

Action on Inclusion

Creating an inclusive workforce



Contents

3 Commissioner's foreword

4 Chief People Officer's foreword

5 Background on inclusion

- 6 Our purpose
- 7 Our background
- 8 Our objectives

16 Representing our city

- 17 Supporting our people
- 18 Our leadership team
- 19 A zero-tolerance culture
- 21 Improving our data
- 22 Removing barriers
- 24 Attracting diverse talent
- 27 Learning from our leavers
- 28 Celebrating our diversity



29 An inclusive starting point

- 30 A better workplace for all
- 32 Supportive groups
- 33 Equipping our colleagues for success
- 35 Breaking down barriers
- 39 Pay and reward
- 40 Policies and processes



41 Skills and opportunities

- 42 Improving career progression
- 43 Developing skills for the future
- 44 Apprenticeship and graduate schemes
- 46 Building skills for our industry
- 47 Inclusive organisational change



48 Measuring our progress

- 49 Measuring our progress
- 52 Ambitions for inclusion
- 54 How to get involved

Commissioner's foreword

Inclusion is at the heart of TfL's values

Inclusion is at the heart of Transport for London's (TfL's) values. It is fundamental to our vision of being a strong, green heartbeat for London and it is key to our ability to deliver the Mayor's Transport Strategy.

Our aim for our people is to build an inclusive workplace where we live our values – being caring, open and adaptable, where everyone feels safe, valued and able to improve and develop. But inclusion goes far beyond our colleagues: it also shapes our relationship with our customers, with London and with all who come to our city. This document sets out our ambitions for making TfL an inclusive organisation in everything it does, and how we will achieve that.

London is great because it is one of the most diverse cities in the world. A place where people and communities reflect all of the world's beliefs and ethnicities. A place where people of all backgrounds, genders and sexualities live together. And also, a place where 18 per cent of people live with some kind of disability. Our workforce at all levels must reflect London's diversity.

We cannot serve London – or be a good employer – unless we take account of our differences and are inclusive of everyone's needs. To do this, we need to look at both our behaviours and the way we think about inclusion and what it means for our colleagues.

I am passionate about diversity and inclusion, not just because it is right, but also because without striving for it, we will not be the kind of world-class employer and transport provider we need to be in order to deliver our strategic ambitions for our city.

The Executive Committee and I are committed to making TfL an inclusive workplace. To this end, we are collectively responsible as a leadership team to take action to identify and remove the structural barriers and inequalities that prevent colleagues from having the career they want.

The Executive Committee must set the tone and role model the behaviour that we expect from our colleagues. To demonstrate our commitment and belief that this is the right thing to do, we are all prepared for our individual performance to be measured against these deliverables.

However, we won't build an inclusive TfL through such programmes alone. We also need to embed diversity and inclusion in everything we do, and in every TfL workplace. This is not the job of Human Resources alone but is a role for all of us and needs to be leader-led. It is the job of all of us – together building an inclusive culture based on our values, and together calling out and challenging discrimination whenever we see it.

In this way, every one of us has a part to play in embedding diversity and inclusion and in making us a truly inclusive organisation. As we progress towards achieving this, we will make TfL an even better place to work and will help make London an even greater city for everyone.

This plan will enable us to make a real difference, and I encourage you all to engage with it.

As Commissioner, I am proud of the diversity of our organisation but there is much more to do. This plan, delivered with all of your support, will enable us to thrive and truly make TfL a great place to work for everyone.



A handwritten signature in black ink, appearing to read "Andy Lord".

Andy Lord
Commissioner
(Pronouns: he/him)

Chief People Officer's foreword

Creating a culture of inclusion, where everyone can thrive

Transport for London is the beating, green heart of the capital, and central to our continued success are the 26,000-plus colleagues who keep London moving. Each of them deserves to work in an environment that respects, includes and empowers them to be their authentic self; without fear.

As an employer, it is vitally important that our workforce represents the city we serve. The Executive Committee and I are determined in our efforts to ensure that we attract, develop, retain and learn from the widest, most diverse pool of talent that London has to offer. We are committed in our mission to deliver an inclusive culture for all of our people; where leadership, values and ways of working work for everyone, and include everyone.

We must also consider the impact of climate change on our people, ensuring we provide a working environment that responds to an adapting climate change and develop solutions to embed carbon reduction and sustainability across the hire to retire process.

As part of our commitments under the Mayor's Transport Strategy, Action on Inclusion is a long-term, ambitious promise to our people. No matter who you are, how you identify, there is a place for you here.

The Executive Committee and I passionately believe that delivering for London can only be achieved if we deliver for our own people, and the commitments, ambitions and targets within this document have been drawn from a range of conversations and engagement with key stakeholders across the organisation. This bringing together of experiences and expertise from a range of functions provides just a snapshot of what colleagues can expect from TfL, on our continued diversity and inclusion journey.

I am immensely proud of the steps taken already to prioritise inclusion, both for our customers and our colleagues. I also acknowledge, however, that there is always more that can be done, and recent events have rightly placed renewed focus and scrutiny on employers to prioritise and invest appropriately in all areas of diversity and inclusion. As an Executive Committee, we acknowledge that many of the

barriers to inclusion are embedded in our existing structures, programmes, policies and working practices; under Action on Inclusion, we are committed to identifying and removing these, and collaborating with the GLA family on sharing insights and best practice.

We are ambitious, unwavering, and unapologetic in our commitment to make TfL a place for all; ensuring we are an employer of choice, now and in the future. We have therefore created an ambitious strategy spanning the next seven years to 2030, demonstrating the actions we will take to create a more inclusive workplace. In addition, we have also included our medium to longer-term actions, which we have called 'Commitments' throughout the document to highlight that these will be delivered between 2026 and 2030.

As Chief People Officer, I am proud to champion our people and present Action on Inclusion as our continued commitment to all who work under our roundel.



A handwritten signature in black ink, appearing to read "Fiona Brunsell".

Fiona Brunsell
Chief People Officer
(Pronouns: she/her)



Background on inclusion

Setting out why diversity
and inclusion need to be at
the core of our organisation

Our purpose

Our purpose is to move London forward safely, inclusively and sustainably. We are committed to being a fully inclusive employer, that represents the communities we serve

We have an important role in shaping what life is like in the capital, helping to realise the Mayor's vision for a fairer, greener, healthier and more prosperous city. We can only achieve this ambition if we prioritise health, safety, sustainability, and the quality and inclusivity of people's experience in everything we do.

We are committed to being a fully inclusive employer, for both frontline and office-based roles, that represents the communities we serve, and where everyone can realise their potential. We value and celebrate the diversity of our workforce and recognise how important it is for improving services for all Londoners.

This multi-faceted environment presents both opportunities and obstacles to embedding inclusion. Our colleagues must be at the heart of our decisions, which means listening and learning lessons to adapt and do things differently, flexibly and empathetically.

We need to make sure that our messaging and communication are consistent, wide-reaching and for everybody. All members of our organisation should understand the various changes and announcements we make.

Having helped navigate London through the pandemic, we are pulling together again to ensure we continue delivering for the capital, and to meet the aims of the Mayor's Transport Strategy. In doing so, we can create a better city and make TfL the inclusive employer we strive to be.

We want to create an inclusive and equitable transport network that is accessible, affordable and safe, and one that reduces health inequalities and better connects London's communities.

When people bring their diverse perspectives to work, it helps create solutions for everyone. However the extent to which our organisation is inclusive depends on us all – the respect we have for others, our humility, how we share our experiences, and how we encourage and support others to do the same.

By drawing on our differences, we can provide a transport system for everyone. We can achieve our long-term ambitions of improving workforce representation and building a more effective, innovative organisation.





Our background

London is one of the most diverse cities in the world and we need to do all we can to reflect that in our own workforce

Our vision is to be a strong, green heartbeat for London. Our colleagues are central to delivering a safe, affordable, connected and inclusive network. To meet the needs of our customers, we must create a workforce that represents the city we serve, through inclusive leadership, culture, behaviours and ways of working.

We are embedding our vision and values of being caring, open and adaptable, from our Executive Committee to our frontline colleagues. We all have a part to play in our future success, which includes building an inclusive workplace where everyone feels safe, valued and able to improve and develop, regardless of their role and the stage they are at in their career.

We will work with our trade unions, and with the support of our Colleague Network Groups to better meet the needs of all colleagues, unlock opportunities and support our people to grow.

A diverse workforce

We want to attract and develop the best talent from the many communities we serve. This will help us, and London, thrive. We must also work closely with our partners and third-party suppliers to make sure that, together, we are as inclusive and representative as we can be.

To increase diversity of thought, background and lived experience, we need to address the barriers people face getting into, and getting on at, work. Everyone should feel able to speak up and challenge behaviours that divide and exclude. As our talent pool becomes increasingly diverse, it is more important than ever for our colleagues to truly understand how to support inclusion.

We are all accountable to the same high standards of behaviour and practice. A focus on creativity, innovation and co-design with partners, communities and suppliers will help us to find new ways to understand and address the tensions and barriers that can impact inclusion.

Our objectives

We're focusing on top-down and bottom-up accountability and empowering employee-led efforts to drive real change, with clear objectives embedded at every level of our organisation

We are striving to be a great place to work where everyone can thrive. While diversity has always been an important focus, we are prioritising inclusion to positively impact our organisation for years to come.

Instead of concentrating on one-off initiatives, we will embed diversity and inclusion across all levels and areas of the organisation, and within our ways of working. While our leaders have an additional responsibility, we are focusing on everyone's accountability to create and embed an inclusive workplace.

This report builds on the commitments set out in the Mayor's Transport Strategy and outlines where we are focusing our efforts to have the biggest impact.

Our equality objectives

In November 2021, we published our equality objectives setting out our ambitions. Throughout this document, we have used icons to signpost which of these equality objectives each of our initiatives is designed to help us achieve.

-  Inclusive culture
-  Workforce representation
-  Fairer internal opportunities
-  Future skills agenda

Action on Inclusion

To implement this strategy, we must ensure inclusion is central to our policies, standards, governance and processes. Under the direction of the Executive Committee, we must improve how we monitor, measure and evaluate our actions, as well as improving our data, research and evidence. We must ensure everyone knows their role in improving inclusion and collaborate with all partners, stakeholders and communities. This strategy is ambitious and will not be achieved overnight. We will establish an action plan to ensure we can deliver on all commitments by 2030. However, we aim to make incremental progress and will share our achievements.



How do we reflect London's diversity?

27,043

people who work for our organisation



22%

have a minority faith or belief (compared to 22% of economically active Londoners)



7%

are lesbian, gay or bisexual (compared to 5.1% of economically active Londoners)



5%

have a disability (compared to 11% of economically active Londoners)



25%

are women (compared to 46% of economically active Londoners)



41%

are Black, Asian or minority ethnic (compared to 36% of economically active Londoners)



5%

are 25 and under, or 65 and over (compared to 14% of economically active Londoners)

Please note that while some colleagues have chosen to share some of their diversity data, only 45 per cent of colleagues currently share a full set of diversity data with us. And there are differences in representation at different levels of TfL – please see page 53.

Engagement and wellbeing

We will only achieve our priorities and objectives if our colleagues are engaged and recognise the role they play. Our aim is to create a sense of belonging, so colleagues understand and embody our values.

Our ambition is that we will respect and celebrate differences, so people want to stay and develop their careers with us. We will aspire to be a workplace where everyone can truly be themselves, and where all colleagues are valued and contribute to their fullest.

In order to achieve this objective, we must prioritise a culture that harnesses fairness, respect, openness and caring for others, which will help to promote and embed psychological safety. As well as delivering for London, we want to be recognised as a leader within our industry and an employer of choice, including across the UK's science, technology, engineering and maths (STEM) sector.

Our aims are ambitious, but by engaging, and including, all of our people, we can shape an organisation we are proud of.

Inclusive approach

Through our choices, behaviours and interactions with colleagues and customers, we can all contribute to a truly inclusive workplace. Inclusion is about the respect we show one another, and how we share our perspectives and encourage others to do the same. We need to be passionate about our differences.

We know that not all colleagues feel that they can be themselves without judgement, not everyone trusts their leaders, and not everyone believes actions will be taken when concerns are raised.

How inclusive our organisation depends on our personal commitment, respect for all, humility, and how we share our perspectives and encourage others to do the same. We must make our organisation more inclusive to deliver our long-term ambitions of improving workforce representation. This will ultimately lead to a more effective, innovative organisation that continuously learns and meets everyone's needs.

Case study: Our names and pronouns

Learning to pronounce a colleague's name correctly is not just a courtesy, it can help build an inclusive workplace. Our names are one of the most important things we have and for many of us, they are a reflection of our culture and beliefs.

There may be names that some people are not accustomed to pronouncing. In certain cultures, the family name, or surname, is written first. It is not only pronunciation that is important, some of us prefer a variation of our name.

Our preferred pronouns are another aspect of our individual identity and sharing these can benefit colleagues. Often, people make assumptions about the gender of another person based on the person's appearance or name. These assumptions aren't always correct, and the act of making an assumption (even if correct) sends a potentially harmful message – that people have to look a certain way to demonstrate the gender that they are or are not. Using someone's correct personal pronouns is a

way to respect them and create an inclusive environment, just as using a person's name can be a way to respect them.

Our colleagues can record their name and pronouns and add it to their email signature. Valuing and respecting one another starts with getting someone's name and pronouns right, and it is a great way to learn more about the people we work with.



Organisations with inclusive cultures are:

8 times

more likely to achieve better business outcomes

6 times

more likely to be innovative or agile

3 times

more likely to be high performing

2 times

more likely to meet financial targets

Source: [Deloitte Review 2018: The diversity and inclusion revolution](#)

Speaking out

We will not accept harassment or discrimination in any form, whether from a colleague, customer or supplier. There should be no negative consequences for anyone who speaks up. We will also be as tough on any false allegations of harassment and/or discrimination.

Our workplace will be underpinned by a 'speak up' culture, where every colleague has a responsibility to challenge or report acts of harassment, and where managers resolve complaints and challenge inappropriate behaviour. Our colleagues should feel psychologically safe, which means we must all create the environment where people can speak up when things are wrong. However, our data shows that people from under-represented groups are more likely to report harassment and bullying, and that most cases are between peers.

It is not fair to expect colleagues from under-represented groups to shoulder the burden alone of challenging inappropriate behaviour, so we encourage all colleagues to become allies. We know that this culture won't appear overnight, but we will work with colleagues across the organisation to make this part of our DNA.

Too often, colleagues from an under-represented background bear the brunt of the emotional labour of supporting and advocating for colleagues, as well as trying to work towards real meaningful change. We want to unlock the potential of allies and role models across the organisation. We must advocate for one another and use our influence to champion inclusion. By doing this, we create safe spaces for discussion and learning, and can empower

everyone. It is vital that diversity and inclusion moves away from an HR-specific problem and is seen as a business priority, the responsibility of everyone. We will identify where our training, resources and learning opportunities need to be effective. It will take a committed effort to build new habits and create an environment that supports honest conversations and healthy tension, and make our vision and values foundational to our organisational strategy and culture. This does not happen overnight. It is a journey where we all need to learn and evolve.

Anyone can be an ally

Allyship is when people become collaborators and champions to fight injustice and support an equitable workplace, through supportive personal relationships and public acts of sponsorship and advocacy. To be a true ally, people should unite to promote a common interest or cause with those they desire to help.



2 times

as likely for people to feel they belong in organisations where allyship is encouraged

Source: Forbes

Becoming an ally



Understanding diversity and inclusion terminology

Bullying

Offensive, intimidating, malicious or insulting behaviour; or misuse of power or authority to undermine, humiliate or injure. It may be persistent or an isolated incident, and can be physical, verbal or non-verbal.

Cancel culture

Also known as 'call-out culture', this is boycotting or shunning people deemed to have acted or spoken in an unacceptable manner. It is common on social media.

Discrimination

Treating someone unfairly because of who they are, or their personal characteristics.

Emotional toll

Those from under-represented backgrounds bear the brunt of dealing with discrimination, which can lead to emotional exhaustion and burnout. When we share the responsibility, we reduce the burden on individuals.

Harassment

Unwanted conduct that violates someone's dignity or creates an offensive, intimidating, hostile or humiliating environment. It may be persistent or an isolated incident, and can be physical, verbal or non-verbal.

Healthy tension

Providing space for group discussions where it is possible to raise questions, debates and challenges, with all sides listening sensitively to the views and different lived experiences of others.

Protected characteristic

Under the Equality Act 2010, the protected characteristics are: age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex and sexual orientation. Everyone has a right not to be treated less favourably, or subjected to an unfair disadvantage, by reason of any of these characteristics.

Microaggressions

Everyday verbal, behavioural or environmental slights, intentional or unintentional, that communicate hostile or derogatory attitudes toward marginalised groups, such as the real-life examples below, reported by some of our colleagues.

Neurodiverse, neurodiversity

Neurodiversity is a concept that recognises and respects neurological differences as part of normal variation in the human population. It describes the idea that people experience and interact with the world around them in many different ways, the variation being in cognitive behaviour. Neurodiverse describes people who have atypical neurological development and function. This diverse spectrum includes many conditions such as autism spectrum disorder, dyspraxia, dyscalculia and ADHD. Some people prefer the terms neurodivergent and neurodivergence.

Psychological safety

Feeling safe to speak up and share ideas, without fear of being ignored, blamed or embarrassed. A psychologically safe workplace, with high standards and clear expectations, enables diverse teams to use different perspectives to drive innovation, learning, collaboration and improvement.

Victimisation

Being treated badly because you complain about discrimination or help someone who has experienced discrimination.

Zero tolerance

We do not tolerate any form of harassment or discrimination in our organisation. All colleagues will be held accountable through appropriate action in order to create a workplace free of discriminatory practices and behaviours. It is incumbent on us all to make an effort to resolve and remove any form of harassment and discrimination.

Would you recognise a microaggression?

Here are some examples...

'Your name is too hard to pronounce, can I just call you John?'

'What do your people think about that?'

'You're not like other Muslim people'

'You're too pretty to be a lesbian!'

'You don't look disabled'

'It's just a phase...'

'Why don't you understand? It's EASY!'

'You speak English very well'

'Is that your real hair?'

'I think you are just being too sensitive!'

Understanding intersectionality

Not everyone's experiences at TfL will be the same. We must be mindful of how aspects of someone's identity, such as sexual orientation, education, disability, faith, and socio-economic background, can combine to create unique challenges, which is known as intersectionality.

Intersectionality is a metaphor for understanding how multiple forms of inequality or disadvantage can combine to create unique obstacles. It is when systems of inequality and other forms of discrimination 'intersect' or overlap to create unique dynamics and effects. Individual experiences can impact all aspects of work, including recruitment, progression and wellbeing.

A gay man may have to deal with homophobia. A black man may have to deal with racism. But a black gay man may have to deal with homophobia and racism, potentially at the same time. It may sometimes be the case that he faces racism inside the LGBTQ+ community and homophobia in the black community.

Having an intersectional identity can sometimes generate a feeling that someone does not completely belong in one group or another, and can lead to isolation, depression and other mental health issues.



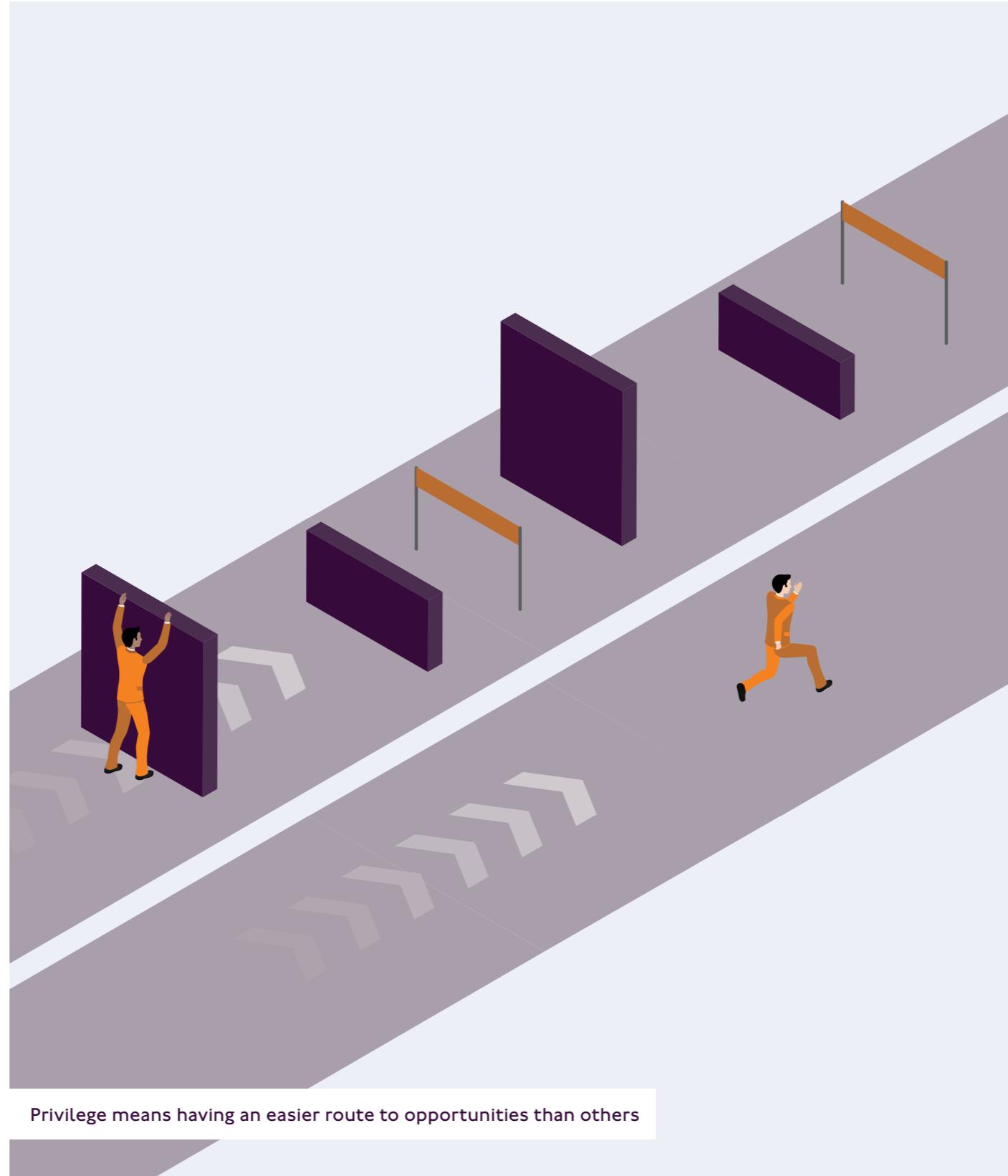
Understanding privilege

Privilege describes benefits that belong to people because they fit into a specific social group or have particular aspects to their identity. This could be based on someone's actual or perceived race, gender, sexual orientation, ability, religion and socio-economic background, among others.

Having privilege means having an advantage that is out of your control and that you didn't ask for. It is likely that we all have some form of privilege over others, but you may not even notice it until you educate yourself about its existence.

Some people are against talking about privilege because they don't want to be framed as the aggressors or complicit in a system that gives them an advantage at the expense of others. Critics of the word 'privilege' might mistake it for a blanket term that suggests that, if you have a privilege, your whole life has been easy.

Ultimately, privilege is not a concept designed to make people feel guilty or to diminish their achievements. Instead, understanding how you may have certain privileges is an essential first step towards being able to decisively act, in small and large ways, towards creating a more equitable and fairer organisation.



Understanding equity

Our ambition is 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.

Rather than treating everybody in the same way, we will make sure people have support that is tailored to their own needs, to give everyone equal access to opportunities and fair treatment.

Equality



Equity



We are on a journey...

This is a cultural shift and progress
will not happen overnight



Data and insights

Ensure that we are working with the most accurate, up-to-date information about our workforce



Listening sessions, Viewpoint

Engagement with staff to gather further feedback and identify actions required



Launch Action on Inclusion strategy

Set out our objectives and outline our plans for improving inclusivity



Deliver actions

Start to deliver meaningful, visible, measurable change across our organisation



Measure progress

Determine the success of our actions through analysis and engagement



Annual review

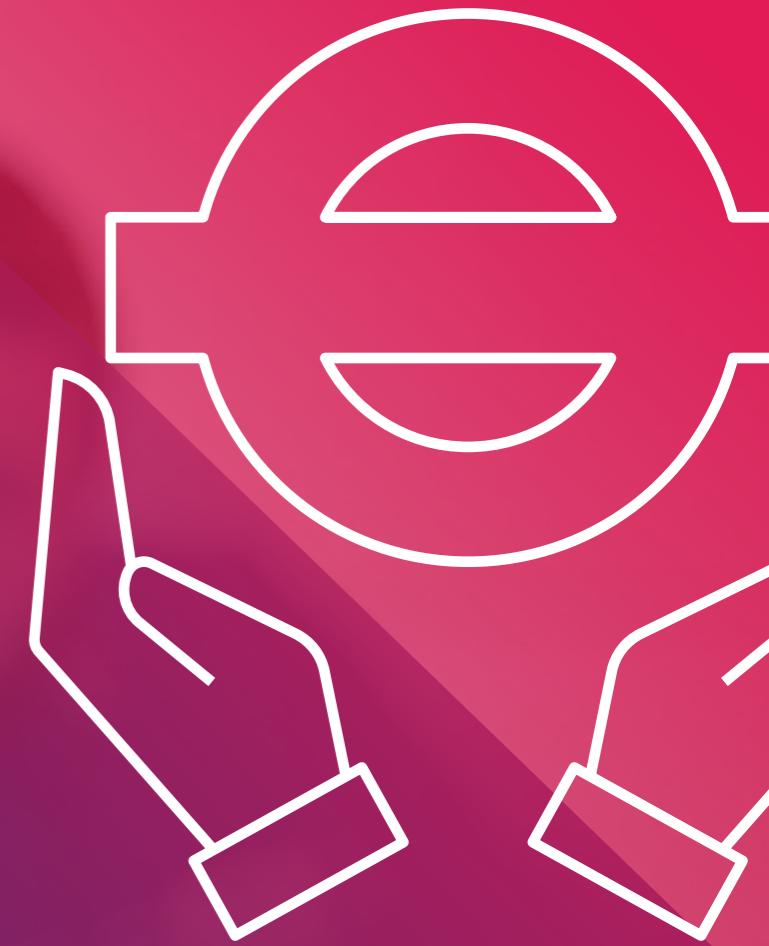
Revising and updating our objectives as required and developing new actions

Pre-2023

2023

2023 onwards

2030



Representing our city

How we will ensure our organisation truly reflects the diversity of London's population



Supporting our people

We define inclusion as being a great place to work where everyone feels they belong and can be themselves every day

Having a diverse workforce is only the first step to creating belonging. You can only feel a sense of belonging if you have a psychologically safe organisation, as your work will engage and inspire a broader range of colleagues, all with unique insights and experience to help you achieve your objectives. Belonging is linked to wellbeing and mental health. It impacts the extent to which an individual feels accepted, valued and able to take on a role both inside and outside of work.

We will create workplaces where we recognise and celebrate differences, where colleagues feel psychologically safe and able to fully participate and contribute. We want people to feel valued and connected to their colleagues and teams. They should feel that they contribute to meaningful work and recognise how their individual strengths help us achieve our ambitions.

From day one, colleagues should understand our history and progress on diversity and inclusion. We need to learn from our mistakes and make sure everyone knows how to contribute to moving forward.



42%

less likely for employees to leave their job if they feel comfortable to be themselves at work

30%

of employees feel unable to talk to a line manager when feeling stressed



2 in 5

employees have resigned from their job due to a bad line manager



2 in 3

employees would resign if their employer doesn't share their values



We want to create a workplace where everyone feels they belong

Actions

- Use internal poster campaigns as part of our speak-up culture to build confidence and drive openness around reporting instances of unacceptable behaviour, workplace violence and aggression
- Design and deliver a suite of tools including training to empower and inspire colleagues to become diversity and inclusion allies at work

Commitments

- Use inclusive language in all TfL communication, internal and external
- Collaborate with current and future catering suppliers to ensure diverse dietary needs are catered for, and to ensure systems and processes are in place to maintain compliance
- Further reduce the risk of violent or aggressive incidents against frontline colleagues through the introduction of appropriate campaigns and deterrent measures such as body-worn cameras

Sources: Mind.org, People Management

Our leadership team

Greater exposure to diverse thought and experiences will help develop more empathetic, inclusive leaders in our organisation

At 18 per cent of our workforce, our 4,678 people leaders play a vital role in bringing our values of caring, open and adaptable to life. If our leaders set clear priorities, linked with our vision and values and the Mayor's Transport Strategy, then we can create an inclusive workplace culture and better reflect London. Our new People Leader Expectations framework will provide guidance on how to do this, setting the tone for an inclusive organisation.

Our leaders set the tone for being a caring organisation and create an open environment, which represents London and creates an inclusive environment for our colleagues. They will ensure we are adaptable to innovation, ensuring everyone can continuously collaborate, share and embed new learnings, regardless of their background. We want to ensure people's development is supported and valued as part of a leader and manager's role.

All our actions and programmes to develop leaders are informed by our values. Our leaders connect their team's purpose to delivering our vision and values, creating an inclusive, sustainable and safe environment, while continually developing themselves and their team. This is aimed at all of our people leaders, from frontline supervisors through to our most senior roles.



140%

increase in team engagement in companies with inclusive leadership



50%

increase in team performance in companies that have inclusive leadership



90%

increase in innovation in companies with inclusive leadership



50%

lower turnover of staff in companies with inclusive leadership



Actions

- Design and launch a suite of career development tools for external and internal candidates to support development and actively engage with a more diverse pool of candidates
- Launch Our People Leaders framework to create consistent expectations for our people leaders
- Design and launch a new 'Getting ready for Senior Leadership' programme to help better prepare internal colleagues for senior roles
- Elevate the status and voices of our Colleague Network Groups to ensure they are utilised as a strategic partner

Commitments



A zero-tolerance culture

For our workplace to be truly inclusive, we must not tolerate discrimination in any form

We are committed to creating an environment and culture where colleagues are equally valued, and where they feel safe and able to share their experiences.

Conversations about identity and discrimination can be sensitive, which can be an obstacle to advancing workplace equality. Our leaders and colleagues may not have experienced discrimination personally, but they must be willing to engage in tough conversations. We all play a crucial role in instituting zero-tolerance to discrimination and developing psychological safety, so people feel safe to share their experiences.

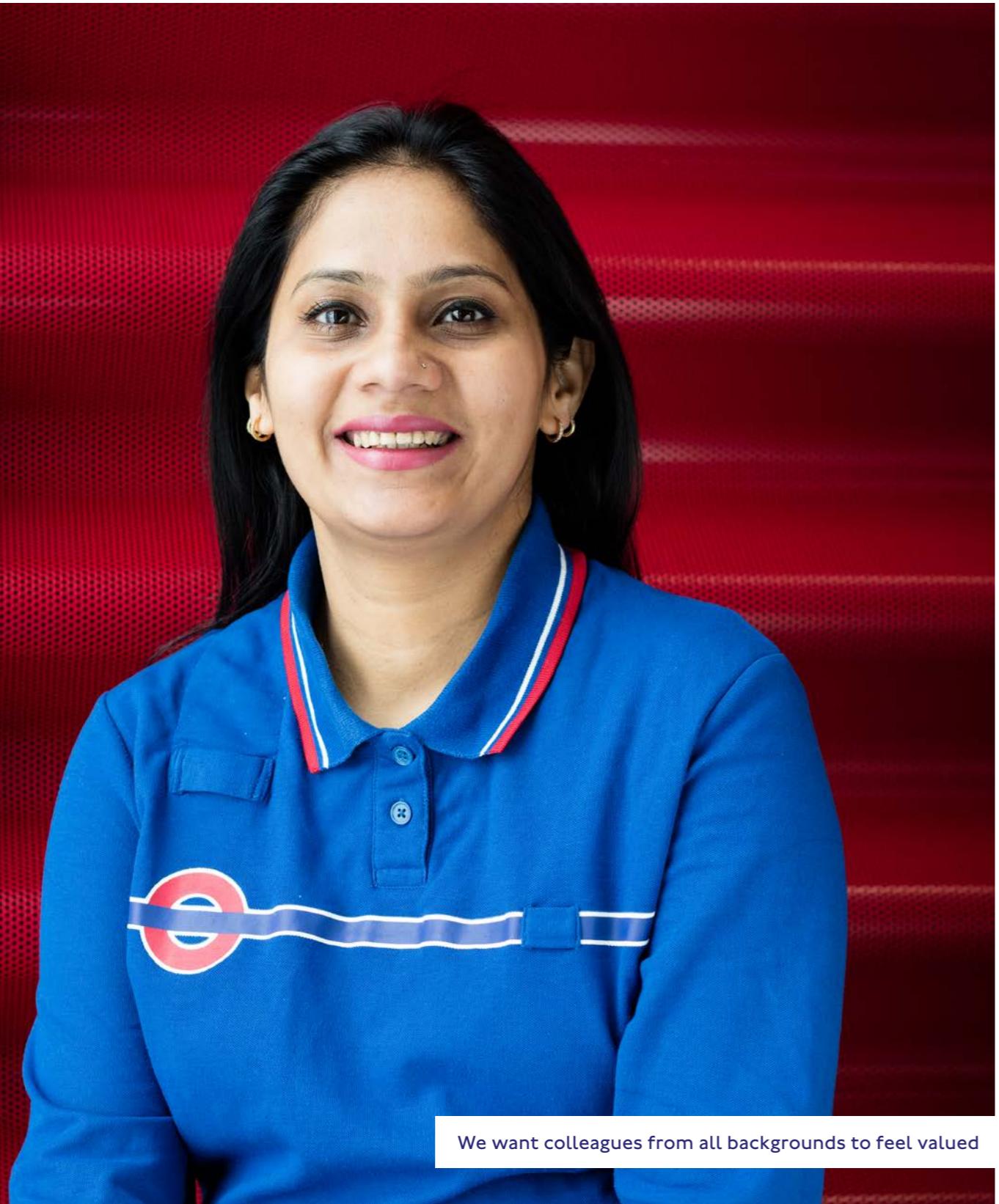
Zero-tolerance dictates that any allegations are taken seriously and handled confidentially and sympathetically. To embed zero tolerance in our organisation, we must first set clear expectations to all colleagues, outlining what are deemed as acceptable and unacceptable behaviours, and clearly set out the action to be taken in the event of a complaint. We will ensure that no one is victimised for making a complaint but that if a complaint is made vexatiously or maliciously, formal action will also be taken in line with our disciplinary procedures.

The aim is to encourage colleagues who have experienced harassment, bullying and discrimination to come forward, make it more difficult for harassers and bullies to act with impunity, and allow remedial action to take place as quickly and effectively as possible. This aims to not only serve to stop bullying, harassment and discrimination in our workplace, but also promote a healthier, happier and more inclusive culture, where everyone has a sense of belonging.

Actions

- Embed a zero-tolerance and speak-up culture into our organisation
- Create a zero-tolerance poster campaign explaining why it is important to speak up and speak out
- Promote the TfL mediation service, which assists in resolving incidents in a way that builds understanding





We want colleagues from all backgrounds to feel valued

Our anti-racism leadership charter

The tragic killing of George Floyd in 2020 created a catalyst to focus our attention on racism and the structural barriers our Black, Asian and minority ethnic colleagues face. We have launched an anti-racism leadership charter and manifesto, endorsed and signed by our Executive Committee.

The charter includes five commitments and sets out the steps our leaders can take to collectively address inequality and help us become an anti-racist organisation. The charter acknowledges that discrimination exists in other areas and that this is unacceptable. We will continue to focus on these areas and use our charter to create inclusive workplaces where everyone can thrive.

We have been working with a range of stakeholders across the organisation to implement and embed the charter into our everyday ways of working, so it is viewed as the same level of importance as safety, for example.

We have a long way to go, but we commit to ongoing, constant reinforcement of anti-racism in our organisation. Being anti-racist is when people refuse to be a bystander when someone says or does something racist or behaves in a racist way. It means actively calling out racism in all its guises, and communicating that racism is not acceptable when we see it.

We have taken the principles and learnings from our Anti Racism Leadership Charter and have applied them to support our objective that we are against all forms of discrimination.



1 in 4

Black, Asian or minority ethnic workers in the UK will have experienced racial bullying or harassment in the workplace

Source: Institute of Management and Leadership



Improving our data

More accurate data will improve our understanding of our workforce and our ability to support their needs through improved decision-making and change

To truly reflect London's diversity, we need more accurate and robust data on our workforce, and how our colleagues choose to identify. We have delivered an internal diversity declaration campaign, called Count me in, which aims to encourage our people to share their diversity information. While our aim is to increase the sharing of all diversity information, colleagues will always retain the right to prefer not to say.

'While some colleagues have shared some of their diversity data with us, only 45 per cent have shared all of their diversity data. We are keen to understand the drivers behind this, and whether the data we have provides a true picture of our workforce'

Historically it has been difficult for our operational colleagues to share diversity data, owing to the limited access to our internal software systems. Currently, our operational colleagues must inform their team administrator or phone HR colleagues to amend their personal information.

Diversity data is information we collect on the different protected characteristics that make up our workforce. It's defined by the Equality Act 2010. Having this information can give us a full picture and tell us if our workforce is representative of the population we serve.

It could for instance, tell us if some groups are not promoted at the same rate as other groups, informs us whether colleagues are being rewarded fairly and equitably, or if certain groups face more specific barriers in the workplace such as lack of welfare facilities, faith rooms, or adequate provision of Reasonable Adjustments. It also informs the design of guidance for line managers to support colleagues

on important issues – such as recently delivered guidance on menopause and creating inclusive workplaces for trans or non-binary colleagues.

We can only truly be informed about our workforce when we understand all aspects of the intersectionality of our identities. This will give us a better understanding of our people and enable us to focus our work on creating an inclusive workplace where it's needed most, helping us gain greater insight to target our actions effectively and remove the barriers to achieving our goal of becoming a workforce that is truly reflective of London.

It's at the heart of our vision and values, and we can only make things better for everyone and influence change if we understand where the barriers are and where areas of under representation exist. Providing this information unlocks barriers for all colleagues, regardless of protected characteristics.

Actions

- Create and deliver initiatives at regular intervals to drive a sustained increase in data declarations by clearly communicating why it is important, and how it is stored and used

Commitments

- Encourage new joiners to share their diversity data with us on the external Diversity and Inclusion website and as part of the induction process
- Expand the diversity data we capture to include social mobility, caring status and different types of disability to understand more about our colleagues and enable data-driven decisions

Removing barriers

External recruitment is one way to make our workforce more diverse. Another is to unlock barriers to career progression and offer better internal opportunities

There is a wealth of talent and experience within our organisation, but our senior leadership team is far less diverse than our workforce. People are selected for roles based on merit, and we will make sure the merits of candidates from under-represented groups are not overlooked as a result of bias or for any other reason.

We have identified some of the barriers for colleagues from under-represented backgrounds, given their representation in our workforce and the lack of progression for some groups. This work is ongoing and we will continue to review, reflect and identify barriers and opportunities in the workplace.

While there is strong representation of Black, Asian and minority ethnic colleagues at lower and middle levels, declared data shows it is lower at senior levels. This is also true for other under-represented groups.

Individuals who demonstrate a broad range of skills, knowledge and experience are likely to do better during selection processes. Therefore, we are giving people more opportunities to move around the business, including on secondments, to work on different projects, learn skills

and broaden their experiences. This also benefits us by building the capabilities we need now and in the future, and by increasing employee satisfaction, engagement and retention.

There may be a perception that secondments do not always follow a structured recruitment process, which can be a barrier for colleagues from under-represented groups and we must tackle this perception.

Action

- Ensure our recruitment, retention and development approach within our talent strategy is equitable and enables everyone to grow and succeed at TfL by development of clearer, more transparent guidance, process and tools for local secondments and direct appointments; to ensure fairness and consistency across our organisation



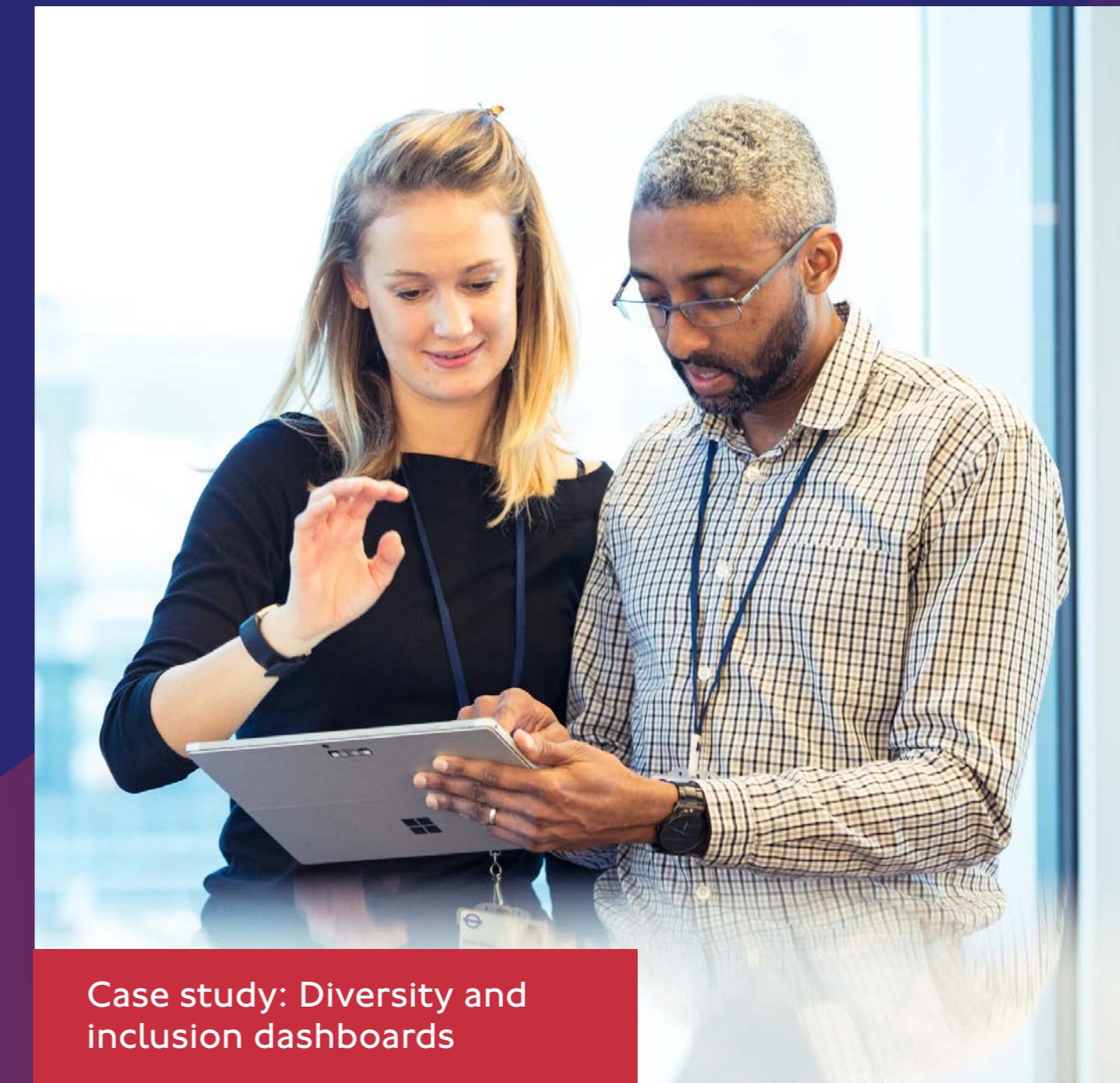


Case study: Supporting our women leaders

Previously, we have participated in the 'Our Time' programme, which was aimed at mid-level emerging women leaders. The programme provided a form of mentoring that helped people create connections with senior leaders who advocated on their behalf and created opportunities to help them advance their careers.

Sponsors gave the employee visibility and access to personal networks. They were also key enablers to building management capability and increasing diversity, particularly in leadership roles.

In total, 16 women took part, with almost all of them now in senior management roles.



Case study: Diversity and inclusion dashboards

Our new dashboards break down the latest data for colleagues and show the diversity of each business area. Live and interactive, they will help leaders and teams understand where inequalities exist across the whole employee lifecycle, and where we need to focus.

The new features include the ability to filter information across

multiple teams, options to explore intersections between under-represented groups, workforce representativeness indexes for each business area, and age characteristics at each lifecycle stage.

The dashboards show how we can use our insights and support efforts to encourage more people to disclose their diversity data.



Attracting diverse talent

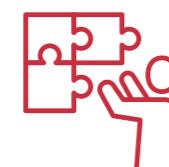
Some groups of people are less likely to apply for roles with us and we must understand the reasons why and address them

Prioritising inclusion in the recruitment process ensures that decisions and outcomes are more robust, helping to drive and underpin a more inclusive organisation.

To help achieve this, we have created an Inclusive Recruitment checklist for hiring managers. While the checklist is primarily for those involved in hiring, it also gives candidates knowledge of, and access to, the tools we use. It is designed to inspire discussion about the simple but effective things hiring managers can do to make recruitment more inclusive and ensure fairness. The checklist covers areas like job descriptions, advertising vacancies, use of language, assessment criteria, reasonable adjustments and the offer stage.

It is important that recruitment processes embody diversity of thought. This means the range of mindsets, thought processes, perspectives and lived experiences of a workforce. Every effort should be made to ensure that recruitment and assessment panels represent cognitive diversity and/or include people from a wide range of backgrounds and communities.

Research shows that psychometric tests are inaccessible, too complex and too literacy-based, and that they are unreliable measures for people with neurodivergent skills and abilities. Our recruitment and selection procedures include a wide range of literacy demands, which disadvantages neurodivergent applicants who are generally better at showing what they know and can do, rather than telling someone about it. Our recruitment process should have flexibility to ensure we are assessing people for roles, but providing equitable opportunity to perform to their potential.



73%

more top talent is attracted to companies that are diverse

76%

of job seekers consider diversity when deciding whether to accept a job offer



Actions

- Conduct ongoing reviews of data, practice and procedure to ensure our hiring process is free from bias and is consistently aligned to best practice inclusive methods

Commitments

- Enhance our employee value proposition by establishing external and internal engagement channels to attract diverse skill sets and attract individuals from a range of backgrounds

- Publish inclusive guidance for those applying for roles or joining our workforce
- Increase the number of specialist recruitment agencies we work with in order to ensure we reach a wider talent pool of potential candidates
- Develop online resources for colleagues and hiring managers in order to improve understanding of neurodiversity and neurodivergence and all other protected characteristics in our workplace

Representing our city



We want to attract people of all backgrounds to work with us



Case study: Using anonymised recruitment

Using anonymised recruitment for Bands 1 to 4 (excluding operational and Band 5 and above positions, and graduates and apprenticeships) is a priority for us. It helps us to improve diversity across the organisation.

For most of our recruitment, we use bespoke software that redacts personal and identifying information from CVs and cover letters at the point of application, thereby removing bias from the longlisting

and shortlisting process. This means candidates apply for roles knowing they will be assessed only on their skills and experience, which are the most important criteria when deciding whether someone is suitable for a role in our organisation.

Due to the high volume of applications for operational, graduate and apprenticeship roles, the use of CVs and covering letters are not practical, requiring significant resource and incurring additional cost.

Similarly, because recruitment for senior level roles (Band 5 and above) typically uses an executive search, we use that process to source a diverse pool of candidates, requiring the presentation of personally identifiable information. This approach is considered more effective than anonymised CVs as the smaller pool of candidates for these roles means it is more likely that candidates can be identified.

'Diversity of thought and cognitive diversity refers to the range of mindsets, thought patterns, ideas, problem-solving methods and lived experiences that can be found within a workforce'

100,000

applications that we receive every year

75%

of jobseekers prioritise diversity and inclusion when looking for new opportunities

Learning from our leavers

It is easier to retain people than recruit them and we must learn from our colleagues who leave the organisation

As well as bringing new diverse talent into our organisation, we must look at why diverse colleagues choose to leave. Often, colleagues are willing to be open about their reasons for moving on, and our leaver data highlights some particular areas for concern. In the past year, for example, the number of women and disabled people who left was greater than the number who joined. We are also keen to understand why some colleagues leave within a year of starting. In the last two years, we have seen a larger proportion of women and LGB+ employees leaving within a year, closely followed by Black, Asian and minority ethnic colleagues. Individually, each of these groups represents less than eight per cent of leavers, but when you intersect the values of women with Black, Asian or minority ethnicity or LGB+ the figures rise above 10 per cent, and above 11 per cent for Black, Asian and minority ethnic women.



Source: Harvard Business Review

What do we mean by LGB+?

When we talk about LGB+, we include all those who have declared diversity data identifying as lesbian, gay or bisexual. This is a sexual orientation characteristic, so these results will not include those who declared a non-binary gender identity, or as trans.

Action

- Redesign and embed our exit interview process

Commitment

- Analyse qualitative and quantitative insights from exit interviews on a regular and ongoing basis to inform our inclusion activities



We want people to feel they can be their authentic selves at work

Celebrating our diversity

To mark events such as International Women's Day, Black History Month and Pride, and our Asian heritage on our network, we run poster campaigns celebrating the diversity of our workforce



A portrait of a woman with short dark hair, smiling. She is wearing a leopard-print turtleneck sweater. The background is a modern interior space with a high ceiling and recessed lighting.

Denise, Works Assessment Manager

Denise Culzac is a Works Assessment Manager for TfL. She believes that Black History Month is important to recognise the contribution of Caribbean and African people throughout the years. Her ideal celebration would involve 'lots of colour, vibrancy, cultural food, traditions and positive experiences'.

A portrait of a man with short dark hair, sitting on a bench. He is wearing a dark suit jacket over a light-colored shirt. The background shows a city skyline with several construction cranes against a cloudy sky.

Melvin, Press Officer

Melvin Lim is a press officer, and he enjoys working for an organisation that impacts London every day. He has experienced the challenge of getting through the pandemic while being miles away from his family. However, Melvin loves living in London, calling it 'one of the most magical places on Earth'.

Across our network, you will see posters featuring a diverse range of our colleagues, which both celebrate them as members of the TfL community and give them an opportunity to tell us about their experiences of working for our organisation and what motivates them



An inclusive starting point

Practical steps to improving diversity and inclusion in the workplace



A better workplace for all

We must remove the barriers in our workplace to make our organisation more inclusive for those with disabilities

Our colleagues tell us that we must improve our workplace adjustments process and offering because, for example (this list is not exhaustive):

- Some people leaders have limited knowledge of the reasonable adjustment process and/or where to get support
- Some people leaders feel conflicted about spending their local budget on reasonable adjustments
- The process takes too long

It's not enough for us to provide disabled colleagues with exactly the same working conditions as non-disabled colleagues.

We support the social model of disability which upholds that it is a disabled person's environment that limits their ability to complete a task. We must make reasonable adjustments by law and these include changes we can reasonably make to remove or reduce a disadvantage related to someone's disability. For example:

- Making changes to the workplace
- Changing someone's working arrangements

- Finding a different way to do something
- Providing equipment, services or support

Adjustments are specific to an individual person. They can cover any area of work. We also know that some colleagues with a disability may not need or want adjustments, although this might change over time. This means that it is incredibly important to maintain an open and honest dialogue with employees, to ensure those that do need support receive it.

The social model of disability

The social model of disability focuses on taking down the barriers that prevent a person fully taking part in society, rather than looking at the disabled person as a problem to be solved.



52.3%

of disabled people were in employment in 2020, compared to 81.1% of non-disabled people

Source: House of Commons Library





Inclusive design

Inclusive design is when products are accessible and usable by a broad range of the population irrespective of any differences, without the need to specially adapt them.

It is essential that this principle is applied to the design of the workplace so that no employees are segregated based on their special requirements and needs, or have attention drawn to their needs in any way. Design of workplace facilities has to be

efficient, subtle and effective in creating a welcoming and inclusive environment. This will create a calmer and happier workplace, and consequently a more innovative and productive organisation.

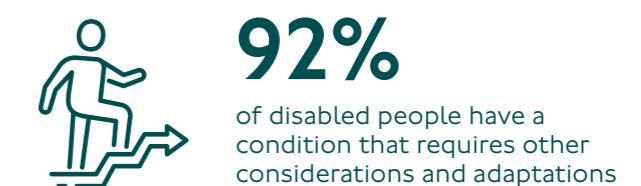
We must also create intentional spaces for colleagues. These could include, for example: quiet spaces, for reflection or highly focused work; meditation rooms and wellness areas, which can give people the space to meet their needs, but also provide ample opportunities for communication and collaboration.

Actions

- Develop disability awareness training for people leaders
- Define an estates strategy with built-in periodic accessibility audits and develop a blueprint that will embed inclusive design across our built environment

Commitments

- Adopt a more gender-neutral approach to all of our processes, ways of working and uniforms
- Develop a blueprint for inclusive facilities such as faith rooms, changing places, gender-neutral facilities and medical/quiet rooms



Source: Personnel Today

Supportive groups

To achieve sustained change in the inclusivity of our organisation, we need everyone to understand their role and play their part

Colleague Network Groups

Our Colleague Network Groups play an important role in providing our people with the chance to share ideas and support each other in developing our diversity and inclusion agenda in all areas of employment

They help us to become a great place to work for everyone by promoting equality awareness and providing a forum and safe space for colleagues who share a particular characteristic and allies of those colleagues to identify and discuss common workplace issues.

We currently have six Colleague Network Groups at TfL. These are:

- The Women's Colleague Network Group: promoting gender equality within TfL, inspiring and empowering members to achieve their personal and career aspirations
- The Colleague Network Group for Disability: an independent forum for our disabled colleagues that encourages everyone within our organisation to consider the needs of colleagues living with one or more disabilities

- The RACE (Raising Awareness of Culture and Ethnicity) Colleague Network Group: increasing awareness of our Black, Asian and minority ethnic community and promoting opportunities that attract and support Black, Asian, minority ethnic talent
- The OUTbound Colleague Network Group, championing a safe and inclusive work environment so LGBTQ+ colleagues can be authentic, celebrate who they are and have equality of opportunity
- The Faith Colleague Network Group, promoting understanding of faith and belief and respect for each other's practices and traditions
- The Carers, Parents and Guardians Colleague Network Group, a forum for colleagues to discuss ways to improve their working life while balancing their caring or parental responsibilities

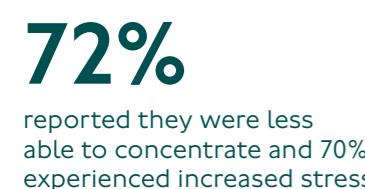
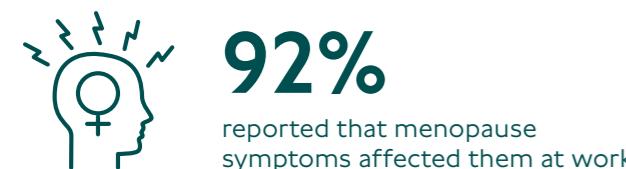


We give all colleagues opportunities to discuss workplace issues

Equipping our colleagues for success

Providing colleagues with tools to comfortably engage in and actively role model expected behaviours and values

We will provide colleagues and line managers with help and information on subjects including respect at work, neurodiversity and menopause among others. It is important that we provide opportunities for line managers and colleagues to upskill themselves, and set a clear expectation of the behaviours and values expected of us all so that we can call out anything that falls below this baseline.



Commitments

- Transform our existing learning and development tools and resources in order to deliver psychological safety, drive innovation, improve understanding of intersectionality and the lived experiences of our colleagues

Making space for neurodivergence

To foster a work environment that supports our neurodivergent colleagues and candidates, we need to make small but meaningful changes to our everyday behaviours and ways of working. This includes educating and upskilling managers, who often have little understanding or awareness of neurodivergence.

Neurodivergent people sometimes do not know their own strengths and difficulties, or how to operate effectively in the workplace, and many have not had a formal diagnosis, so the number of neurodivergent people in our organisation is often underestimated.

What are neurodiversity and neurodivergence?

Neurodiversity refers to the spectrum of cognitive functioning. Everyone has a unique brain and different ways of perceiving the world, and therefore different skills, abilities and needs. Neurodivergence relates to specific experiences and conditions such as autism, dyslexia and attention deficit hyperactivity disorder (ADHD).





Case study: Support for trans and non-binary colleagues

We are committed to making TfL a safe and welcoming space for all trans and non-binary colleagues.

In May 2022, following a two-year partnership working with the OUTbound Colleague Network Group, we launched updated guidance for people leaders and other colleagues to equip them with the information, knowledge and skills to support trans and non-binary employees and those who are transitioning. In addition, we provide guidance for team members and peers, who play a crucial role in creating a sense of belonging at TfL.

We listened to feedback on the barriers faced by trans and non-binary colleagues and revised our systems and processes where we can (in line with Government legislation and HMRC policy). We have changed the way we capture gender identity to reflect trans and non-binary identities, and we remain committed to regularly reviewing the information to ensure we offer the best experience for our colleagues. We encourage our trans and non-binary colleagues to update their diversity data and we commit to making sure that this information is maintained in a confidential way.



Case study: Support for those going through menopause

Menopause is a natural event and transition that people experience. However, the timing and symptoms are different for everyone. While some people find their symptoms manageable, others may require more support. In many cases, simple changes to the working environment, and discussing the subject openly, can have a big impact in improving the working environment for those going through menopause.

We have developed guidance on what colleagues going through menopause can experience, and how we can help

them. The aim is to assist employees and managers to understand this significant period in people's lives, and to adopt a flexible, fair and consistent approach when supporting them.

Menopause should not be a taboo and everyone should feel they can have a conversation with their line manager, especially when they need guidance and advice. Our Women's Colleague Network Group has created an online Menopause Hub, where all colleagues and line managers can seek guidance, support, share experiences and increase awareness.

Breaking down barriers

Colleague experiences can vary across the organisation, often nuanced by layers of intersectionality. These provide barriers to our people, all of which we need to work to address

Despite the range of roles available in our organisation, women still account for less than a quarter of TfL employees, and our median gender pay gap is 16 per cent. These metrics must improve.

We need to identify and address the barriers currently faced by women in the workplace so that they can enjoy all of the opportunities our organisation has to offer.

There is a notable disparity in engagement scores between disabled and non-disabled colleagues, and between LGB+ and non-LGB+ colleagues and our ambition is to narrow these gaps. By identifying and reducing the barriers faced by disabled and LGB+ colleagues, we can create a more equitable workforce that gives people greater independence, choice and control and allows them to be their authentic selves.

We will change the help available, and our reasonable adjustments process, to support an ageing workforce in the future. Reasonable adjustments should seamlessly follow colleagues during their career at TfL, making it easier for them to progress.

If people feel their work environment stops them being their best, it can impact their wellbeing and engagement. We must factor equity into the design and management of our offices, depots and workspaces. Where possible, we will mirror the inclusive design of our customer-facing spaces to improve the accessibility of our colleague facilities.

Feedback from our Colleague Network Group for Disability's sub-group, the Reasonable Adjustments Group, highlighted several barriers for our disabled colleagues. Whether they are working from home, the office, a depot or any other workspace, we must make sure they are able to work effectively and safely.



Actions

- Develop a people strategy for disability which outlines the key interventions that will help us to become a disability confident leader and a great place to work for disabled colleagues
- Work closely with the OUTbound, RACE and Women's Colleague Network Groups (and other Colleague Network Groups as appropriate based on Viewpoint data), to create an action plan to address the specific barriers identified by our LGB+, Black, Asian and minority ethnic and women colleagues

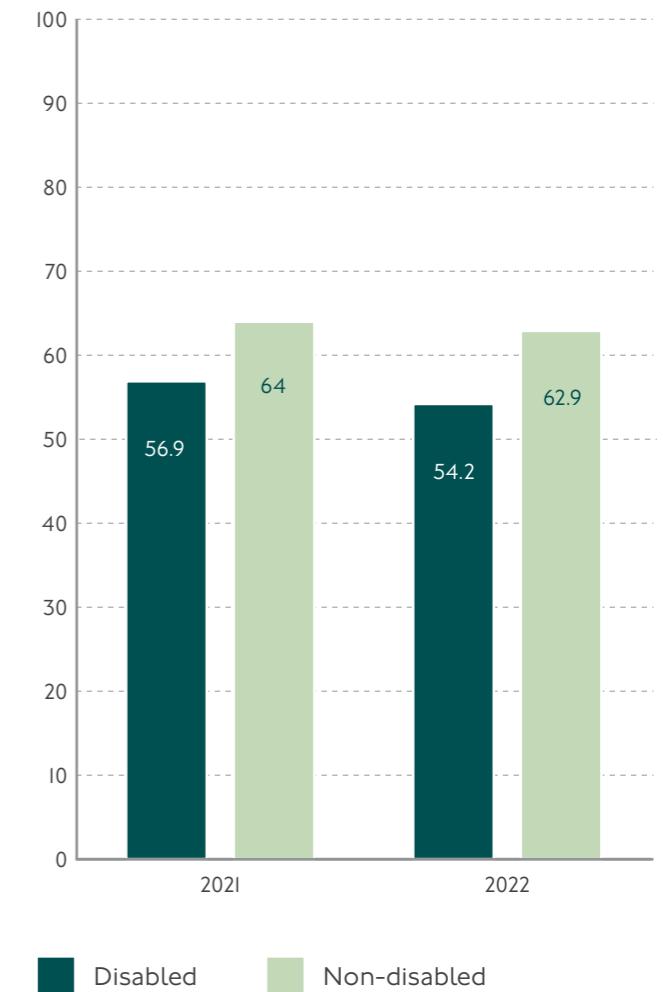


We want all colleagues to feel TfL is a great place to work

Our colleague engagement scores 2022

Employee engagement scores reflect the level of enthusiasm and commitment employees have to their organisation. Data collected from our annual Viewpoint survey highlights the difference in engagement between various groups represented by our colleagues and the areas where we need to improve.

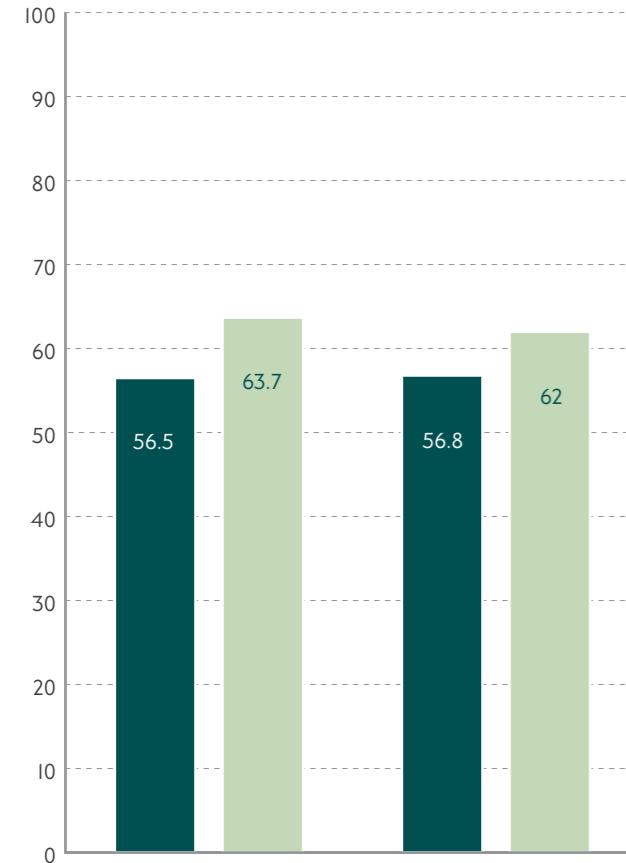
Disabled and non-disabled (%)



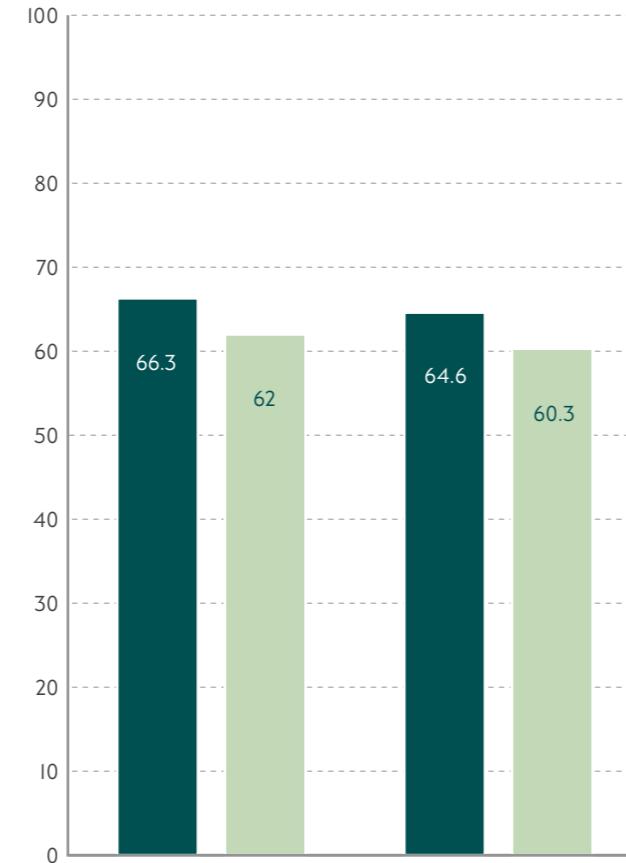
Engagement among disabled colleagues is well below the score for non-disabled colleagues and has fallen since 2021.

An inclusive starting point

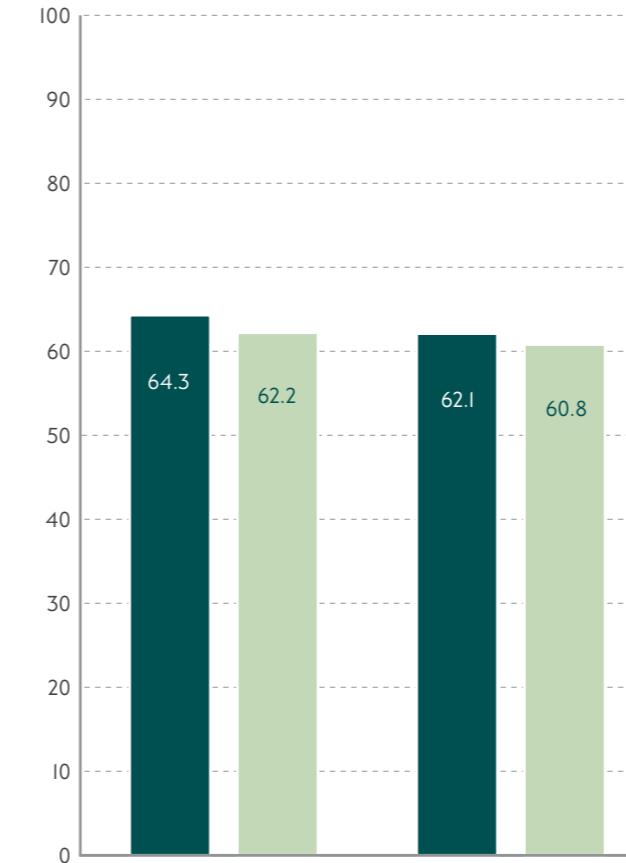
LGB+ and non-LGB+ (%)



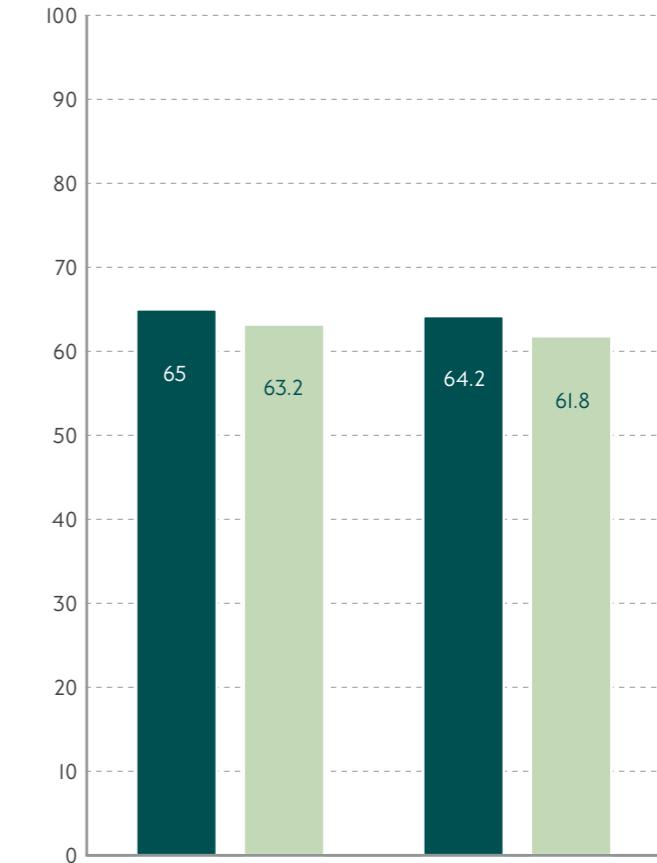
Minority ethnicity and majority ethnicity (%)



Minority gender and majority gender (%)



Minority faith and majority faith (%)



Our LGB+ colleagues are slightly more engaged than in 2021 but still some way behind non-LGB+ colleagues.

Engagement is strong among minority ethnic colleagues compared to majority ethnic colleagues, though the score has fallen since 2021.

Minority gender colleagues show positive engagement compared to majority gender colleagues, though the score has fallen since 2021.

Engagement remains strong among minority faith colleagues despite a small decrease since 2021.



Anne, Instructor/Operator

Anne Maningas qualified as an instructor/operator on the Metropolitan line in 2016, after time spent driving Piccadilly line trains. She was the first woman and person of colour to pilot heritage steam trains in passenger service. Anne is fiercely proud to be a Londoner, but wants greater support for diversity, as she herself has been the target of racial abuse.



Steph, Control Development Manager, they/them

Steph works in a control room managing London Overground trains, after time spent in customer service at a large London mainline station. 'I have regular conversations with colleagues about my identity, things like talking about my wife openly in conversation. I also speak up, in a professional way, whenever I hear people around me saying things that don't align with my values'.

International Women's Day

For International Women's Day, Transport for London (TfL) asked women across the business to participate in a portrait project. Several of our male allies also posed for portraits alongside women who inspire them.

The women featured operate trains, manage our bus stations and respond to major incidents, helping millions navigate London every day. But there are also pictures of architects, engineers, city planners and coders. Women are involved in all aspects of keeping London moving, working both on today's journeys and the projects of the future.

International Women's Day is a moment not just to celebrate our achievements, but also to recognise the work that still needs to be done. Despite the range of roles available, women still account for less than a quarter of TfL employees and our median gender pay gap is 18.8 per cent. These metrics need to improve.

The theme of this year's International Women's Day is 'break the bias'. We hope that these pictures demonstrate how the women at TfL are breaking the bias in the transport industry.

MAYOR OF LONDON



Siobhan, Customer Service Assistant

Siobhan Ryan is a Customer Service Assistant who has worked for TfL for two years. Every October is bittersweet for her, as it marks the anniversary of her move from Montserrat to London. For her, Black History Month is a reminder to never stop striving for greatness beyond our current circumstances. 'Without black history, there is no history'.

Across our network, you will see posters featuring a diverse range of our colleagues, which both celebrate them as members of the TfL community and give them an opportunity to tell us about their experiences of working for our organisation and what motivates them

Pay and reward

Our aim is to deliver a fair and transparent pay proposition for our people, balancing affordability with meeting the challenge of attracting and retaining talent

We need to use pay and reward to attract, retain, engage and motivate a diverse pool of talent, while acknowledging the need to view pay from an affordability perspective. This can be seen in the most recent internal colleague engagement survey, Viewpoint, which showed that only 45 per cent of colleagues feel their pay is fair.

For most colleagues, the main concern is that their reward is fair for the work they do, and is in line with what others receive. This does not mean it needs to be the same as other colleagues, especially when reward is performance-based, but differences must have a rational basis and the process for determining rewards must be transparent, justifiable and consistent. In the past our pay has been perceived as unfair for reasons including:

- Variations in pay frameworks, processes and terms and conditions in different areas of the organisation
- Pay restraint since 2015
- Our total reward proposition emphasising a final salary pension and lower levels of base and variable pay
- A lack of representation from people from an under-represented background, particularly at more senior levels

Our aim is to develop a pay proposition for all of TfL that is genuinely fair, competitive and affordable. To do this, we must consider how we structure and set pay; how we benchmark pay externally to determine appropriate rates and ensure competitiveness; how we manage individual pay progression and determine the most appropriate guiding philosophy for that, by rethinking the relationship between performance and pay.

Actions

- Develop a fair, competitive and affordable pay proposition for TfL
- Continue to publish our annual Pay Gap Reports and monitor progress against developed action plans

Commitments

- Review MyJourney data through a lens of intersectionality to ensure fair and equitable distribution of performance ratings and take any appropriate action



Policies and processes

Building inclusivity and equity into everything we do

In consultation with our trade unions and having sought input from our Colleague Network Groups, we will design more progressive policies and procedures to align with our vision and values, that are easy to understand and better meet all colleagues' needs.

Actions

- Review and modernise our policies, standards, guidance and processes to identify any barriers that may contribute to inequality and prevent a culture of inclusion
- Reduce any barriers in our procurement activity to enable more business to be conducted with micro-SMEs and diverse-owned suppliers
- Reimagine our reasonable adjustments process to make it more accessible
- Share best practice with suppliers to positively influence their diversity and inclusion delivery and increase diversity across our supply chain

Commitments

- Ensure our supply chain complies with our diversity and inclusion vision



Case study: Our domestic abuse policy

One in four women and one in six men experience domestic abuse in their lifetime. Statistics also indicate that some protected characteristic groups are more at risk and have less specialist support available to them.

Sadly, this means that many of our colleagues will be affected, and at some point in their career may need our support. We have therefore introduced a domestic abuse policy following consultation with our trade

unions, and with input from our colleagues and domestic abuse prevention charity Hestia.

The policy will guide managers and increase our ability to provide a safe and inclusive work environment. It will enable us to better support colleagues by raising awareness of how to spot signs of domestic abuse. It also signposts specialist help.



Skills and opportunities

How we will develop everyone to be their best at work, ensuring TfL is a great place to work for everyone to thrive

Improving career progression

Developing everyone to be their best at work and supporting career development will ensure everyone can thrive at TfL

We have pockets of diverse talent and experience at certain levels in our organisation but acknowledge that we must do more to reflect the diversity of London, particularly in our senior leadership teams. We must approach talent management and succession planning as a critical opportunity to address under-representation from middle-management upwards.

By redesigning our performance and development processes, we give our people more ownership over their progression; and this is supported through conversations about their wellbeing, ambitions, skills and experiences. This employee-led approach encourages more frequent discussions, creating a culture where feedback is commonplace.

Our new approach to talent conversations supports 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.

We now have an online tool called MyJourney, which aims to support these discussions and document progress.

We will continue to analyse data to identify if there are any concerns around the distribution of performance ratings and any underlying reasons for these. Both the level of diversity declaration data, and uptake in those using the MyJourney tool, will help us to achieve this analysis.

Commitments

- Create a suite of tools and programmes to provide tailored support to colleagues to enable them to progress their careers in the way that they wish

Developing diverse talent

Our new ‘readiness’ approach to talent management will help our colleagues, and their managers, identify the next steps in developing their career in line with their aspirations and readiness to face new challenges. Over the next seven years, mentoring, sponsorship and coaching will increase diversity, particularly in leadership roles. This approach will make discussions of career progression the norm, to help colleagues feel more engaged and motivated. Our three states of readiness are:

- Stretch – finding and taking on new challenges and experiences
- Strengthen – looking to develop and grow in your current role
- Move – development with a view to moving into a new lateral or promotional role



41%

of workers over 55 believe they have been overlooked for promotion opportunities

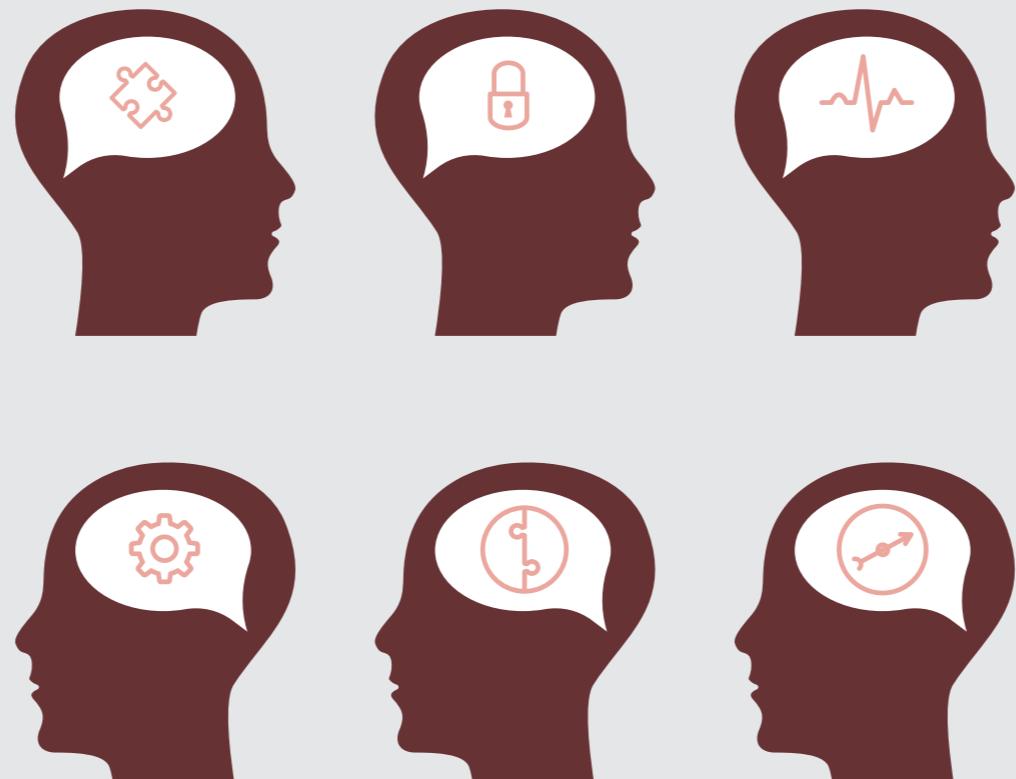
Actions

- Refine our Talent strategy to create a suite of tools and programmes specifically designed to promote career development within TfL

Developing skills for the future

As we plan for the challenges ahead, we must help our colleagues build new skills and apply them to their current and future roles

Rapid technological and organisational change means people will be required to adapt during their working lives. We value the skills and experience that a workforce spanning five generations gives us, and understand their different motivations and expectations of work.



Case study: Steps into Work

We created Steps into Work, a partnership between TfL and Shaw Trust in recognition of the untapped strengths of people who are neurodivergent, and the additional barriers they can face in gaining sustained employment. This 12-month programme for adults aged 16 and above enables participants to complete three unpaid work placements of 10 to 12 weeks each. Participants carry out their placements within our offices, stations and across the GLA while completing a BTEC Level 1 Work Skills qualification. It is delivered in partnership with Shaw Trust, which provides all aspects of training and guidance for both participants and their placement hosts within.

Actions

- Identify critical roles and implement succession plans ensuring diverse talent pipelines are developed
- Address the needs of our multi-generational workforce, for example by identifying the impact when skills are lost through retirement, and the needs of employees who may wish to remain in employment beyond statutory retirement age

Commitments

- Pilot workplace trials to unlock new talent pools, for example for neurodivergent candidates to suit the changing skills requirements of the business



50%

of all employees will need to adapt their skills by 2025

83%

of millennials are actively engaged when their organisation fosters an inclusive culture



Apprenticeship and graduate schemes

Our graduate and apprentice schemes help us cultivate the key skills that are critical to the future of our organisation and industry, with opportunities to progress to future employment

We have an opportunity to improve the lives of many young Londoners through our graduate and apprentice schemes.

These programmes, and our internships, support the wider economy, as well as Mayoral and Governmental priorities

around training and job creation. They enable us to increase diversity within our workforce and industry, build and retain critical skills, and create social mobility opportunities in London and nationally through our supply chain.

Actions

- As part of our commitment to sustainable economic recovery in London, we will transfer up to £1m per year of our unspent apprenticeship levy funds to small and medium enterprises that pay the London Living Wage and support the Mayor's Recovery missions
- Continue to actively seek diverse entrants to our graduate and apprenticeship schemes and deliver sponsored internships for protected groups such as our Stuart Ross scheme.
- As part of our London Anchor commitment, secure 150 young people mentors by 2024
- Continue to target colleges and academic institution outreach to improve diverse recruitment, to help us attract more women and diversity in science, technology, engineering and maths



Case study: Stuart Ross internship

Launched in 2006, our Stuart Ross communications internship aims to address the underrepresentation of Black, Asian and minority ethnic talent in the Communications sector, which currently stands at five per cent. This 11-month programme provides

an opportunity for Black, Asian and minority ethnic talent to develop written and verbal communication skills, enabling them to reach a range of different audiences, including customers, the media, business stakeholder groups and politicians.



We're improving opportunities for young people

Building skills for our industry

We realise the potential of people who face barriers into employment and will proactively tackle these as we commit to improving inclusivity across the whole of our industry

We recently launched Everyone's Future Counts, our employability and young people's outreach programme, supporting those who need a step up with targeted support and skills development.

Working with major London employers, community groups, partners and our national supply chain, which supports 43,000 jobs UK-wide, we will help more people to increase their confidence, gain skills and secure sustained employment. We will do more for those who face barriers getting into work, and will proactively tackle these barriers to contribute to a fair and inclusive industry.

We will continue to collaborate with our transport industry partners and suppliers to tackle under-representation in science, technology, engineering and maths (STEM) professions. Our continued investment in outreach for young people means we can challenge gender and racial stereotypes and engage people in STEM from a young age, with a lasting positive impact on diversity.

Our programmes improve access to skills, training, education and experience. By delivering through partnerships – such as with charities, community interest groups and educational institutions – we can take a holistic approach based on where participants are in their employment journey, helping to create opportunities tailored to their individual needs.

Actions

- Actively engage with a more diverse pool of candidates to ensure that we better represent the city we serve: enhance our recruitment websites to unlock barriers; expand the methods and approach we use to attract and recruit from diverse audiences

Commitments

- Develop our external presence on corporate and recruitment websites with increased focus on diversity and inclusion



Case study: Supporting London's recovery

We continue to deliver on our commitment as a London Anchor Institution, to support the Mayor's London Recovery Missions. This initiative was launched to enable communities disproportionately impacted by the coronavirus pandemic to shape London's recovery and reimagine the city as fairer, greener and more resilient than it was before. In doing this, we are contributing to creating a workforce that is as diverse as the city we serve.

We will continue to work closely with our commercial partners and third-party suppliers to make sure that, together, we are as inclusive and representative of London as possible. Everyone we work with should be part of our journey and accountable to the same high standards of behaviour and practice. Creativity, innovation and co-design with delivery partners will help us to find new ways to understand and address the tensions and barriers that can impact inclusion.



Inclusive organisational change

We have a duty to reinforce our obligations as a public sector organisation and consider the impact of change on all our people

Our organisation is facing a significant financial challenge. To ensure this does not impact on our ability to meet our diversity aims, we will need to make sure our organisation is set up to be cost-efficient, lean and focused on our vision and values and future priorities.

To deliver inclusive organisational change, we will continue to involve our colleagues and trade unions in meaningful ways. This includes improving the use and quality of Equality Impact Assessments (EqIA) as a tool for hardwiring diversity and inclusion into decision-making, monitoring and evaluation. This can help us consider, minimise and mitigate any potential negative impacts of organisational change on colleagues.

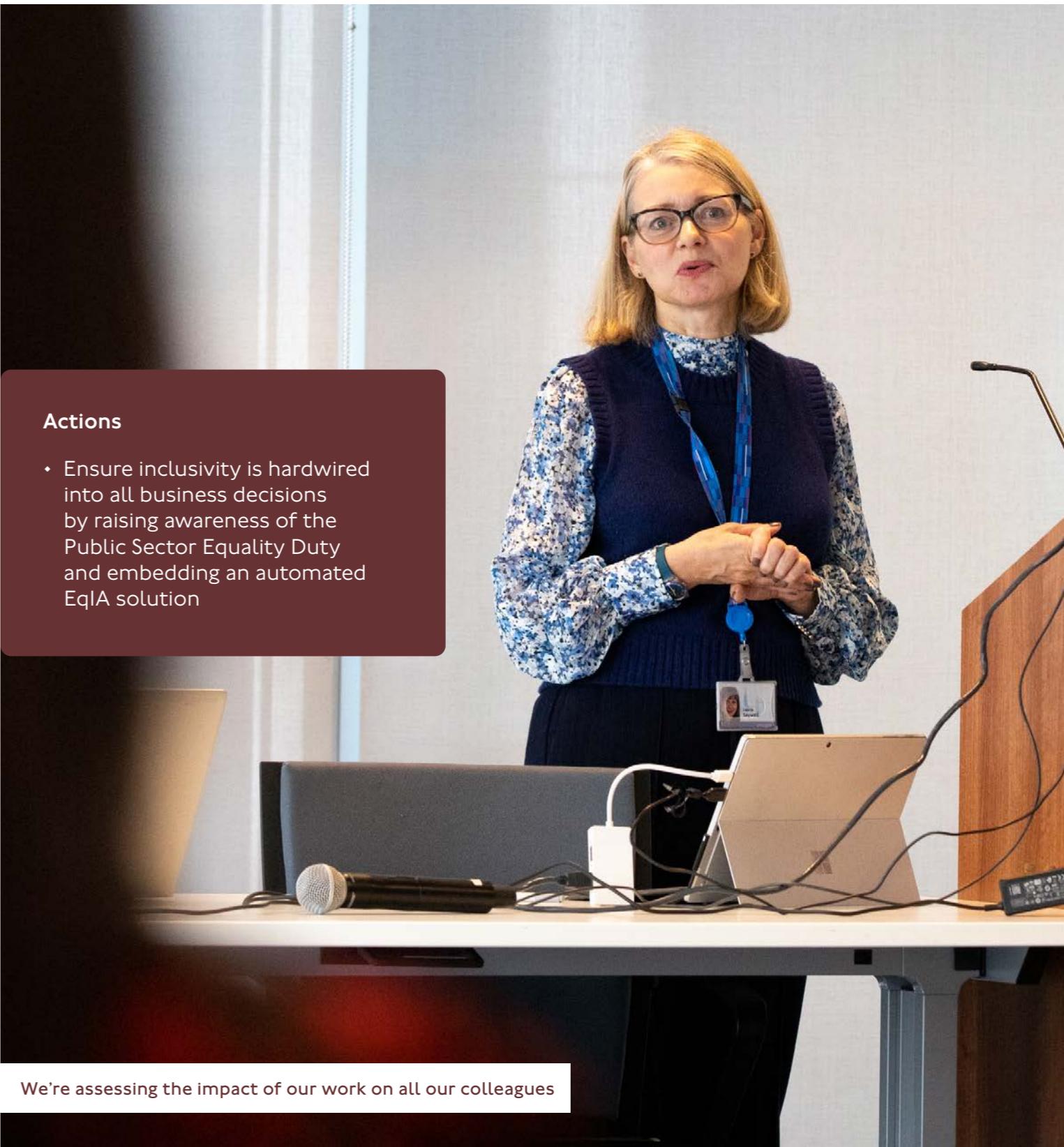
The purpose of an EqIA is to proactively assess the impact of a project; programme or change initiative may have upon those groups protected by the Equality Act 2010 as well as other marginalised groups, in line with the Mayor's commitment to delivering an Inclusive London.

An EqIA is a process that helps us to make more inclusive decisions as a service provider and an employer.

An EqIA also helps us demonstrate that we have adhered to the legislation set out in the Public Sector Equality Duty (Equality Act, 2010) which is to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities.

The EqIA must be produced by all projects, programmes and change initiatives that impact on people in order to identify any potential positive or adverse impact(s) on members of staff or customers and to agree ways in which to mitigate these.

We will also ensure that the cultural requirements of change programmes are part of their design, delivery, and stakeholder engagement approach. This will help to ensure that we continuously develop a values-driven culture that supports inclusion.





Measuring our progress

We will not achieve our aims overnight but we are committed to delivering for everyone

Measuring our progress

As part of our commitment to supporting colleagues, we will ask for regular feedback

We know colleagues aren't always updated on the outcomes of their feedback, so we commit to sharing this widely with the organisation. We will do this through our annual engagement survey, Viewpoint, and other channels including Colleague Network Groups, one-to-ones with line managers and team meetings.

Employee engagement is far more than just having a happy workforce where colleagues are satisfied with their job. Employee engagement is an emotional commitment; it is the drive a colleague has to give their best at work. Engaged employees care about their work and have a clear understanding of their role and how it ties in with our organisation's overall objectives. They tend to be more customer-focused and take less time off work. A highly engaged workforce is critical for the overall wellbeing and sustainability of our organisation.

Our Viewpoint data goes some way towards showing where we are on our inclusion journey but we need it to tell us more about the experiences of under-represented or disadvantaged groups. To get an accurate picture, we must improve

the diversity data we hold. For some categories, such as sexual orientation and faith, fewer than 62 per cent of colleagues have shared this information. With such high levels of undeclared data, there is a risk that our current snapshot of our organisation is incorrect. The evidence on which we base our decisions and actions would be strengthened by higher declaration levels, which would mean we could focus our efforts and actions on the right priorities for our colleagues.

We also want to understand our people better and where there are areas of under-representation. For example, we know from government statistics that 21 per cent of working age adults are disabled, but we don't have an accurate picture of how many disabled colleagues work at TfL, as only 56 per cent of people have currently declared whether or not they are disabled. There could be many reasons for this, including the culture of the organisation and whether our colleagues believe we are inclusive and supportive, and deliver on our commitments to provide the right adjustments to enable them to achieve their full potential.

We seek the views of our Colleague Network Groups when shaping our inclusion policies and practices. They provide valuable insights into how colleagues who face additional barriers at work view our culture and can help them to be themselves at work.

Actions

- Create an enhanced monitoring approach for capturing employee feedback and use data outputs to inform the ongoing development of our diversity and inclusion agenda:
 - » Redesign our inclusion metrics questions
 - » Introduce more regular engagement surveys

'Engaged employees care about their work and have a clear understanding of their role and how it ties in with the overall objectives of the organisation. They tend to be more customer-focused and take less time off work'

Our programme plan

This strategy is ambitious and spans several years of delivery. We have incorporated the findings of our data-driven initiatives* to ensure we are set up to respond in priority order. These changes will not be delivered overnight, but we are committed to making TfL a great place to work, where all colleagues have a sense of belonging. We will show incremental progress and achievements throughout the life-cycle of this strategy.

Short term (2023-2026)

Creating an inclusive workplace

Disability awareness

Equip line managers with knowledge and skills on disability awareness.

Develop a People Strategy for Disability which outlines the key interventions that will help us to become a Disability Confident leader and a great place to work for disabled colleagues.

Reimagine our reasonable adjustments process to make it more accessible.

Pay and reward

Develop a fair, competitive and affordable pay proposition for TfL.

Gather insights on pay comparisons and reward structure to inform a new process.

Prioritise actions required to reduce our pay gaps and examine data further to establish issues of intersectionality.

Speak-up culture

Embed a zero tolerance approach to discrimination, harassment and bullying and support this with tangible actions.

Simplify our reporting processes at TfL to make it easier for colleagues to speak out.

Create an enhanced monitoring approach for capturing employee feedback and use data outputs to inform ongoing development of our diversity and inclusion agenda:

- Redesign our inclusion metric questions
- Introduce regular engagement surveys
- Introduce a leaver survey

Allyship

Create a suite of tools to empower and inspire all colleagues to be a diversity and inclusion ally.

Develop and upskill our Senior Leaders to become inclusive leaders who champion allyship and prioritise diversity and inclusion in their business areas.

* Viewpoint, Count me in, listening sessions, I:Is

Our programme plan

Medium to long term (2026-2030)

Embedding and sustaining an inclusive workplace

Inclusive by design

Define an Estates strategy and develop a blueprint that will embed inclusive design across our built environment.

Reenvising our policies and guidance to ensure diversity and inclusion is central to everything we do.

Ensuring inclusivity is hardwired into all business decisions by raising awareness of the Public Sector Equality Duty and embedding an automated EqIA solution.

Employer of choice

Ensure our recruitment, retention and development approach within our talent strategy enables everyone to grow, develop and succeed at TfL.

Actively engage with a more diverse pool of candidates to ensure that we better represent the city we serve:

- Enhance our recruitment websites to unlock barriers
- Expand the methods and approach we use to attract and recruit diverse audiences

Growth mindset

Enable colleagues to confidently apply diversity and inclusion knowledge on intersectional issues in their day to day roles. Increasing literacy on all equality strands and the importance of data that defines our approach.

Encourage further learning and self-serve of diversity and inclusion issues through automation and central portal.

Build our data capability and the understanding of our workforce through system improvements and enhanced data collection, such as:

- Understanding social mobility
- Further examining the variations of disability
- Capturing information on caring responsibilities

Influence

Use our procurement influence and share best practice with our supply chain to positively influence their diversity and inclusion delivery, and increase diversity across our supply chain.

Reduce barriers in our procurement activity to enable more business to be conducted with micro SMEs and diverse-owned suppliers.

Share our ongoing diversity and inclusion journey and successes internally with colleagues and externally with stakeholders and businesses across London.

Assess whether the organisation's culture and approach to diversity and inclusion remain fit for the future

Ambitions for inclusion

We have set out what success will look like in 2030 if we deliver on the actions outlined in this strategy

Representing our city

Changes we will have made to ensure our organisation truly reflects the diversity of London's population:

- Reduced our ethnicity, disability and gender pay gaps
- Removed barriers to employment and progression so that our workforce as a whole and our senior leadership team* are more representative of our city
- In all areas where we are already in line with the economically active London (EAL)** benchmark we will have maintained representation; and where we are currently behind EAL, we will have halved our distance to EAL



An inclusive starting point

Practical steps we will have taken to improve diversity and inclusion in the workplace:

- Mandatory inclusivity training (including Creating an inclusive workplace – valuing people and disability awareness) as part of our regular training programme to be completed by all employees on an ongoing basis
- Built trust so our colleagues feel comfortable sharing their personal data, with a minimum declaration rate of 75 per cent in all areas***. This will help us identify where we need to focus our efforts and in turn, take appropriate action
- Embedded a speak up culture in our organisation
- Embedded a zero-tolerance approach to inappropriate behaviour, to reduce experiences of bullying, harassment or discrimination



Skills and opportunities

Measures we will have implemented to help develop everyone to be their best at work, ensuring TfL is a great place to work where everyone can thrive:

- The majority of internal recruitment campaigns are filled by colleagues with a move readiness status
- The retention rate of colleagues with an advancing or exceeding performance rating is in line with, or better than, our average retention rate
- Improved the percentage who feel there are opportunities for them to grow and develop at TfL such that we are in line with or better than the UK benchmark, with no more than five percentage points variance between any any pair of minority vs majority population groups



We will have improved our inclusion index such that we are in line with or better than the UK benchmark

* Band 4+

** Economically active London benchmark figures are due to be updated based on the recent census. Once the new data is available, our ambition targets will be updated accordingly

*** Gender, disability, ethnicity, faith or belief, sexual orientation

Creating an inclusive workplace

		All TfL				Senior Leadership Team*					
					2030 ambition				2030 ambition		
Percentage of our colleagues who are...	Economically active London benchmark (%)	Current declaration rate (%)	Current TfL population (%)	Distance to EAL (%)	TfL population (%)	Distance to EAL (%)	Current declaration rate (%)	Current TfL population (%)	Distance to EAL (%)	TfL population (%)	Distance to EAL (%)
Black, Asian or minority ethnic	36	87	41	+5	Maintain representation	Maintain representation	90	18	18	27	9
Women	46	100	25	21	35	11	100	34	12	40	6
Have a disability	11	65	5	6	8	3	84	6	5	8	3
Lesbian, gay or bisexual	5	62	7	+2	Maintain representation	Maintain representation	83	5	N/A	Maintain representation	Maintain representation
Have a minority faith or belief	22	60	22	0	Maintain representation	Maintain representation	80	12	10	17	15



How to get involved

We all have a part to play in making our organisation more inclusive

While our leaders have a particular responsibility, we are focusing on everyone's accountability to create and embed diversity and inclusion across all levels and areas of the organisation, and within our ways of working. Our aim is to empower everyone within the organisation to play their part. Here we set out some of the practical ways you can become involved.

How to become an active ally and role model at TfL

Role, activity or programme	Activity
Colleague	<ul style="list-style-type: none"> Celebrate and acknowledge the corporately marked Diversity and Inclusion events Have open and honest conversations that are in line with our vision and values Engage in End of Year discussions Share your authentic self Adopt your pronouns in your email signature and record a voice signature Share your personal diversity data Be respectful of everyone's identity, beliefs and needs and be prepared to call out others who are not Don't be a bystander to prejudice, discrimination and/or bullying and harassment Share your experience, views and ideas in teams meetings Understand your obligations under the Public Sector Equality Duty (PSED) Complete all Diversity and Inclusion training on ezone Recognise colleagues for going above and beyond and being inclusive of all, such as Thank You and Make a Difference Give feedback; both constructive and positive to colleagues (including your line manager) via MyJourney Provide feedback via the employee engagement survey; Viewpoint
Line manager (in addition to those listed above)	<ul style="list-style-type: none"> Consider flexible working requests in line with existing policy Have open and honest conversations with your colleagues Focus on supporting colleagues' unique development needs and career journey Keep abreast of Action on Inclusion developments and ensure the priorities are communicated to your teams, and that diversity and inclusion remain the responsibility of all colleagues Encourage a speak up culture within your team Use Our People Leader self-assessment tool to identify strengths and development needs to become an inclusive leader
Team	<ul style="list-style-type: none"> Start each meeting with a diversity and inclusion, and safety moment Set up a meaningful knowledge hub, such as a Book Club Ensure your team is working towards achieving its local people plan and diversity and inclusion objectives Celebrate and mark the corporate diversity and inclusion days Encourage representation and active participation at Colleague Network Groups and share knowledge at team meetings Embrace cognitive diversity and the needs of a diverse audience in all meetings Arrange social events that are welcoming to all Encourage a speak-up culture

How to become an active ally and role model at TfL

Role, activity or programme	Activity
Count me in	Understand why data is critical to creating an inclusive workplace Share your personal diversity data with the business Share your reasons for sharing your diversity data with colleagues
People Challenge Group	Join your local People Challenge Group and support the delivery of your local People Plan and diversity and inclusion initiatives Ensure your People Plan and taskforce action plan aligns to Action on Inclusion priorities
Colleague Network Group	Become a Chair or Vice Chair Become a committee member Become a B5/Director Sponsor Join a Colleague Network Group as a member
Mentors	Become a mentor
Equality impact assessment (EqIA) champion	Become an EqIA champion and ensure project leads are completing these effectively in your area Share your reasons for sharing your diversity data with colleagues
Mental health first aider	Become a mental health first aider Be aware of support and other services available to signpost
Health and wellbeing champion	Become a Health and Wellbeing Champion Be aware of support and other services available to signpost
Hiring manager and interview panel	Follow the headcount and recruitment process and use the inclusive recruitment checklist Complete the unconscious bias training and other mandatory recruitment training Provide feedback on all unsuccessful interviews, where appropriate
Sponsorship opportunity	Become an apprentice/graduate sponsor Support our Steps Into Work programme by offering a placement Support our graduate and apprenticeship programmes by offering a placement Consider volunteering for other TfL outreach programmes and initiatives

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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June 2023

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PUB22_064