

TfL Gender Pay Gap Report Action Plan

March 2018

About this document

This action plan sets out how we will increase the representation of women across Transport for London (TfL), and in particular in more senior roles. Each action, directly or indirectly, contributes to narrowing the gender pay gap. Progress will be reported to the TfL Executive Committee.

Recruitment				
1. Attraction methods				
A gender-neutral approach to advertising will increase the number of women recruited at all levels of the organisation.				
We will...		Current status	Completion date	TfL owner
1.1	Continue to run our job adverts through Textio.com to ensure the tone and language is impactful and gender neutral. Explore extending Textio.com licences so people writing job descriptions have access.	Ongoing	Complete and ongoing for all new roles.	Head of Recruitment
1.2	Explore whether gender bias exists in our job advertising and if it affects the diversity of applications. If so, consider how to make adverts more appealing to both men and women.	We are manually tracking data and acting on a case-by-case basis.	Ongoing	Head of Recruitment
1.3	Share lessons learnt from focus groups on why so few women applied for roles in Roads, Transport Enforcement and Revenue Protection. Use results to improve future recruitment advertising.	This activity will inform improvements to our recruitment processes.	Ongoing	Head of Recruitment

1.4	Review and analyse the diversity data from job adverts to understand what works best for different roles. Explore whether alternative attraction methods should be introduced.	Conduct advertising reviews for campaigns that specifically target women.	Review campaign results and report to TfL's Executive Committee every two months.	Head of Recruitment
1.5	Review all standard recruitment documents to ensure best practice at all stages of the recruitment process.	'Smart Sourcing Toolkit' developed for line managers and recruitment consultants to ensure inclusive recruitment and help them target scarce skills.	Complete	Head of Recruitment

Recruitment				
2. Long lists and short lists Increase the diversity of people attracted to TfL and applying for roles.				
We will...		Current status	Completion date	TfL owner
2.1	Ensure gender-balanced long and short lists are used for recruiting senior managers (internal and external).	Evaluate and review compliance.	Complete and ongoing.	Head of Recruitment
2.2	Track the diversity trends of women who are appointed, including black, Asian and minority ethnic (BAME) groups and disabled people.	Regular reporting of particular trends or areas of concern.	Report every two months.	Head of Recruitment

Recruitment				
3. Anonymised CVs Potential bias can be minimised by removing all irrelevant job performance information.				
We will...		Current status	Completion date	TfL owner
3.1	Anonymise all applications and continue to anonymise CVs when requested by the hiring managers.	Processes for making all CVs anonymous are being reviewed. Working with two suppliers to test approaches to fully remove bias from the application process.	Ongoing	Head of Recruitment

Recruitment				
4. Interviews and assessment panels Diverse interview panels and assessment methods are more inclusive for candidates and allow them to perform better. The business also benefits from the varied knowledge of the panel.				
We will...		Current status	Completion date	TfL owner
4.1	Continue to use gender-balanced interview panels for senior recruitment.	Ensure consistent use across the business.	Ongoing	Head of Recruitment
4.2	Develop guidance on diverse and independent interview panels that avoids a 'tick box' approach.	Use the guidance to establish a consistent approach.	Completed	Head of Recruitment

Recruitment				
5. Recruitment training Training recruiters means decisions are made with minimal bias and with the necessary skills and understanding.				
We will...		Current status	Completion date	TfL owner
5.1	Continue to require all recruiting managers to attend the recruitment skills training course and undertake unconscious bias training.	Ongoing	A further review of training content will take place as part of the 2018/19.	Head of Learning and Development
5.2	Offer unconscious bias workshops to all managers in workstreams that are supporting TfL's transformation.	The workshop was introduced in February 2017, initially for directors and senior managers involved in transformation assessment and selection.	Ongoing and on track.	Head of Learning and Development Director of Transformation
5.3	Review all learning, development and training to ensure diversity and inclusion is a consistent theme. Make sure it is a core component of our Valuing People course.	Complete a diversity and inclusion audit of all training.	Ongoing	Director of Diversity and Inclusion Head of Learning and Development

Retention				
I. Communication and engagement The messages and imagery we use internally and externally influence how people feel about working at TfL.				
We will...		Current status	Completion date	TfL owner
I.1	Review our internal and external materials and imagery to make sure they reflect, and encourage, diversity in our industry.	We have started reviewing images used in our graduate and apprentice recruitment materials. We will continue to ensure all TfL materials reflect London's diversity.	This will be reviewed on a rolling basis.	Director of Diversity and Inclusion to lead the review.
I.2	Develop a short series of films/interviews with staff from under-represented groups and promote these at LU stations, on TfL's You Tube channel and through other forms of social media.	A film about our Staff Network Groups is available online.	March 2019	Director of Diversity and Inclusion Director of Employee Communications and Engagement

Retention				
2. Flexible working Promoting flexible working in our job adverts and internally will have a significant impact on the talent we recruit and retain.				
We will...		Current status	Completion date	TfL owner
2.1	Build on our current policy to offer flexible working, and review the information available to make sure it is clear and accessible.	Refresh and relaunch a flexible working campaign across TfL.	Launch Summer 2018.	Director of Diversity and Inclusion
2.2	Develop improved guidance on handling flexible working requests		September 2018	Head of HR Service Delivery
2.3	Review the number of flexible working applications and take up. Include a question in TfL's employee engagement survey about staff perceptions of flexible working availability.		Twice a year	Director Diversity and Inclusion
2.4	Update TfL's work/life balance policies.	Policy refresh planned.	October 2018	Director of Diversity and Inclusion
2.5	Offer 'managing flexible teams' training and include in smart working guidance		November 2018	Head of Learning and Development
2.6	Ensure Neighbourhood and Smart working improves work/life balance		November 2018	Director Diversity and Inclusion

Retention				
3. Maternity leave A supportive environment helps retention and the career development of women who go on maternity leave.				
We will...		Current status	Completion date	TfL owner
3.1	Establish a measure to ensure the experience of maternity leave is positive experience regardless of the business area people work in.	To be develop a measure in partnership with the 'parental community' group	Establish measure by November 2018	Director of Diversity and Inclusion

Retention				
4. Inclusive leadership Inclusive working practices and leadership are strongly linked to retention, engagement and productivity. There is also a strong correlation between engagement, safety performance and compliance.				
We will...		Current status	Completion date	TfL owner
4.2	Ensure diversity and inclusion features as a standing item at all Executive Committee meetings. Ensure focus, attention and action.	Diversity and inclusion is now a standing item at the weekly meeting.	Ongoing	Director of Diversity and Inclusion
4.3	Design new, pan-TfL diversity and inclusion governance to amplify the best ideas and drive change across the organisation. Include setting targets to reduce the gender pay gap, and monitor progress.		April 2018	Director of Diversity and Inclusion

4.4	Run focus groups for women graduates, apprentices and women working at entry-level grades to highlight cultural issues.	Share findings at the pan-TfL Diversity and Inclusion Forum, which is being established.	Ongoing – each quarter	Director of Diversity and Inclusion
4.5	Run men-only focus groups to gain greater insight into our culture and how it can be positively changed.		Ongoing	Director of Diversity and Inclusion Male Allies
4.6	Build on our Male Allies programme with the aim of engaging men (who make up the majority of our workforce) to champion gender equality and challenge poor behaviour. This group will work closely with our Women's Staff Network Group to increase awareness and recognition of all issues related to gender equality and diversity. Members will encourage people to take personal responsibility for positive behaviour change and our culture.	Male Allies programme launched in February 2017.	Ongoing	Director of Diversity and Inclusion Male Allies

Retention				
5. Employee metrics Accurate data helps us to understand staff diversity, recruitment and retention patterns, and how inclusive our culture is.				
We will...		Current status	Completion date	TfL owner
5.1	Continue to analyse and publish detailed workforce information in our Annual Workforce Monitoring Report. Include data on the gender pay gap and take up of development opportunities by genders and other groups.	This report is published annually.	Ongoing	Director of Diversity and Inclusion
5.2	Encourage staff to complete their diversity information to ensure that we have an accurate picture of colleagues working at TfL.	Launch a campaign to encourage people to complete their demographic information.	September 2018	Director of Diversity and Inclusion Director of Employee Communications and Engagement

Developing our staff				
I. Senior manager development Ongoing development of managers helps to broaden their experience and support succession plans.				
We will...		Current status	Completion date	TfL owner
1.1	Launch a mentoring development and matching scheme for senior managers. Expand this to partner senior manager mentors with those identified as potential future leaders.	Build on the success measures set in March 2017.	December 2018	Head of Organisational Development and Design
1.2	Implement a learning programme where individuals who have taken part in the Senior Manager Development Programme dedicate half a day each month to develop other leaders outside of their own teams.		Ongoing programme	Head of Organisational Development and Design

Developing our staff				
2. Develop internal talent pipelines A focus on career development helps to retain talented individuals and promote them to more senior roles.				
We will...		Current status	Completion date	TfL owner
2.1	Run focus groups for senior women to explore their development and recommend actions.	Focus groups have taken place for senior women in Surface and Engineering. The majority of their recommendations are now in place, including a five-year career planning template	Hold focus groups for other business areas, and report and monitor recommendations, throughout 2018.	Head of Organisational Development and Design
2.2	Ensure guaranteed shortlisting for promotions at middle management level, and sideways moves, for talented individuals.	An automatic shortlisting pilot is taking place and roles are starting to be secured.	Findings from the pilot will be reported by April 2018.	Head of Organisational Development and Design
2.3	Create a talent board as part of the London Underground Executive to track progress of LU middle management talent.	The terms of reference and scope have been developed, and the LU Talent and Diversity Board is now meeting every four weeks.	Ongoing	Head of Organisational Development and Design

2.4	Create a programme for developing leaders. Open it to talented middle managers and third-year.	Year-three graduates have been selected for a pilot and four (66 per cent) are women. The programme will include building confidence, networking and line management experience.	Review progress in 2018	Head of Organisational Development and Design
2.5	Explore cross-GLA group mentoring schemes. This could be done through our Staff Network Groups.	Project initiated.	To be rolled out in 2018	Head of Organisational Development and Design

Engaging with under-represented groups				
<p>1. Staff Network Groups We will effectively engage and support our Staff Network Groups so that the business is aware of the concerns and ideas of under-represented groups.</p>				
We will...		Current status	Completion date	TfL owner
1.1	The TfL Executive Committee will periodically meet with Chairs of the Staff Network Groups to hear about the experiences of their members.	Ongoing	Ongoing – quarterly	Director of Diversity and Inclusion
1.2	Monitor the benefits and impact of opportunities that come out of the Women’s Staff Network Group eg career development workshops, coaching and mentoring opportunities.	Ongoing	Ongoing	Director of Diversity and Inclusion with the Women’s Staff Network Group.

Engaging with under-represented groups				
<p>2. Memberships Links with other stakeholder groups and initiatives can provide further opportunities for women to network and develop, and raise awareness of what TfL is doing to promote diversity and inclusion.</p>				
We will...		Current status	Completion date	TfL owner
2.1	Continue and expand our membership of groups that support women’s development and networking, such as the Women's Transportation Seminar, Business in the Community and Working Forward.	We continue to work in partnership with these groups.	Ongoing	Director of Diversity and Inclusion with the Women’s Staff Network Group.

