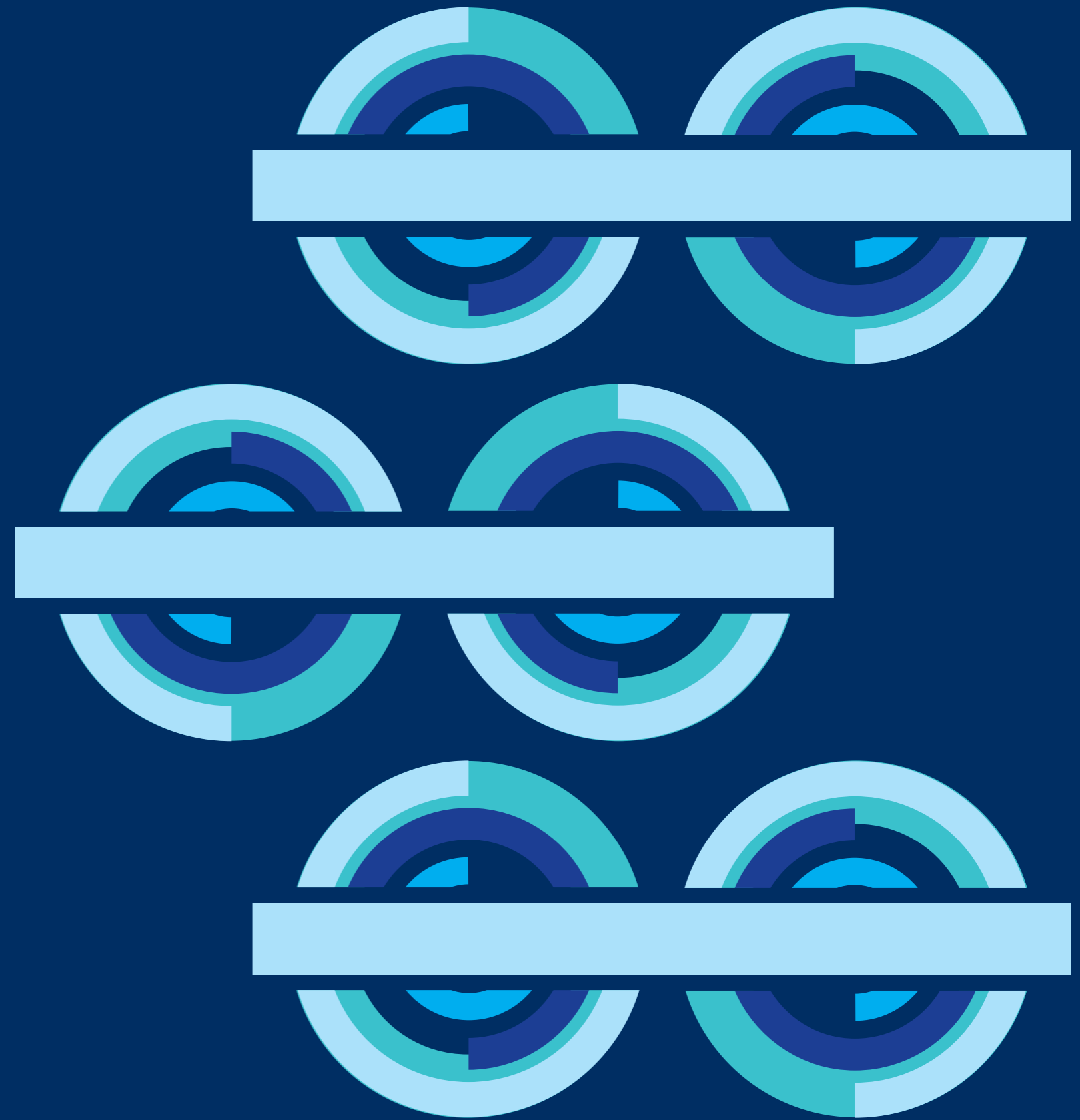


Transport for London ethnicity pay gap report

2022



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As of 31 March 2022, almost a third of our people have declared they are from Black, Asian or minority ethnic backgrounds

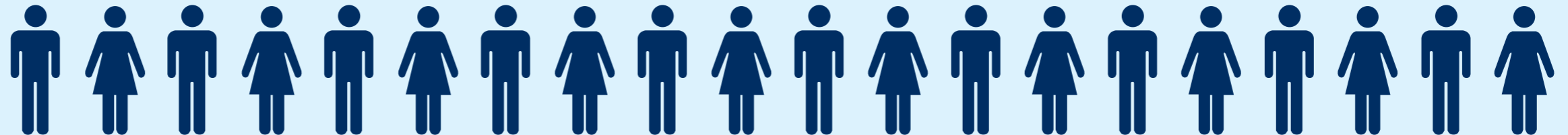
26,048

people employed by us



50.6%

of our staff are White



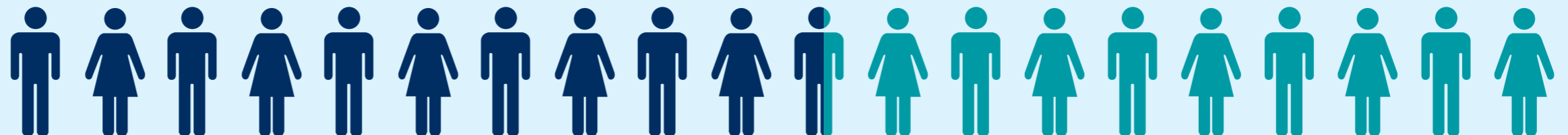
32.4%

of our staff are Black, Asian and minority ethnic

Black – 15.8%

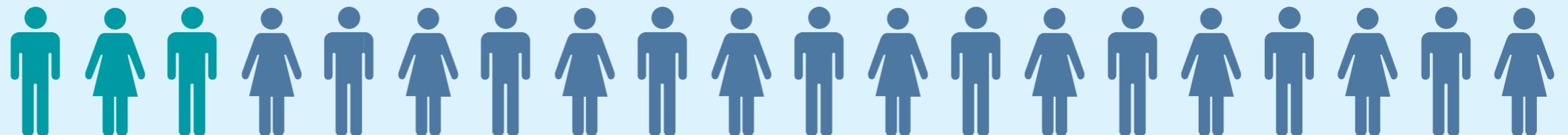
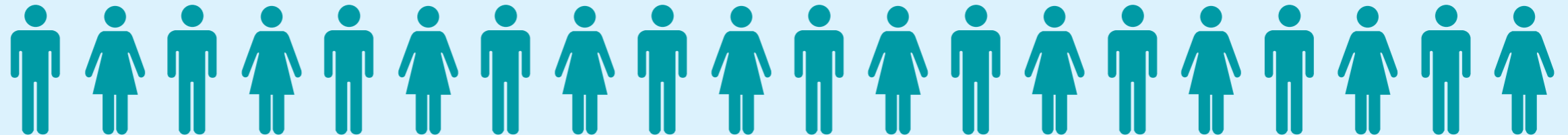
Asian – 12.1%

Other ethnic group – 4.9%



17.0%

of our colleagues prefer not to say or their ethnicity is unknown





Tackling our pay gaps is fundamental to attract and retain staff

Commissioner's foreword

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

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

In 2022, our median ethnicity pay gap, which is a better reflection of what a typical White and Black, Asian or minority ethnic employee earns in TfL, was 8.1 per cent, meaning it has reduced by 1.7 percentage points since 2021. We will continue to implement actions to help reduce our pay gaps.

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

We are developing a suite of targeted coaching, mentoring and sponsorship programmes to develop colleagues in business areas that are under-represented. In 2021, we published our Anti-Racism Leadership Charter to drive a new commitment among our leaders to combat racism. In June 2022 we held an anniversary event to report on key updates and progress. Our senior leadership team will continue to collaborate with and raise the profile of our Raising Awareness of Culture and Ethnicity (RACE) Colleague Network Group.

In 2023, we will create Diversity and Inclusion Taskforces across the organisation. These will champion diversity and inclusion initiatives and drive positive inclusive change in local areas. Next year, we will complete mandatory equality, diversity and inclusion training for colleagues. We will also launch a new senior leadership development programme, called Getting Ready for Senior Leadership, to help diversify our leadership population.

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

Andy Lord
Commissioner

The ethnicity pay gap

Measuring the overall difference in average pay

We measure the overall percentage difference in the average pay of White colleagues and Black, Asian or minority ethnic colleagues in two ways, in line with Government regulations for calculating gender pay gaps. This ensures we provide the clearest possible picture.

Date range

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

Mean

The difference in average hourly pay between White employees and Black, Asian or minority ethnic employees.

Median

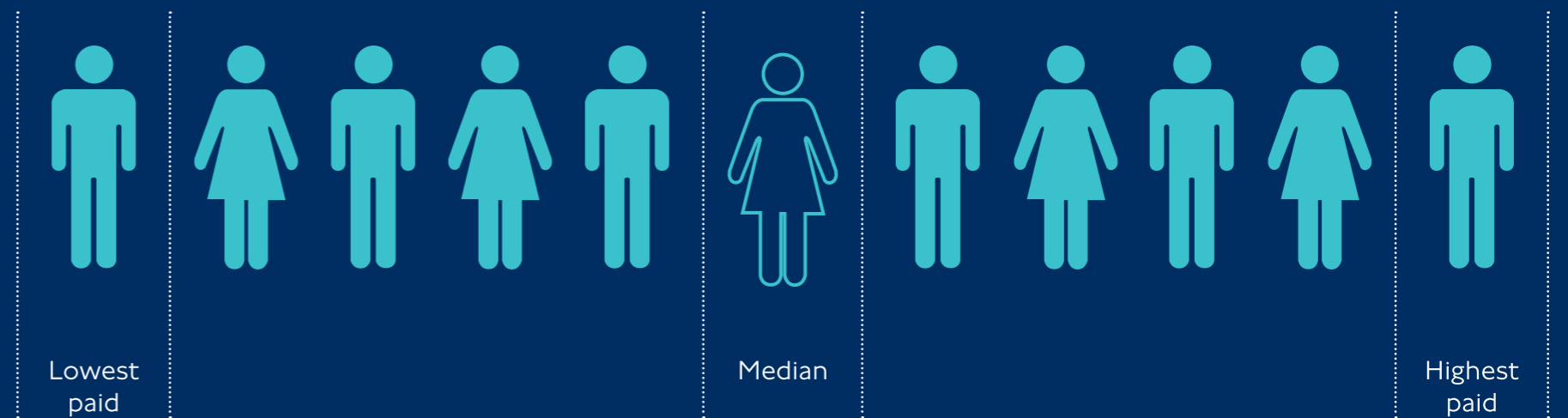
The difference between the middle-paid White employee and the middle-paid Black, Asian or minority ethnic employee.

While the mean measure can be skewed by a small number of high or low earners, the median gives a good idea of how much a typical White employee and Black, Asian or minority ethnic employee is paid.

Quartiles

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

Median ethnicity pay gap





Overall results

The results for our operational and non-operational roles

Pay gap
Our overall hourly pay rates

£31.28

White median

8.1%

pay gap

£28.73

Black, Asian and minority ethnic median

£30.94

White mean

10.8%

pay gap

£27.59

Black, Asian and minority ethnic mean

The median pay gap has decreased slightly from 9.8 per cent in 2021, due to the slightly larger increase in Black, Asian and minority ethnic representation at director level and senior management level. The mean figure has decreased from 11.5 per cent in 2021.

The median pay gap has decreased by 1.7 per cent since 2021

Pay quartiles

Median ethnicity pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Median hourly pay (£)	Proportion of employees (%)	Median hourly pay (£)	Proportion of employees (%)	
Upper	38.06	72.6	36.28	27.4	4.7
Upper middle	32.29	61.8	32.29	38.2	0.0
Lower middle	26.25	60.7	25.36	39.3	3.4
Lower	19.68	46.1	19.68	53.9	0.0

Mean ethnicity pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Mean hourly pay (£)	Proportion of employees (%)	Mean hourly pay (£)	Proportion of employees (%)	
Upper	40.61	72.6	38.28	27.4	5.7
Upper middle	31.70	61.8	31.78	38.2	-0.3
Lower middle	25.99	60.7	25.62	39.3	1.4
Lower	18.39	46.1	18.75	53.9	-1.9

Difference in hourly rates, bonus and pay gaps from 2021 to 2022

Metric	White			Black, Asian and minority ethnic		
	2021 (£)	2022 (£)	Yearly difference (%)	Mean hourly pay (£)	2022 (£)	Yearly difference (%)
Median hourly pay	30.75	31.28	1.7	27.74	28.73	3.6
Mean hourly pay	30.50	30.94	1.4	27.00	27.59	2.2
Median bonus pay	549.00	60.00	-89.1	462.00	30.00	-93.5
Mean bonus pay	745.20	1,372.40	84.2	535.02	435.16	-18.7

Bonuses

Proportion of employees who received a bonus

36.6%

White



30.9%

Black, Asian and minority ethnic



Bonus gap

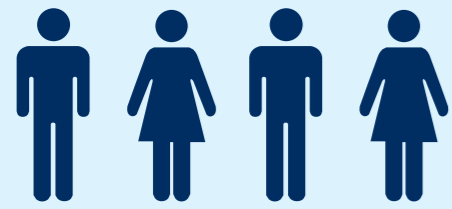
	White (£)	Black, Asian and minority ethnic (£)	Pay gap (%)
Median	60.00	30.00	50.0
Mean	1,376.62	433.80	68.5

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

Performance awards for the 2020/21 performance year were suspended across all levels of the organisation due to the impacts of the coronavirus pandemic on

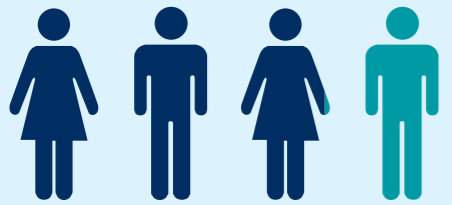
our finances. The only performance award payments made in the snapshot period were the deferred 2019/20 performance awards for senior management which were paid in June 2021. The only 'bonus' payments received by lower payband employees were long service and recognition awards, this is evident in the reduction of the proportion of employees receiving bonuses from 2021.

Non-operational employees



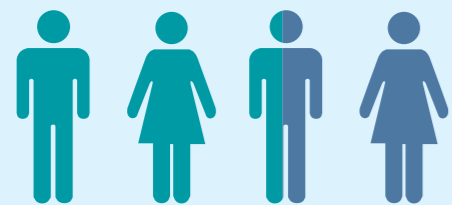
12,707

people employed in non-operational roles



57.3%

of non-operational staff are White



29.8%

of all non-operational employees are Black, Asian and minority ethnic

12.9%

of non-operational staff prefer not to say or their ethnicity is unknown



Our non-operational roles include human resources and finance

Pay

Our non-operational hourly pay rates



General under-representation of Black, Asian and minority ethnic colleagues across higher-paid senior management roles can impact our pay gaps. While our median and mean pay gaps have decreased since 2021, continued occupational segregation in lower-paid roles can result in the mean pay gap being higher than the median pay gap.

Non-operational roles, such as finance, human resources and engineering do not have fixed rates of pay, which means there is more flexibility to reward individual contribution and skills. While this is common industry practice, it can provide more scope for variation in pay between non-operational positions.

Pay quartiles

Median ethnicity pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	39.01	73.8	37.09	26.2	4.9
Upper middle	31.51	63.5	31.49	36.5	0.1
Lower middle	26.43	65.1	25.97	34.9	1.7
Lower	18.28	53.2	18.36	46.8	-0.5

Mean ethnicity pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	41.81	73.8	38.99	26.2	6.7
Upper middle	31.36	63.5	31.25	36.5	0.3
Lower middle	25.91	65.1	25.64	34.9	1.0
Lower	17.50	53.2	17.77	46.8	-1.6



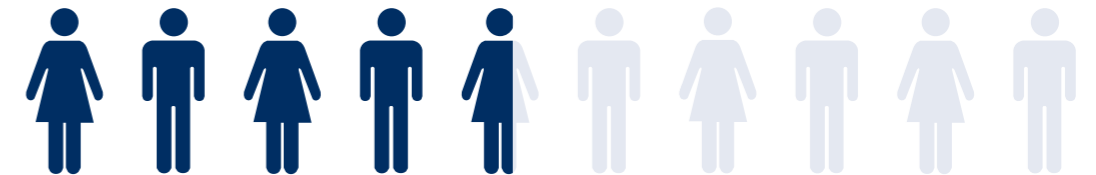
More than 40 per cent of non-operational employees received a bonus

Bonuses

Proportion of employees who received a bonus

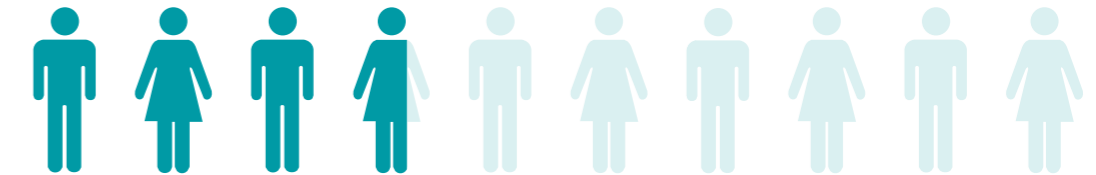
48.2%

White



38.6%

Black, Asian and minority ethnic



Bonus gap

	White (£)	Black, Asian and minority ethnic (£)	Pay gap (%)
Median	60.00	30.00	50.0
Mean	1,861.57	729.52	60.8

In 2021, 60.3 per cent of White employees received a bonus, compared with 61.5 per cent of Black, Asian and minority ethnic employees.

Difference in hourly rates, bonus and pay gaps

Metric	White			Black, Asian and minority ethnic		
	2021 (£)	2022 (£)	Yearly difference (%)	Mean hourly pay (£)	2022 (£)	Yearly difference (%)
Median hourly pay	31.36	31.72	1.1	28.77	29.08	1.1
Mean hourly pay	32.32	32.43	0.3	28.50	28.63	0.5
Median bonus pay	716.00	60.00	-91.6	598.00	30.00	-95.0
Mean bonus pay	902.46	1,860.65	106.2	722.27	728.82	0.9

Proportion of Black, Asian and minority ethnic employees in non-operational bands (%)

Band	2017	2018	2019	2020	2021	2022	Percentage point change 2021-22	Percentage point change 2017-22
Board	18.8	16.7	19.0	17.4	19.2	10.5	-8.7	-8.3
Director	7.0	8.5	6.4	6.8	4.9	8.9	4.0	1.9
Band 5	7.6	9.4	7.2	8.3	8.3	9.9	1.6	2.3
Band 4	14.4	15.1	18.1	17.5	18.4	18.9	0.5	4.5
Band 3	26.3	26.9	27.9	28.5	29.2	30.0	0.8	3.7
Band 2	34.5	35.3	36.3	37.0	37.7	38.7	1.0	4.2
Band 1	43.1	44.6	46.9	47.8	48.6	48.2	0.4	5.1
Graduates	25.4	24.6	29.7	50.0	50.9	43.4	-7.5	18.0
Apprentices	30.9	34.6	37.0	36.1	37.0	34.8	-2.2	3.9

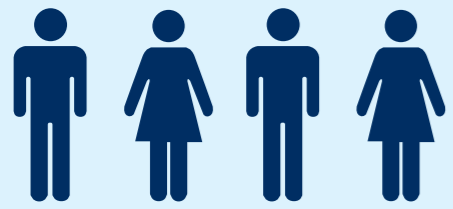
There was a reduction in Black, Asian and minority ethnic colleagues in the lower-paid roles, such as Graduates, Apprentices and Band 1, and an increase in

all remaining grades at a higher salary with the exception of Board members. If these trends continue, they are likely to help further reduce our pay gaps.



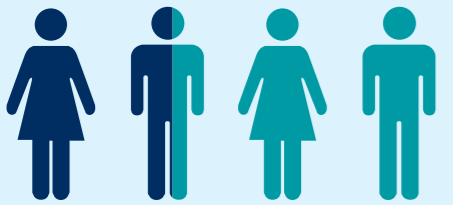
Current trends may help to reduce our ethnicity pay gap further

Operational employees



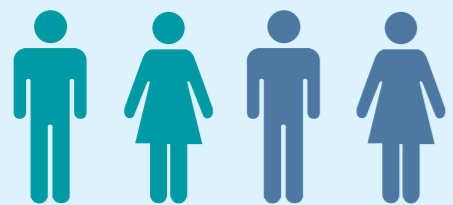
13,341

people employed in operational roles



44.1%

of operational staff are White



34.9%

of people in operational roles are Black, Asian and minority ethnic

21.0%

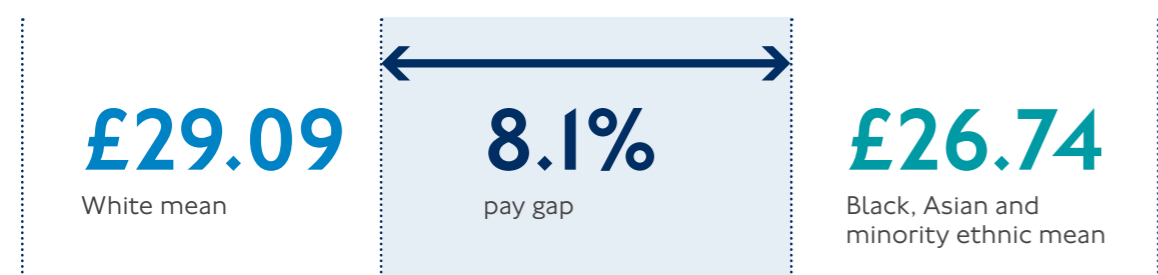
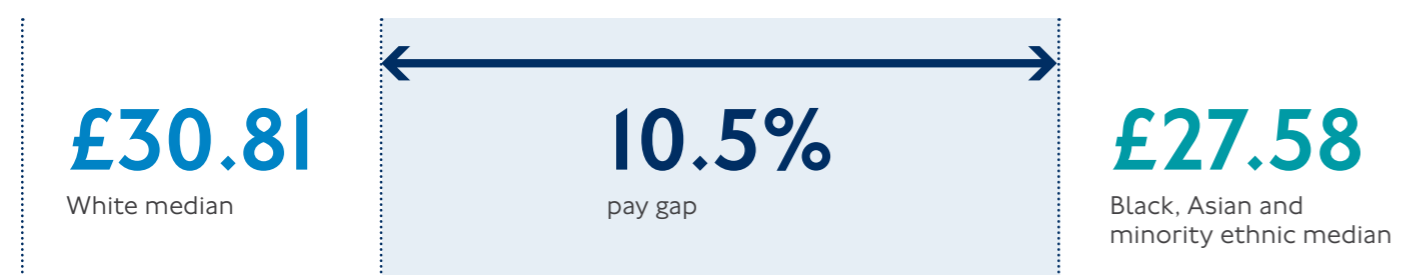
of operational staff prefer not to say or their ethnicity is unknown



Operational employees make up more than half of our workforce

Pay

Our operational hourly pay rates



The median is down from 14.7 per cent and the mean down from 8.7 per cent in 2021.

Pay quartiles

Median ethnicity pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	35.45	69.3	35.05	30.7	1.1
Upper middle	32.29	60.8	32.29	39.2	0.0
Lower middle	26.18	56.5	25.14	43.5	4.0
Lower	19.68	40.0	19.68	60.0	0.0

Mean ethnicity pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	36.94	69.3	36.53	30.7	1.1
Upper middle	31.89	60.8	32.05	39.2	-0.5
Lower middle	26.09	56.5	25.60	43.5	1.9
Lower	19.42	40.0	19.40	60.0	0.1

Difference in hourly rates, bonus and pay gaps

Metric	White			Black, Asian and minority ethnic		
	2021 (£)	2022 (£)	Yearly difference (%)	Mean hourly pay (£)	2022 (£)	Yearly difference (%)
Median hourly pay	29.93	30.81	2.9	25.40	27.58	8.6
Mean hourly pay	28.36	29.09	2.6	25.88	26.74	3.3
Median bonus pay	30.00	30.00	0.0	30.00	30.00	0.0
Mean bonus pay	109.80	79.68	-27.4	117.87	58.19	-50.6



Our operational staff provide a vital frontline service

Bonuses

Proportion of employees who received a bonus

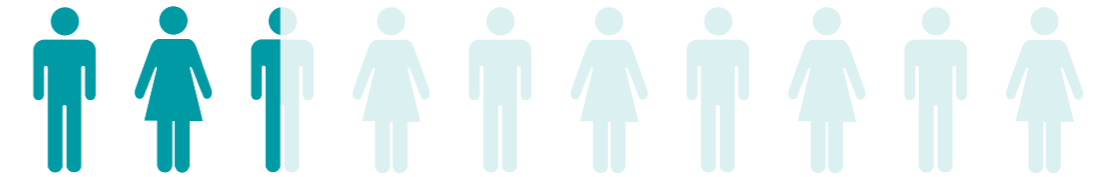
22.3%

White



24.7%

Black, Asian and minority ethnic



Bonus gap

	White (£)	Black, Asian and minority ethnic (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	79.21	58.10	26.7

In 2021, 17.5 per cent of our White employees received a bonus, compared with 18.7 per cent of our Black, Asian and minority ethnic employees.

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

New hires into operational roles (%)

White hires		Black, Asian and minority ethnic hires	
50 employees		35 employees	
Customer service assistant	2.0	Customer service assistant	2.9
Train operative	2.0	Train operative	2.9
Engineering	76.0	Engineering	45.7

Job changes into and within operational roles (%)

White changes		Black, Asian and minority ethnic changes	
43 employees		22 employees	
Customer service assistant	2.3	Customer service assistant	9.1
Train operative	25.6	Train operative	40.9
Engineering	65.1	Engineering	50.0

Our operational employees make up 51.2 per cent of our total workforce, compared with 52.3 per cent in 2021. There was a 1.4 percentage point decrease in the number of Black, Asian and minority ethnic employees in operational roles, compared with 2021.



Operational employees work in a variety of customer-facing roles

Our progress on closing the gap

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

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

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



Inclusive London

Our approach to equality, diversity and inclusion continues to be intrinsically linked to the Mayor's Inclusive London strategy, which highlights the pay gaps that Black, Asian and minority ethnic groups experience in London.

Outdated practices, lack of research and misinformation, along with factors such as inaccessible and non-inclusive recruitment practices can all contribute to Black, Asian or minority ethnic people not participating or progressing in the workplace.

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

Our Vision and Values

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

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

Our Vision and Values has a series of roadmaps. These include one for our colleagues, which focuses on building an inclusive workplace where everyone feels safe, valued and able to improve and develop, whatever their role and wherever they are in their career. It also includes:

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

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

Action on Inclusion

Our Action on Inclusion strategy is now in the final stages of development and will be published in early 2023. The strategy's vision is to deliver an integrated and reliable transport network, where everyone can make spontaneous, seamless, safe, affordable and accessible journeys with confidence.

For us to achieve these ambitions, the strategy will also focus on promoting an inclusive workplace where our people feel valued, heard and respected. We want to create an equitable, high-performing workplace where people from all

backgrounds can get the support they need to thrive and grow.

In an equitable workplace, everybody will be able to meet their goals and contribute to the success of our organisation. The strategy will be different to what we have done in the past in that it will focus on our long-term vision, provide consistency and create the blueprint in how we want to work between now and 2030. It will be creative, forward thinking, and dictate a responsibility on all of us to help to shape and promote inclusive behaviours, culture and the delivery of our work.



Diversity and Inclusion dashboards

With our ongoing commitment to ensure our action plans are driven by evidence-based data, our diversity and inclusion dashboards are now fully operational across our organisation.

The dashboards are used to coach our senior business leaders to help drive accountability and targeted local interventions. Coaching is led by Human Resources business partners. Each area is also being assigned a diversity and inclusion specialist to lead on interpreting equality data and formalising suitable interventions.

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

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

Equality objectives

Our Equality Objectives, which were published towards the end of 2021, have now been shared across our organisation. The focus is to ensure our colleagues continuously think about the need to eliminate discrimination, harassment and victimisation, and are fostering good relations and advancing equality of opportunity for minority groups while embedding this within their day-to-day work.

The document provides clear guidance on the activities and initiatives that will help us to increase the diversity of our organisation at every level, so that it better reflects the diversity of London. It also provides guidance on enhancing the recruitment, retention and career development of our internal talent, along with investment in the future skills of our organisation, particularly in critical areas where there is a skills gap and the need for urgent investment.





Count me in campaign

We recently launched our Count me in campaign to help increase diversity data on protected characteristics and better understand our workforce.

Colleagues are the owners of their personal diversity data, and while respecting everyone's right to keep their data private, the campaign focuses on encouraging people to share, rather than declare.

We have placed higher levels of diversity data at the heart of the campaign, which will influence evidence-based targeted interventions that enable colleagues to see the level of impact it can make.

Having increased levels of diversity data affects employee lifecycle trends. For example, colleagues can view the number

of women that applied for roles and went on to be hired. More sharing also gives us a better picture of which minority groups report higher levels of bullying, harassment and victimisation in the workplace.

The campaign will also aim to educate and raise awareness of intersectionality, where an individual may have more than one protected characteristic, thereby potentially experiencing multiple barriers in the workplace.

Reporting on intersectionality is a work-in-progress for us, but we anticipate this insight will help us to remove barriers in the future, to achieve our ambition of a truly inclusive workforce that is reflective of London's communities.

Creating an inclusive workplace

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

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

Equality Impact Assessment

Our Equality Impact Assessment (EqIA) tool continues to play an important role in ensuring consideration is given to minimising any potential disproportionate impacts of change on Black, Asian and minority ethnic colleagues, particularly during a policy or organisational change.

Our Human Resource Business Partners play an important role in supporting business areas with establishing an evidence base for any change proposal. They also help with any information gathering for an EqIA and advise and guide business leaders as required.

We have trained numerous colleagues across the organisation known as 'superusers', who support business areas with the initial review of an EqIA. The Diversity and Inclusion team are also consulted as an extra layer of quality control assurance before it receives final approval.

Each EqIA is monitored throughout the project lifecycle, so that it is quality assured from initial concept right through to implementation of the change. We will be conducting a thorough EqIA audit to ensure all submissions are in line with our business policy reflecting our public sector equality duties under the Equality Act 2010.

Raising Awareness of Culture and Ethnicity Colleague Network Group

The Raising Awareness of Culture and Ethnicity (RACE) Colleague Network Group is a community of Black, Asian and colleagues from a minority background, including their allies, which inspires and empowers people to achieve their career and personal aspirations. They work closely with our Diversity and Inclusion team to support our strategic race diversity and inclusion priorities. The group helps to raise awareness of the issues impacting their members and identify actions to promote race equality, diversity and inclusion for all our people. The group provides a forum for colleagues to network, get support and share advice.

We recently made changes to the way in which we support our colleague network groups, which have resulted in a structural change with a greater level of senior sponsorship involvement to promote the groups' activities. This entails more clearly defined roles and responsibilities, a new reporting structure and clear outcomes and objectives for the groups, while receiving a greater level of senior support.



As part of this review, we have also implemented assigned release from day-job responsibilities each week for group Chairs and Vice Chairs to concentrate solely on colleague network group activities. The group holds a number of events throughout the year to raise awareness of important topics in order to break down barriers and celebrate the fantastic work that has been achieved by people from Black, Asian and minority ethnic backgrounds in our workplace and wider society. In 2022, particular highlights were Black History Month, celebrating the historic contributions Black people have made and continue to make to the UK, and South Asian Heritage Month.

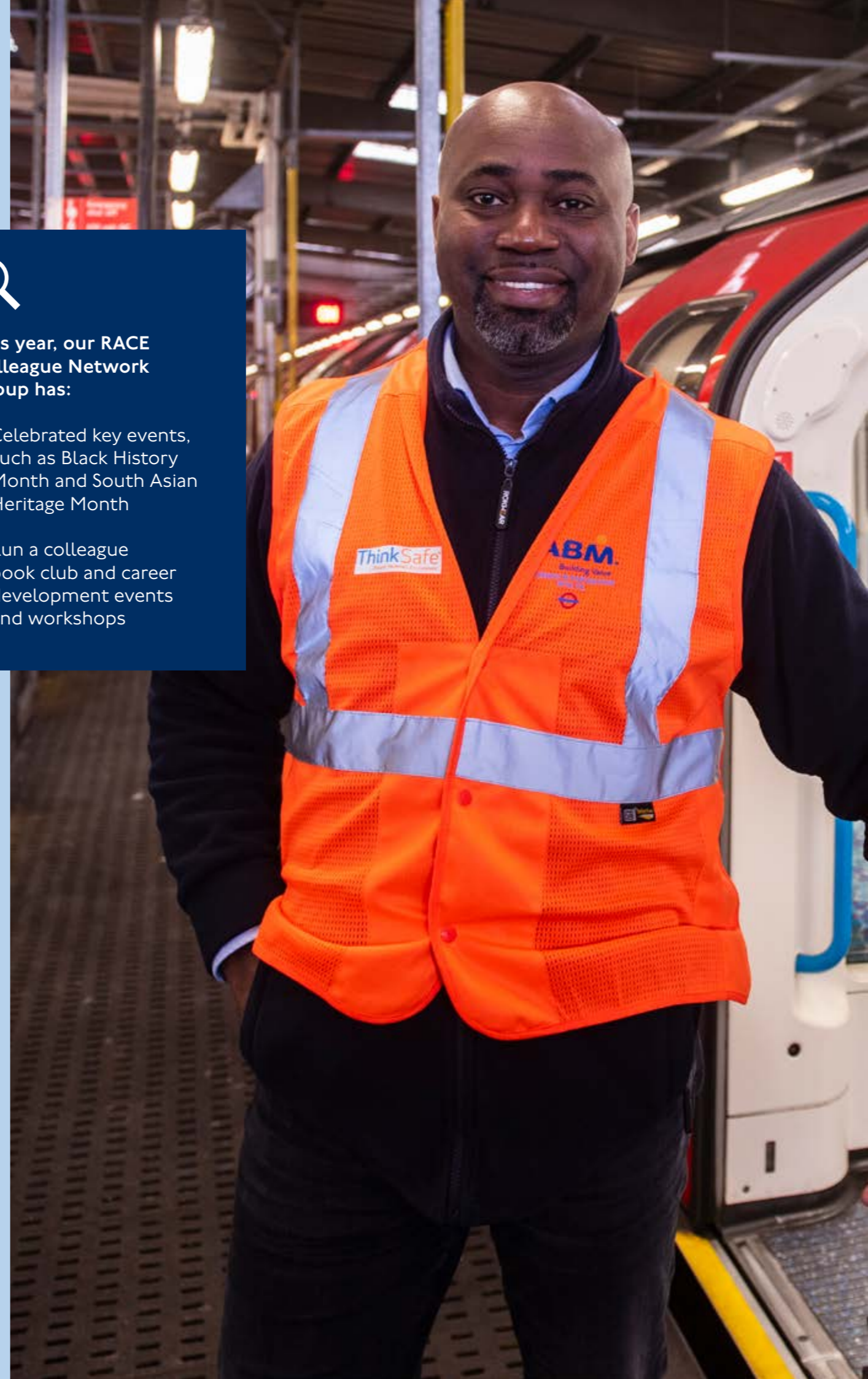
The theme of last year's Black History Month was Time for Change: Action not Words, where the group organised a series of activities designed to raise awareness of Black peoples' experience, call out racism and bring about positive change. Another success was South Asian Heritage Month, first launched in the House of Commons in 2019, which celebrates South Asian history and culture, including economic, political and social links between the UK and South Asia.

Other key pieces of activity last year included the monthly Speak Up Book Club, which is an opportunity for colleagues to learn, participate and apply critical thinking to race-related issues. The group also run the Career Development Programme, which ranges across a suite of activities and workshops to support colleagues with their career aspirations, including topics such as CV writing and interview techniques, mentoring and the Inspiring Leadership initiative.



This year, our RACE Colleague Network Group has:

- Celebrated key events, such as Black History Month and South Asian Heritage Month
- Run a colleague book club and career development events and workshops





Recruitment

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

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

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

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

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

Skills and employment programmes

We are continuing to increase representation of Black, Asian and minority ethnic people on our graduate and apprenticeship programmes and help remove barriers in education attainment, from primary school through to college and university, that might prevent this progression.

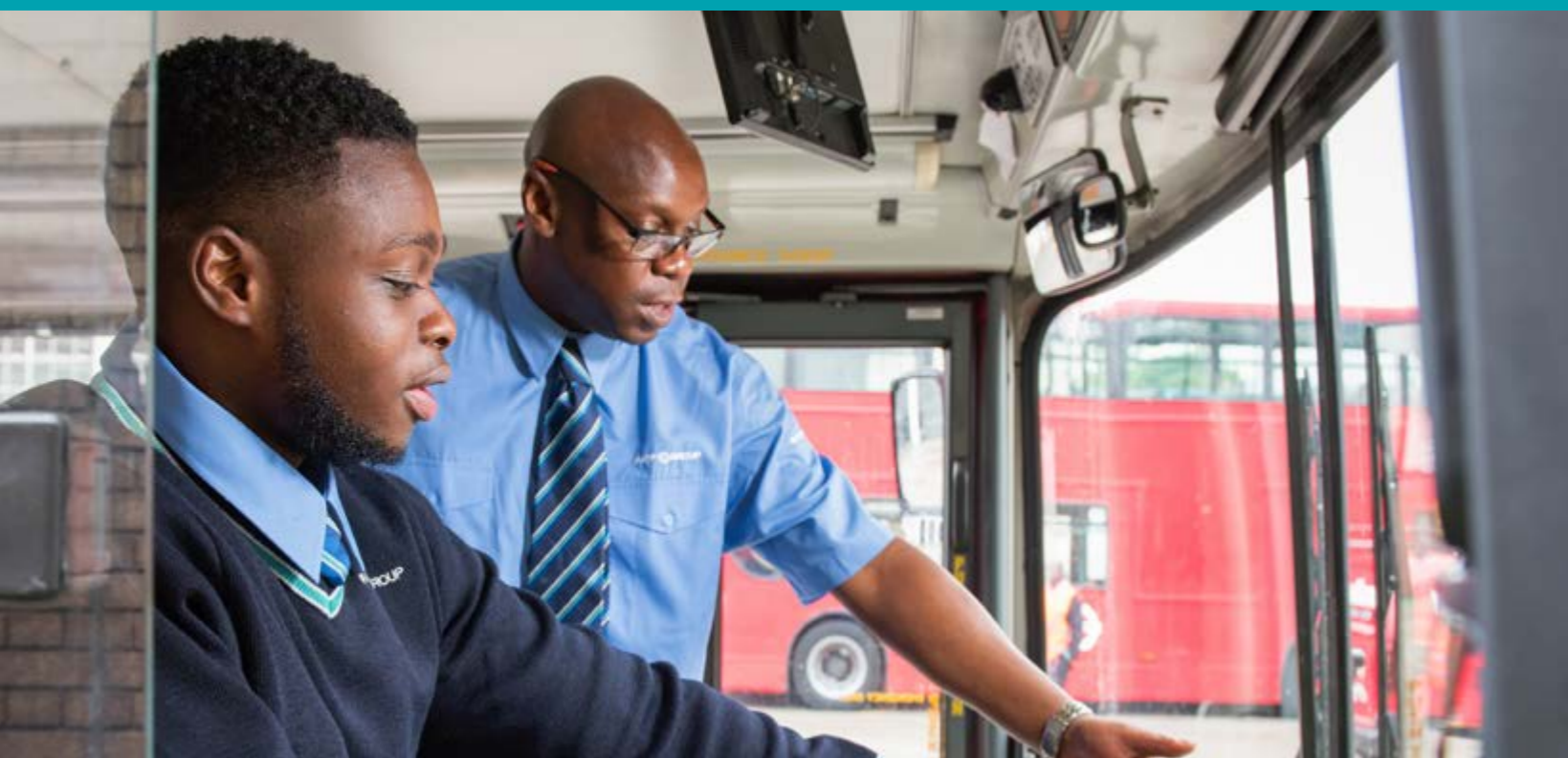
Our 2021/22 graduate and apprenticeship programmes saw Black, Asian and minority ethnic hires increase from 30 per cent to 45 per cent for graduates and 34 per cent to 38 per cent for apprentices respectively, exceeding London's economically active population.

Our continued focus on increasing representation of Black, Asian and minority ethnic groups on our graduate and apprenticeship programmes will include:

- Targeting universities with higher proportion of Black, Asian and minority ethnic students, including universities based in London

- Implementing new selection and assessment methodology, to reduce potential barriers for Black, Asian and minority ethnic candidates
- Our schools' and young people engagement strategy which includes schools with high Black, Asian, or minority ethnic populations and mentoring schemes with our partners Action Tutoring, Career Ready and the Princes Trust
- Using diverse role models on our website and in supporting engagement events

In addition, we will expand our employability and young people outreach work through hybrid delivery to widen access for Black, Asian and minority ethnic groups.



Job design

We use the Korn Ferry methodology to evaluate all roles across the organisation and provide a clear governance process. The methodology helps strengthen the job design/job evaluation process throughout our organisation. We validate and challenge requests and ensure the job evaluation process remains integral and objective across the business. We are responsible for maintaining internal relativity of jobs across the organisation to ensure we can provide a clear and defensible rationale. In addition, we ensure that the job evaluation process is robust and fair selection processes are in place when roles are re-graded, by providing guidance to managers and leaders across all areas of the business.



A new approach to performance and talent

In 2021-22, we introduced an evidence-based, inclusive approach to talent and performance, underpinned by a desktop and mobile-based technology solution (myJourney). This was informed by an equality impact assessment to assess potential barriers for minority groups and potential mitigations to minimise impact.

We also consulted with our colleague network groups to ensure the new systems and approaches were fully accessible and conducted a 'lessons learnt' exercise following the 2022 end-of-year conversations.

The employee-led approach has been well received, and with further embedding will lead to better engagement. To reduce risk of potential bias, we have reviewed our performance ratings and continue to focus on regular performance conversations and capturing ongoing feedback.

Leadership development

In 2021-22 we extended our leadership development offering under the umbrella of the Stay Learning pages on Platform. Alongside a range of different topics such as supporting those who are dealing with domestic abuse or dealing with a loss, the Leadership and Management Knowledge Centre was created.

This provides a single point of entry for all staff across the organisation to a range of tailored learning resources that focus on the range of skills, knowledge and attributes needed by good leaders, as well as our Leadership Strengths framework. The site contains guidance on actions such as setting objectives, celebrating good work, and development and coaching for better performance, with associated tool kits for both line managers and employees.

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

This year we will be launching Our People Leaders framework, which consists of five principles clearly setting out the experience we want all our employees to have. We will embed inclusive leadership into this work and it will also shape our development strategy. We have almost 5,000 people leaders (our new term for people managers) and we want them to feel supported and valued, as well as letting aspiring people leaders know how they can develop themselves. This work is key to embedding our values and diversity ambitions.



Getting Ready for Senior Leadership programme

Recognising both the challenge for individuals of moving into Director roles and under-representation of minority groups in these roles, a pilot development programme was created and launched this year. This is an experiential learning programme over nine months with individual participants gaining sponsorship of existing Directors.

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

Talent acquisition

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

Improving our search process and seeking expert external advice, adding diversity of thought, challenge and robustness to senior recruitment

Adapting a creative approach to senior manager assessments that has enabled a more inclusive route to interviews and a more diverse pool of candidates at interview stage

Holding diversity reviews at each stage, which enable panel members to assess demographic diversity and diversity of thought

Introducing leadership strengths and video interviews that focus on candidate approaches to situations relevant to the role. A recent senior recruitment campaign saw 55 per cent diversity among the candidates invited to video interview

We are focused on building our internal diverse pipeline of leaders, who are ready, engaged and have the potential for a bigger role. During a recent senior recruitment campaign, we attracted over 70 applications through supporting and publicising the vacancies and ran a Spotlight session attended by over 140 people. The campaign resulted in 25 per cent of candidates hired into senior leadership roles in 2022 being from Black, Asian and minority ethnic groups



Our plans for closing the gap

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

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

We have developed a four-year Pay gap action plan, with consultation from key stakeholders such as our Colleague Network Groups and Trade Unions. The action plan sets out a number of steps to help directly or indirectly narrow our pay gaps.

We must try to understand the makeup of our organisation while considering other important elements that can influence a pay gap, such as societal or market factors. Therefore, each action is designed to help influence our pay gaps and achieve the cultural change needed at every level for us to be a truly equitable and diverse employer of choice, reflecting the city we serve.



Our four-year action plan aims to make us a truly diverse employer



Action plan key elements

Embedding an inclusive culture

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

Training and developing awareness of intersectionality

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

Review the organisational policies, practices and guidance

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

Actively enhancing the voices of minority colleagues

Providing the platform or space for women, Black, Asian and minority ethnic, and disabled colleagues to express their concerns around inequality, inclusion and equity and providing space for colleagues to share best practice and ideas.

Addressing bias in the workplace

Tackling overt discrimination and barriers that exist in the workplace.

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

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

About us

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

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the IFS Cloud Cable Car. The experience, reliability and accessibility of these services is fundamental to Londoners' quality of life.

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

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

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

Working with the Government, we opened the Elizabeth line in time for Queen Elizabeth II's Jubilee. This transformational new railway adds 10 per cent to central London's rail capacity and supports the delivery of high-density, mixed-use developments, which are planned around active and sustainable travel to ensure London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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

We are constantly working to improve the city for everyone. This means using information, data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. By working together, we can create a better city as London's recovery from the pandemic continues.

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