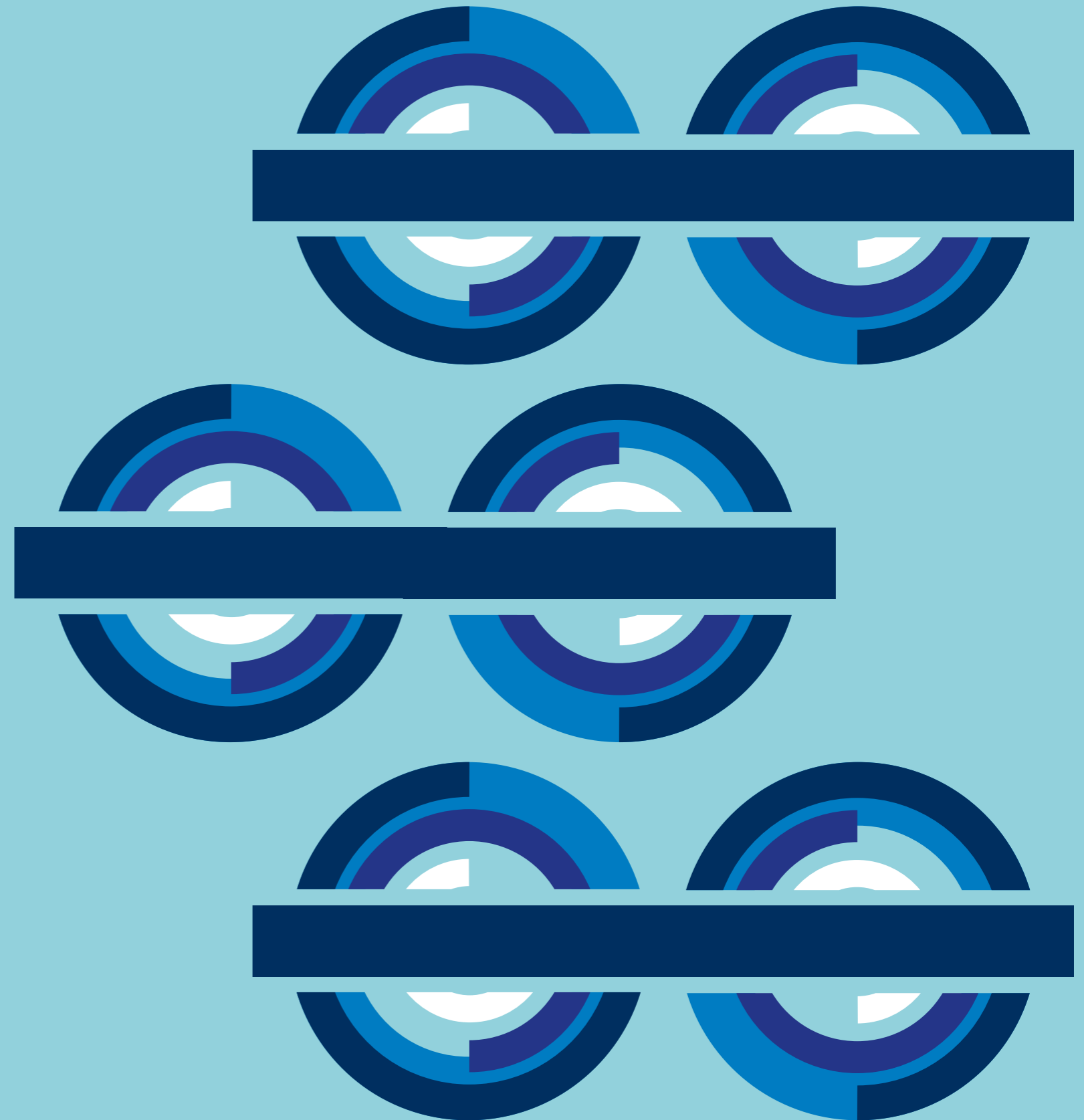


# Transport for London disability pay gap report

2021



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## Nearly three per cent of our people have declared they have a disability

**26,104**

members of staff

**54.4%**

non disabled

**2.8%**

disabled

**42.8%**

prefer not to say/unknown





We are committed to be a fair, diverse and inclusive workplace

## Commissioner's foreword

I am delighted to bring you Transport for London's (TfL) first ever Disability pay gap report, introduced as part of the Mayor of London's manifesto commitments. To meet the needs of our diverse Capital, we must understand what matters to the people who work in our organisation, and ensure our workplace is fair, equal and diverse.

We acknowledge that reducing the pay disparity will require work to identify structural weaknesses, engaging with those who are underrepresented and ultimately to tailor our policies to ensure we are able to provide a fairer advancement in equality for our colleagues who identify as disabled. Our commitment towards this is demonstrated through the objectives listed in our recent Equality Objectives document published in November 2021, which lists several key initiatives we aim to achieve within the next four years.

We are making sure that our leaders meet our Independent Disability Advisory Group, to help us get a good understanding of the diverse needs of those with disabilities. We will also continue our active engagement with our Staff Network Group for Disability, ensuring all views from our colleagues are heard and reflected upon.

To help our people better communicate and understand each other, we will continue to work on our Disability Equality staff training, which provides training for our approach to ensure that our disabled customers and staff are treated equally.

I fully recognise that our pay gap reporting is only as good as the data we hold, and unfortunately, we currently have limited data for staff who have declared disabilities. We will work to better communicate our supportive reasonable adjustments in the workplace, which will help us to increase the number of talented applicants who declare a disability. This is especially important because our proportion of staff declaring disabilities is significantly lower than the proportion of economically active Londoners declaring a disability. We have worked on making disability declaration easy, which has been reflected in our early careers recruitment. This is a positive step in the right direction for declarations.

We are committed in working towards TfL becoming a leading organisation in the transport sector for disabled people, with our commitment to be a fair, diverse, and inclusive workplace that the great city of London deserves.

**Andy Byford**  
Commissioner

# The disability pay gap

## How we measure 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, in line with Government regulations.\* This ensures we provide the clearest possible picture. The data we use is based on figures from 1 April 2020 to 31 March 2021.

### Mean

The difference in average hourly pay between 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.

### Quartiles

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

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



Mean, median and quartile measurements help show average pay



We aim for our workforce to be representative of London

### Our workforce

At TfL, 2.8 per cent of our workforce is disabled. When we exclude those who are unknown or prefer not to say (42.8 per cent), our declared disabled population rises to 4.9 per cent. This is in comparison to 12 per cent of the economically active population of London who declared a disability.\*

Our disabled senior management population is three per cent. When excluding those who are unknown or prefer not to say, our declared disabled population for senior management rises to 4.4 per cent.\*\*

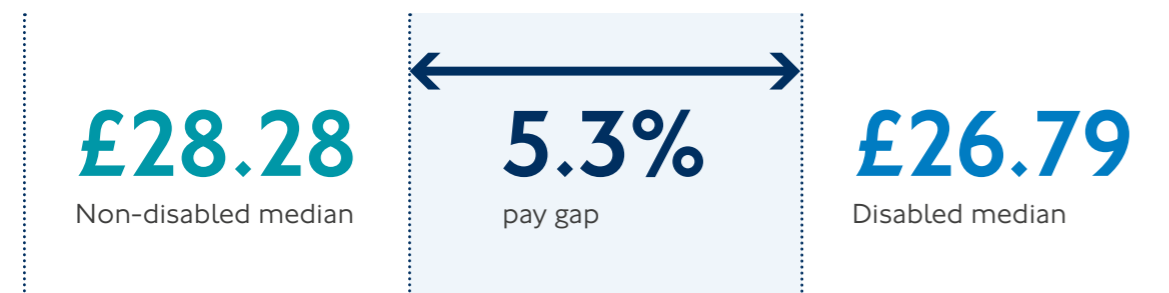
\* Based on Annual Population Survey 2020 data from the Office for National Statistics and the Greater London Authority 2020 round of trend-based population projections (central variant)

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

# Overall results

The results for our operational and non-operational roles

## Pay gap\* Our overall hourly pay rates



## Pay quartiles Median disability pay gap

| Quartile     | Non-disabled   |                             | Disabled       |                             | Pay gap (%) |
|--------------|----------------|-----------------------------|----------------|-----------------------------|-------------|
|              | Hourly pay (£) | Proportion of employees (%) | Hourly pay (£) | Proportion of employees (%) |             |
| Upper        | 36.69          | 94.8                        | 36.63          | 5.2                         | 0.1         |
| Upper middle | 31.78          | 95.9                        | 31.61          | 4.1                         | 0.5         |
| Lower middle | 24.83          | 95.4                        | 23.80          | 4.6                         | 4.2         |
| Lower        | 19.37          | 94.2                        | 19.37          | 5.8                         | 0.0         |

## Mean disability pay gap

| Quartile     | Non-disabled   |                             | Disabled       |                             | Pay gap (%) |
|--------------|----------------|-----------------------------|----------------|-----------------------------|-------------|
|              | Hourly pay (£) | Proportion of employees (%) | Hourly pay (£) | Proportion of employees (%) |             |
| Upper        | 39.04          | 94.8                        | 38.57          | 5.2                         | 1.2         |
| Upper middle | 31.20          | 95.9                        | 31.16          | 4.1                         | 0.1         |
| Lower middle | 25.15          | 95.4                        | 24.64          | 4.6                         | 2.0         |
| Lower        | 18.26          | 94.2                        | 18.10          | 5.8                         | 0.9         |

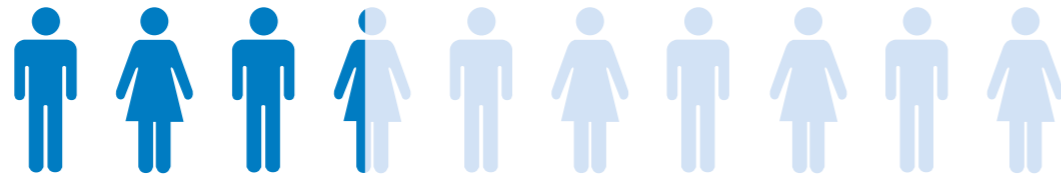
\* Consolidated median and mean disability pay and bonus gap figures based on hourly rates of pay at 31 March 2021

### Bonuses\*

Proportion of employees who received a bonus

43.4%

Non-disabled



48.7%

Disabled



### Bonus gap

|        | Non-disabled (£) | Disabled | Pay gap (%) |
|--------|------------------|----------|-------------|
| Median | 530.00           | 572.00   | -7.9        |
| Mean   | 685.68           | 633.77   | 7.6         |

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

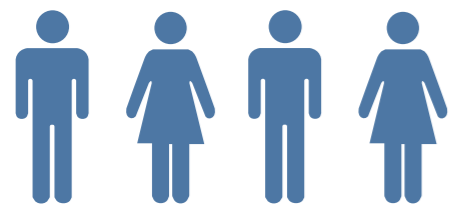
Note: Bonus includes individual performance-related payments, Make a Difference recognition scheme vouchers, long-service awards and other one-off payments



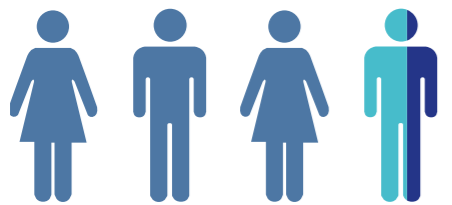
Bonus payments vary based on the performance of the business



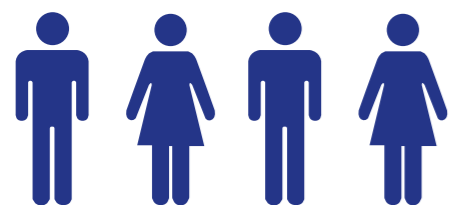
# Non-operational employees



**12,707**  
non-operational employees



**59.3%**  
non-disabled



**3.7%**  
disabled

**37.0%**  
prefer not to say/  
unknown

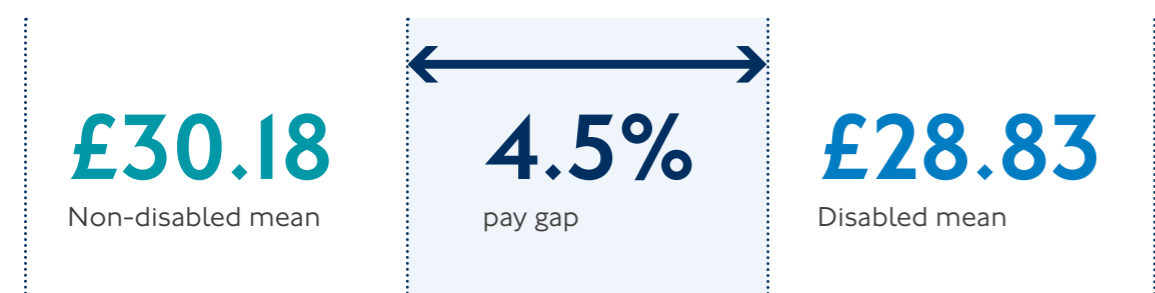
Figures at 31 March 2021



Our non-operational areas include human resources and finance

## Pay\*

Our non-operational hourly pay rates



Non-operational positions, which include areas such as human resources, finance, engineering, property development and customer contact centres, do not have a fixed rate for the role.

Within this group, employees' pay is more flexible, with room for rewarding individual contribution and skills, therefore, there is potentially more scope for importing wider societal and market factors that affect pay.

## Pay quartiles

Median disability pay gap

| Quartile     | Non-disabled   |                             | Disabled       |                             | Pay gap (%) |
|--------------|----------------|-----------------------------|----------------|-----------------------------|-------------|
|              | Hourly pay (£) | Proportion of employees (%) | Hourly pay (£) | Proportion of employees (%) |             |
| Upper        | 37.58          | 94.6                        | 37.43          | 5.4                         | 0.4         |
| Upper middle | 30.94          | 94.4                        | 31.03          | 5.6                         | -0.3        |
| Lower middle | 25.60          | 94.5                        | 23.86          | 5.5                         | 6.8         |
| Lower        | 18.04          | 92.7                        | 17.71          | 7.3                         | 1.8         |

Mean disability pay gap

| Quartile     | Non-disabled   |                             | Disabled       |                             | Pay gap (%) |
|--------------|----------------|-----------------------------|----------------|-----------------------------|-------------|
|              | Hourly pay (£) | Proportion of employees (%) | Hourly pay (£) | Proportion of employees (%) |             |
| Upper        | 39.99          | 94.6                        | 39.22          | 5.4                         | 1.9         |
| Upper middle | 30.80          | 94.4                        | 30.87          | 5.6                         | -0.2        |
| Lower middle | 25.30          | 94.5                        | 24.63          | 5.5                         | 2.6         |
| Lower        | 17.37          | 92.7                        | 17.47          | 7.3                         | -0.6        |

There is a greater proportion of disabled employees in the lower quartile, which is linked to a greater proportion of declarations within our graduate, apprentice and band I populations.

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



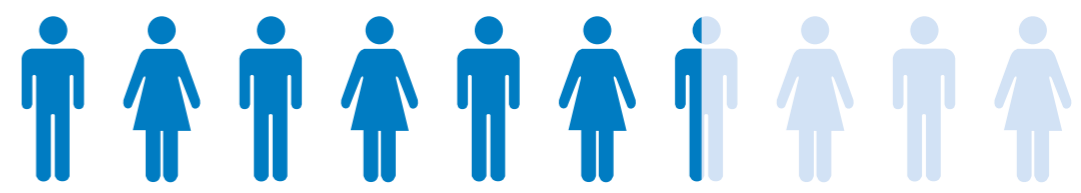
Bonus payments reward achievements across the year

**Bonuses\***

Proportion of employees who received a bonus

**64.3%**

Non-disabled



**64.7%**

Disabled

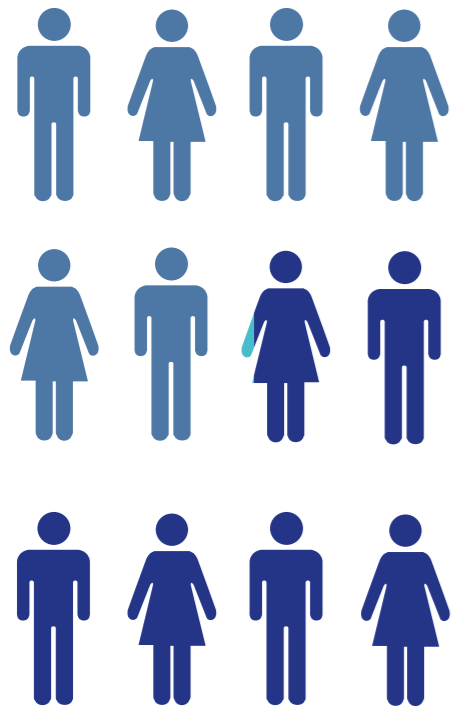


**Bonus gap**

|        | Non-disabled (£) | Disabled (£) | Pay gap (%) |
|--------|------------------|--------------|-------------|
| Median | 681.00           | 630.00       | 7.5         |
| Mean   | 860.72           | 742.97       | 13.7        |

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

# Operational employees



**13,397**  
operational  
employees

**49.8%**  
non-disabled

**2.1%**  
disabled

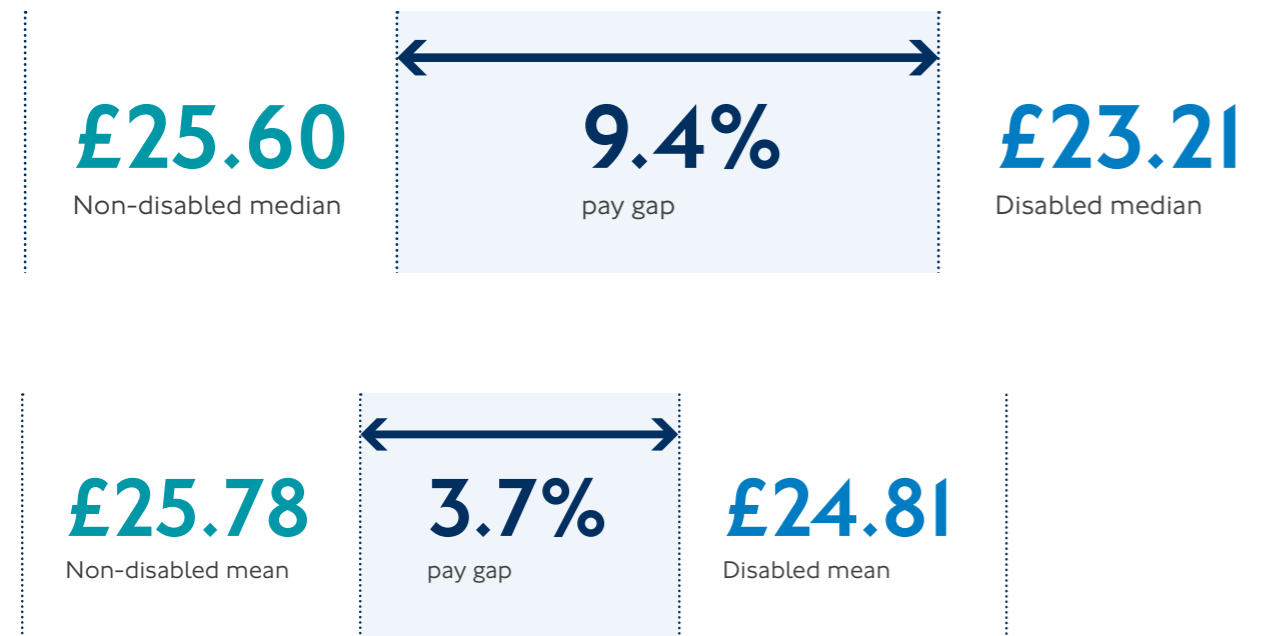
**48.1%**  
prefer not to say/  
unknown



Operational colleagues in customer-facing roles work across the network

Figures at 31 March 2021

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



The median gap is influenced by a greater proportion of disabled staff in the lower paid customer service roles.

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



The proportion of disabled staff in lower paid roles can affect data

## Pay quartiles

### Median disability pay gap

| Quartile     | Non-disabled   |                             | Disabled       |                             | Pay gap (%) |
|--------------|----------------|-----------------------------|----------------|-----------------------------|-------------|
|              | Hourly pay (£) | Proportion of employees (%) | Hourly pay (£) | Proportion of employees (%) |             |
| Upper        | 33.83          | 95.9                        | 34.22          | 4.1                         | -1.1        |
| Upper middle | 31.78          | 96.8                        | 31.78          | 3.2                         | 0.0         |
| Lower middle | 24.27          | 96.5                        | 23.21          | 3.5                         | 4.4         |
| Lower        | 19.37          | 95.1                        | 19.37          | 4.9                         | 0.0         |

### Mean disability pay gap

| Quartile     | Non-disabled   |                             | Disabled       |                             | Pay gap (%) |
|--------------|----------------|-----------------------------|----------------|-----------------------------|-------------|
|              | Hourly pay (£) | Proportion of employees (%) | Hourly pay (£) | Proportion of employees (%) |             |
| Upper        | 35.28          | 95.9                        | 35.01          | 4.1                         | 0.8         |
| Upper middle | 31.44          | 96.8                        | 31.46          | 3.2                         | -0.1        |
| Lower middle | 24.98          | 96.5                        | 24.66          | 3.5                         | 1.3         |
| Lower        | 18.78          | 95.1                        | 18.68          | 4.9                         | 0.5         |

## Bonuses\*

### Proportion of employees who received a bonus

19.8%

Non-disabled



21.8%

Disabled



### Bonus gap

|        | Non-disabled (£) | Disabled (£) | Pay gap (%) |
|--------|------------------|--------------|-------------|
| Median | 30.00            | 30.00        | 0.0         |
| Mean   | 118.10           | 112.24       | 5.0         |

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

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

# What this means

We are pleased that both our mean and median gaps are low but are concerned that just under 50 per cent of employees have not declared their disability status. What is evident through our analysis is that of all disabled employees within our operational population, the largest proportion, 34.2 per cent are in customer service assistant roles, but the next greatest proportion, 23.6 per cent, are in train operator roles. This has a positive impact on the mean operational pay gap and explains why this figure is lower than the median.

As can be seen in the table below, we have a greater proportion of disabled employees in the lower non-operational pay bands. Due to the overall declaration rates, we are unable to determine if the proportions below are a true representation of the diversity of our employees. Our focus will be on improving declaration rates which may, in the short to medium term, increase our pay gaps, but it is important to fully understand the demographics of our people so we can ensure that our action plans meet their diverse needs.

## Proportion of employees in non-operational bands who have declared as being disabled (%)

| Band        | 2021 |
|-------------|------|
| Board       | 0    |
| Director    | 5.0  |
| Band 5      | 1.7  |
| Band 4      | 3.5  |
| Band 3      | 4.1  |
| Band 2      | 3.5  |
| Band 1      | 7.4  |
| Graduates   | 7.7  |
| Apprentices | 4.9  |



We need to increase the number of staff who feel they can declare a disability

# Closing the gap – Our progress

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

## Good Work Standard

The Mayor's Good Work Standard brings together best employment practice and links to resources and support from across London to help employers improve their organisations. The initiative has been developed in collaboration with London's employers, trade unions, professional bodies and experts.

The Good Work Standard sets the benchmark that the Mayor wants every London employer to work towards and achieve. It supports employers to monitor disability pay gaps, adopt best practice

in employment and achieve high standards in areas such as working conditions, diversity and inclusion, and flexible working.

Organisations able to meet the Good Work Standard criteria can apply for accreditation and recognition as leading employers from the Mayor. Successful organisations are able to use their accreditation to demonstrate social value when competing for public sector procurement opportunities within the GLA Group.

## Inclusive London

Inclusive London sets out the Mayor's strategy for equality, diversity and inclusion, and highlights that disabled people, along with women and Black, Asian and minority ethnic groups, experience pay gaps in London.

Lack of flexible working opportunities, inaccessible recruitment practices and a lack of information for employers, can all contribute to disabled people not participating or progressing in the workplace.

The Equality, Diversity and Inclusion Advisory Group for the Greater London Authority (GLA) offers insight to developing policy and programmes that address disability pay gaps and champion inclusive work practices.

Our approach to equality, diversity and inclusion is intrinsically linked to the Mayor's Inclusive London strategy that sets out a vision for a fairer, more equal, integrated city where all people feel welcome and are able to fulfil their potential.







## Action on Inclusion

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



## Inclusive procurement

We have a responsible approach to procurement which requires suppliers to have an equality, diversity and inclusion plan, including where appropriate a staff training plan. The GLA Group Responsible Procurement Policy sets out how we will encourage equality, diversity and inclusion, by:

- removing barriers in our procurement approaches and processes that inhibit Small to Medium Enterprises, community sector organisations, diverse enterprises and under-represented groups from easily entering our supply chain
- reviewing our requirements to ensure the goods and services we buy support equality, diversity and inclusion within our own workforce
- identifying opportunities to encourage our suppliers to employ a workforce that is representative of the diversity of London's population and provide services that are inclusive
- seeking to work with organisations (and their supply chains) that have a good track record and can clearly demonstrate promoting equality, diversity and inclusion within their own organisations
- maximising relevant opportunities to work with voluntary and community sector organisations including social enterprises in supply and service delivery



## Equality objectives

As part of our legal obligation to the public sector equality duty, we have agreed and published our equality objectives in November 2021. When public authorities carry out their functions, the Equality Act (2010) requires that they must have due regard or think about the need to eliminate unlawful discrimination, harassment and victimisation, foster good relations and advance equality of opportunity. This document sets out the activities and initiatives that will help us:

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

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## Diversity and Inclusion dashboards

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

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

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

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

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## Staff Network Group for Disability

This group works closely with the Diversity and Inclusion team to inform our strategic disability diversity and inclusion priorities. It helps raise awareness of key issues and ensure actions are taken to promote disability equality, diversity and inclusion for all staff. The group provides an independent forum for employees to network and share advice and creates a safe space to share experiences, and helps to encourage everyone at TfL to consider the needs of colleagues living with one or more disabilities. The group is pro-active in lobbying to improve the culture of the organisation, so that people with disabilities can be open and honest about their conditions and that all colleagues can be treated fairly and equitably.

Throughout the year the group gets involved with many events such as National Inclusion Week and Autism Awareness Week where they hold a series of internal and external events and forums to celebrate, share and to promote diversity and inclusion in the workplace.

The group also work collaboratively with a sub-network group called The Adjustments Group. This group specifically guides and advises on matters relating to reasonable adjustments and workplace adjustments, inclusive of all employees and is committed to creating a safe space for everyone to discuss their experiences. This group works very closely with the Department for Work and Pensions on advice and guidance for provisions, such as Access To Work. This helps to ensure our colleagues receive the best support available to them to successfully carry out their day-to-day duties. The group also networks with other public bodies and external partners to share best practice.



**Creating a disability-smart world together**

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## Partnerships

We are a member of 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 businesses to create a disability-smart world. They are strategically aligned to our Diversity and Inclusion team and provide practical, evidence-based solutions to help shape our business policy development for disabled applicants and our employees.



## Skills and employment programmes

During this period, we delayed our September 2020 graduate and apprentice starts to January and April 2021, the latter are therefore not included in this data. In addition, there have been delays to completions for some of our apprenticeships resulting from the coronavirus pandemic impacts. 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 the highest of all employee groups with apprentices way above company average. We have continued and will continue to ensure:

- our outreach activity includes targeted engagement through referral partners, education partners and charities that work with disabled groups
- the use of diverse role models in our recruitment marketing and in supporting engagement events
- that all reasonable adjustments are made to the selection process appropriate to the individual need and disability
- our assessment process is 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. Work has also commenced to develop two new 12-week employability programmes, one of which is anticipated to be a traineeship, 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 with mild to moderate learning disabilities and those on the autism spectrum, the chance 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.

## Leadership development

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

We have also developed a 360° tool, supporting those in leadership roles or aspiring to become leaders to identify their leadership strengths and development areas, based on feedback from those around them. The 360° tool is based on a strengths-

based model, where feedback is provided to individuals on their performance against specific leadership attributes. The leadership attributes reflect those needed from our leaders now and in the future and are intrinsically tied to being an inclusive and authentic leader.

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

## Recruitment

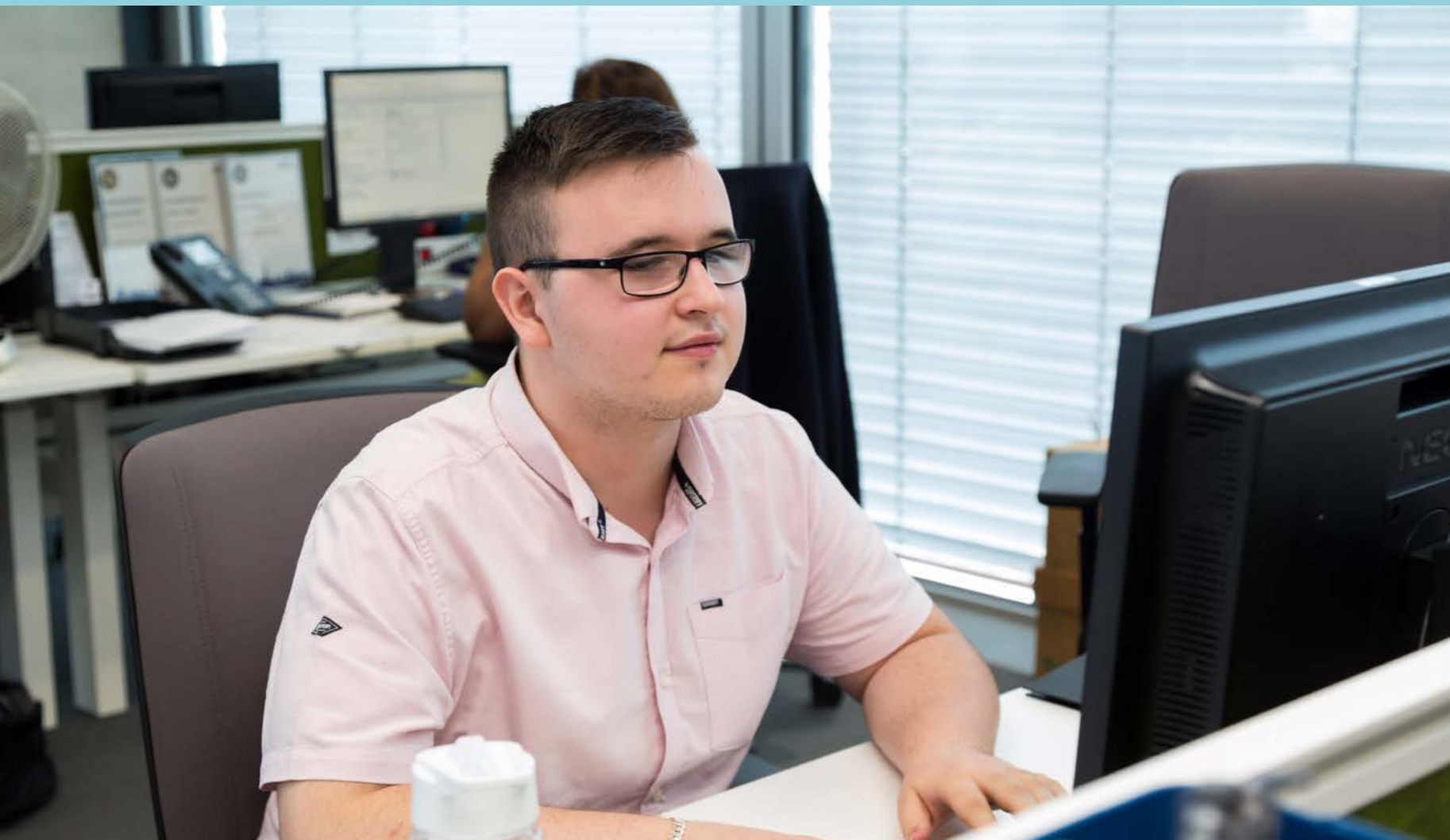
Overall recruitment volumes during this period have been very low compared to before the coronavirus pandemic, largely because of a recruitment freeze while we reviewed our financial position. Where recruitment was deemed critical, we focused on internal resources, which more than 70 per cent of recruitment was from. While this has helped our commitment to existing staff to offer internal promotion, it has limited our ability to attract diverse populations externally, and therefore has reduced our ability to change the overall workforce representation of the organisation.

## Disability Confident Level 2 Organisation

We continue our commitment to operate a transparent recruitment process which removes barriers for individuals with disabilities. We are a Level 2 Disability Confident employer and offer guaranteed interviews to candidates who apply via the scheme where the minimum criteria for skills, knowledge and experience has 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

We have completed a competitive tendering process and are in the final stages of awarding our contract to a new supplier who leads and specialises in the removal of barriers within online testing for minority groups, with a particular focus on neurodiversity. This will include the design, testing and deployment of new online testing solutions in partnership with minority groups and equivalent diverse sample sizes to ensure inclusivity. We aim to have a suite of fully inclusive testing methods by spring 2022, with a 'one test for all' mantra.



## Shortlisting and interview panels

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

## Anonymised applications

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



## The Independent Disability Advisory Group

We have an Independent Disability Advisory Group which involves disabled people in the way we 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 fully in line with our legal obligations under the Equality Act 2010.

The Independent Disability Advisory Group feeds 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. It encourages us to move beyond compliance and to think creatively and inclusively about how our transport network can work for everyone, now and in the future.

The Independent Disability Advisory Group has 10 paid members with a variety of professional expertise which ranges from expertise in access or disability issues, transport, policy, customer experience and marketing among many other areas. Every member also has experience of living with disability, whether it is sensory or mobility impairments, mental health or specific learning difficulties. This gives the group a broad collective perspective and a personal understanding of what it is like to experience barriers when travelling in London. The members are not employed by TfL or the GLA to ensure the group's independence.



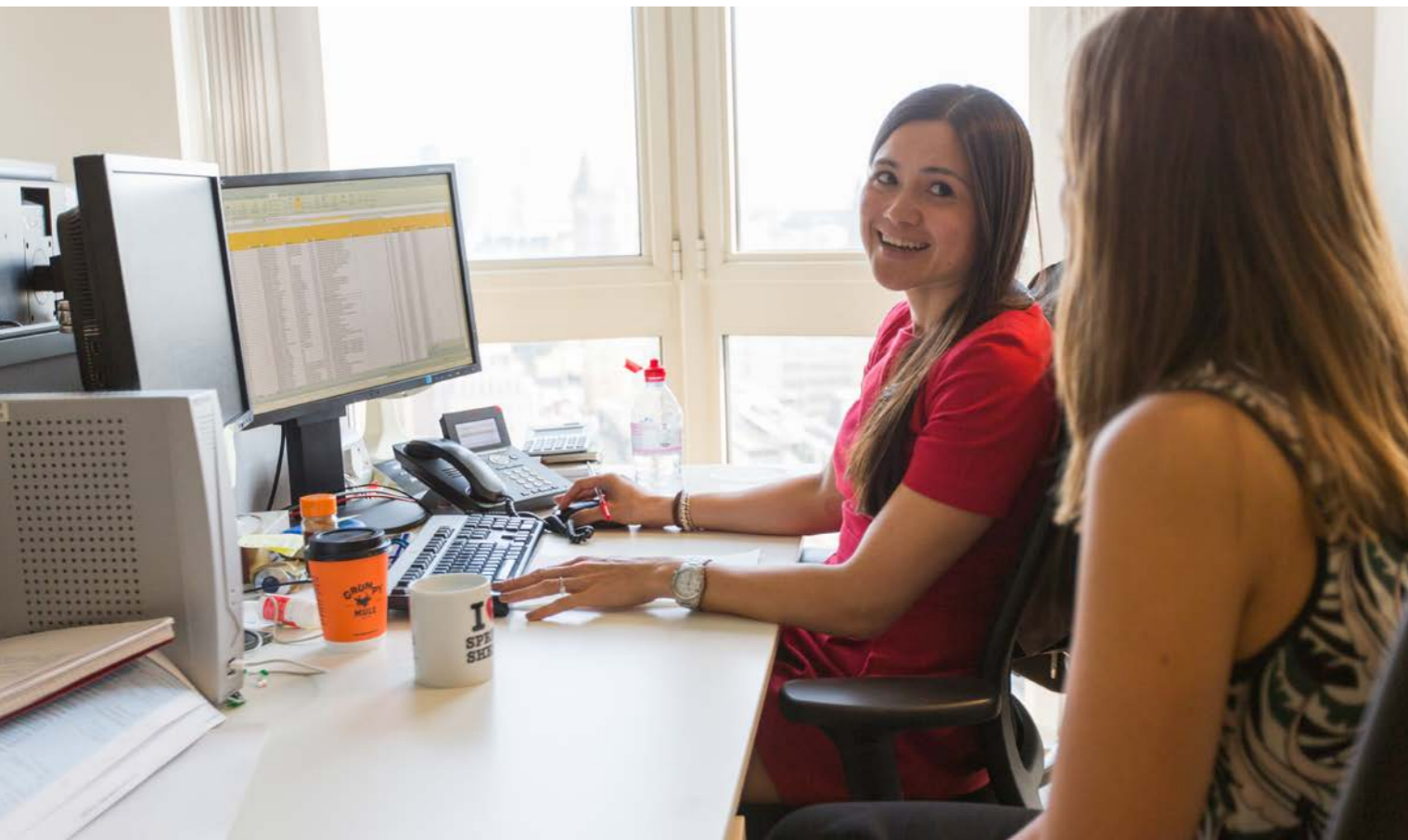
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## New approaches to performance and talent

Like many other organisations, the coronavirus pandemic and changing expectations of employees, led to a review of some of our core people activities. We have launched a consultation on making our approach to talent identification and development much more employee-led and propose to launch a new readiness framework in 2021/22. This includes consulting with all of our staff networks groups, to make sure new systems and approaches are fully accessible. We aim to introduce more app and mobile based technology

and ensuring we test this out with colleagues with visual impairments and those reliant on voice activated technologies is essential. An employee-led approach will lead to better engagement and reduce potential bias.

Performance ratings are also being reviewed, again to make them more employee-led, and evidence based. Achieving a more even distribution of ratings for all of our colleagues that are under-represented is a key driver of our more evidence-based approach.



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## Equality Impact Assessment

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

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## Disability Confident

The Disability Confident scheme is a Government scheme which is designed to encourage employers to think differently about disability and take action to 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 along with offering work experience. We ensure that our online and offline processes are fully accessible, accept job applications in a variety of formats and ensure our people know how to support disabled people across the organisation.

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## Talent acquisition

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

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

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## Job design

We use the Korn Ferry methodology to evaluate all roles across the organisation and provide a clear governance process. The methodology helps strengthen the job design/job evaluation process throughout TfL. We validate and challenge requests and ensure that the job evaluation process remains integral and objective across the organisation. We review all new and amended role descriptions not only to make sure they meet legal requirements, but to check for any barriers in how information is presented. In addition to this, we ensure that the job evaluation process is robust and fair selection processes are in place when roles are re-graded, by providing guidance to managers and leaders across all areas of the business.

# Closing the gap – Our plans for 2021/22

The coronavirus pandemic and national lockdowns have affected every colleague, along with all of our customers. Given the pandemic and the global focus on tackling inequalities; diversity and inclusion remain a top priority for us.

We are looking ahead to the work we need to do to review our disability pay gap and more broadly on disability equality. We are mindful of the disproportionate impacts of the coronavirus pandemic on disabled communities and our role in supporting our disabled colleagues through this pandemic, including through our disabled and vulnerable staff risk assessment. We also restate our commitment to tackling inequality and disability-related barriers to progression and to taking action that translates this commitment into tangible positive outcomes for our disabled employees.

We will produce a new four-year pay gap action plan that includes actions that reduce gender, ethnicity and disability pay gaps as well as actions specific to each protected characteristic. The plans will be developed in consultation with our staff network groups and we will also engage with our trade unions on these given their keen interest in this area.

The pay gap action plan will then be supported by local Diversity and Inclusion plans that will also include specific actions to respond to issues raised by our staff. Our senior leaders will also be committing to tackling disability inequality and will see them working together with our Staff Network Group for Disability to deliver safe spaces for disabled staff to discuss their experiences of inequality.



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

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

We will produce a new four-year pay gap action plan



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## About TfL

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

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

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

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

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

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

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

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

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

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

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

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



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