workplace

We are currently redesigning our Diversity and Inclusion training, Creating an inclusive workplace (previously known as Valuing People), to ensure that 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 an individual's confidence, performance and progression.



Disability Confident

This is a Government scheme that is designed to encourage employers to think differently about disability and improve how they recruit, retain and develop disabled people. We are a Disability Confident employer, which means we actively attract and recruit disabled people for a wide range of opportunities such as jobs, apprenticeships, internships and work experience. We continue to monitor our online and offline processes to ensure they are fully accessible, accept job applications in a variety of formats and ensure our people know how to support disabled people.

Working with our partners

We are continuing our work and partnership with the Business Disability Forum, which is a not-for-profit membership organisation that exists to transform the life chances of disabled people, working through and with business to create a disability-smart world. They are strategically aligned to our work to support disabled applicants and colleagues, and are reviewing solutions to improve our people's knowledge of disability issues. There will be an added focus on workplace adjustments, mental health and neurodiversity. They are also looking at options to equip our people managers with toolkits to support conversations with team members who require adjustments owing to a disability or health condition.



Colleague Network Group for Disability

Our Colleague Network Group for Disability is a community of disabled colleagues and allies that inspires and empowers others to achieve their career and personal aspirations. The group works closely with the Diversity and Inclusion team to support our strategic disability diversity and inclusion priorities. The group helps to raise awareness of key issues impacting their members and help to identify actions that could be taken to promote disability equality, diversity and inclusion for all of our people. The group provides a forum for employees to network, get support and share advice.

We recently made changes to the way in which we support our Colleague Network Groups, which resulted in a structured change with a greater level of senior sponsorship involvement to promote the group's activities. The structure entails more clearly defined roles and responsibilities, a new reporting structure and clear outcomes and objectives for the group, while receiving more senior support. As part of this review, we have 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 to raise awareness of important topics to break down barriers and celebrate achievements of the disabled community within the workplace and wider society. In 2022, highlights included educational and insights sessions for Dementia Action Week 2022, Disability Pay Gap Awareness Session and lunch and learn sessions ahead of International Day of People with Disabilities.

As part of Dementia Action Week, the group ran a session on diagnosing dementia with the support of an expert from the Alzheimer's Society to discuss the signs of dementia, as well as dispelling common misconceptions around memory loss just being part of the normal ageing process.

As part of neurodiversity awareness, the group ran a session to outline what it is, how it impacts different people and to encourage respect for differences. The session was in collaboration with our Independent Disability Advisory Group and Steps into Work team.

Independent Disability Advisory Group

We have an Independent Disability Advisory Group that enables disabled people to shape and develop our strategy for making London more accessible to all. This is an important part of our long-term commitment to achieving equality for disabled people and it plays a key role in ensuring that this work is aligned with our legal obligations under the Equality Act 2010.

The group continues to feed into our Diversity and Inclusion governance structure and provides strategic and practical recommendations, which are based on best practice for inclusivity, informed by evidence and supported by lived experience.



Recruiting a diverse workforce

As we emerge from the pandemic, recruitment for the financial year 2022/23 has increased, however where recruitment was seen as critical, we focused on internal resources 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 with diverse backgrounds and thinking.

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 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 deliver 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 continue to attract candidates from diverse backgrounds via an array of outreach programmes and activities. We continue to see a fair level of disabled candidates 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 disability 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.



Disability Confident Level 2 organisation

We are currently a Level 2 Disability Confident employer, which means that we offer guaranteed interviews to candidates who apply through the scheme where the minimum criteria for skills, knowledge and experience have been met.

Our candidate experience continues to be underpinned by a fair and robust reasonable adjustments process, in collaboration with our Occupational Health colleagues and other expert organisations.

Online situational judgement testing

Through a new assessment provider, we have implemented a suite of screening tests and assessments that we use as a preliminary shortlisting tool to help the high-volume operational recruitment process, especially in times of high volumes of applications and candidate management.

We have ensured that these tests, which range from verbal reasoning to logical thinking, have been designed to assess the skills, knowledge and experience specific to our operational and safety critical environments, such as train operators. The combination of testing enables our assessment method to be fully inclusive, removing barriers for minority groups and has a particular focus on neurodiversity.

Shortlisting and interview panels

We provide guidance and subject matter advice to the recruitment community which includes hiring managers. This includes advocating for all hiring managers to adhere to and embrace the internally published diverse checklist for every campaign, to enable shortlisting and assessment activity to be conducted in partnership with a diverse range of colleagues from across the organisation

Anonymised applications

All recruitment for Band 1 to 4 roles mandates anonymised applications. This reassures candidates that their experience and skills are not assessed with potential bias. We can review and amend algorithms within this anonymised system to ensure we remove any protected characteristics from the application process.

Skills and employment programmes

We continue our work to encourage more people with disabilities into Transport careers and help remove barriers in education attainment, from primary school through to college and university, that might prevent this progression.

All graduates and apprentices are on the same spot salaries, which is determined by the level and year of their scheme. The proportion of disabled graduates is one of the highest of all employee groups with apprentices above company average.

Our continued focus on increasing representation of people with disabilities on our graduate and apprenticeship programme will include:

- Our outreach activity includes targeted engagement through referral partners, education partners and charities that work with disabled groups and mentoring schemes with our partners Action Tutoring, Career Ready and the Princes Trust
- The use of recruitment marketing and diverse role models in our supporting engagement events
- Adjustments made to the selection process appropriate to the individual need, which includes being aware of support needs of those who are neurodivergent by further removing any potential barriers

- Our assessment process being focused on assessing potential and motivation with clear and simple guidance and support available to all applicants on the assessment process
- That the pre-assessment briefing sessions are offered as both in person and virtual meetings
- That development programmes are adapted to meet individual requirements and enabling all to reach their full potential working in partnership with our training providers where relevant

To further improve we have reshaped our employability and young people outreach work and adapted to virtual and workplace delivery.

We have secured delivery partners to help deliver two new 12-week employability programmes, which are in addition to our Steps into Work employability programme that has been running since 2009. This is a 12-month scheme that offers people who are neurodivergent, including people with learning disabilities, the opportunity to gain and develop employability skills through work experience and academic studies. Participants receive specialist support throughout the programme, with the aim of successfully being prepared for employment upon completion.

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 technology called myJourney. We used an equality impact assessment to review potential barriers for minority groups. We also consulted with our Colleague Network Groups to make sure the new systems and approaches were fully accessible,

and conducted a comprehensive exercise to learn from end-of-year conversations. This employee-led approach has been well received, and with further embedding will lead to better engagement. To reduce risk of potential bias, we have reviewed our performance ratings and continue to focus on regular performance conversations and capturing ongoing feedback.



Leadership development

We have extended our leadership development offering through the Stay Learning pages on Platform. Alongside a range of topics, such as supporting those with critical or life-limiting illness or those dealing with a loss, we created a Leadership and Management Knowledge Centre. This provides staff with a range of regularly curated resources 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, development and coaching for better performance with associated tool kits for both line managers and employees on the site.

We have a 360 tool, directly linked to our Leadership Strengths frameworks, that is open to all staff. It gives them insight into what they do well as a leader and what the people they lead think should be developed. Resources are mapped alongside these strengths and are available 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.

Designing jobs for all

We use the Korn Ferry methodology to evaluate all roles across the organisation and provide a clear governance process. This helps us strengthen the job design and evaluation process. We validate and challenge requests, and ensure the job evaluation process remains integral and objective.

We are responsible for maintaining internal relativity of all jobs to ensure we can provide a clear and defensible rationale. We also ensure the job evaluation process is robust, and fair selection processes are in place when roles are regraded, by providing guidance to managers and leaders.

Talent acquisition

We try to give people the opportunity to move into senior roles and we continue to create better outcomes for diversity, with a number of interventions in place. We are improving our search process and seeking expert external advice, adding diversity of thought, challenge and robustness to senior recruitment.

We are adapting a creative approach to senior manager assessments, which have enabled a more inclusive route to interviews and a more diverse pool of candidates at interview stage. We are also trialling creative assessments, including video transcriptions to help support disabled candidates and increased remote assessment options.

We hold diversity reviews at each stage, which enable panel members to assess demographic diversity and diversity of thought. We are also introducing leadership strengths and video interviews, focusing candidate approaches to situations relevant to the role. A recent senior recruitment campaign saw 55 per cent diversity of candidates invited to video interview.

We are focused on building our internal diverse pipeline of leaders, who are ready, engaged and have the leadership potential for a bigger role.

During a recent senior recruitment campaign, we attracted more than 70 applications through supporting and publicising the vacancies, and ran a Spotlight session for more than 140 people. As a result, the campaign saw 25 per cent of candidates hired into senior leadership roles in 2022 having declared a disability. This remains a focus for us in 2022/23.



Getting Ready for Senior Leadership programme

We have created a pilot development programme, launched this year, to help people who are moving into Director roles and tackle the under-representation of minority groups in these roles. This nine-month learning programme gives participants direct sponsorship from our existing Directors.

Sponsorship by a senior leader, combined with experiential learning and exposure to stretch assignments, is a highly successful way to increase the readiness of individuals for future roles. Access to the programme is open to all existing senior managers in Band 4 and Band 5 roles, with participant numbers limited to 15 for the pilot. Colleagues from under-represented groups at senior level were encouraged to express interest in the programme.



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 want our organisation to become 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.

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