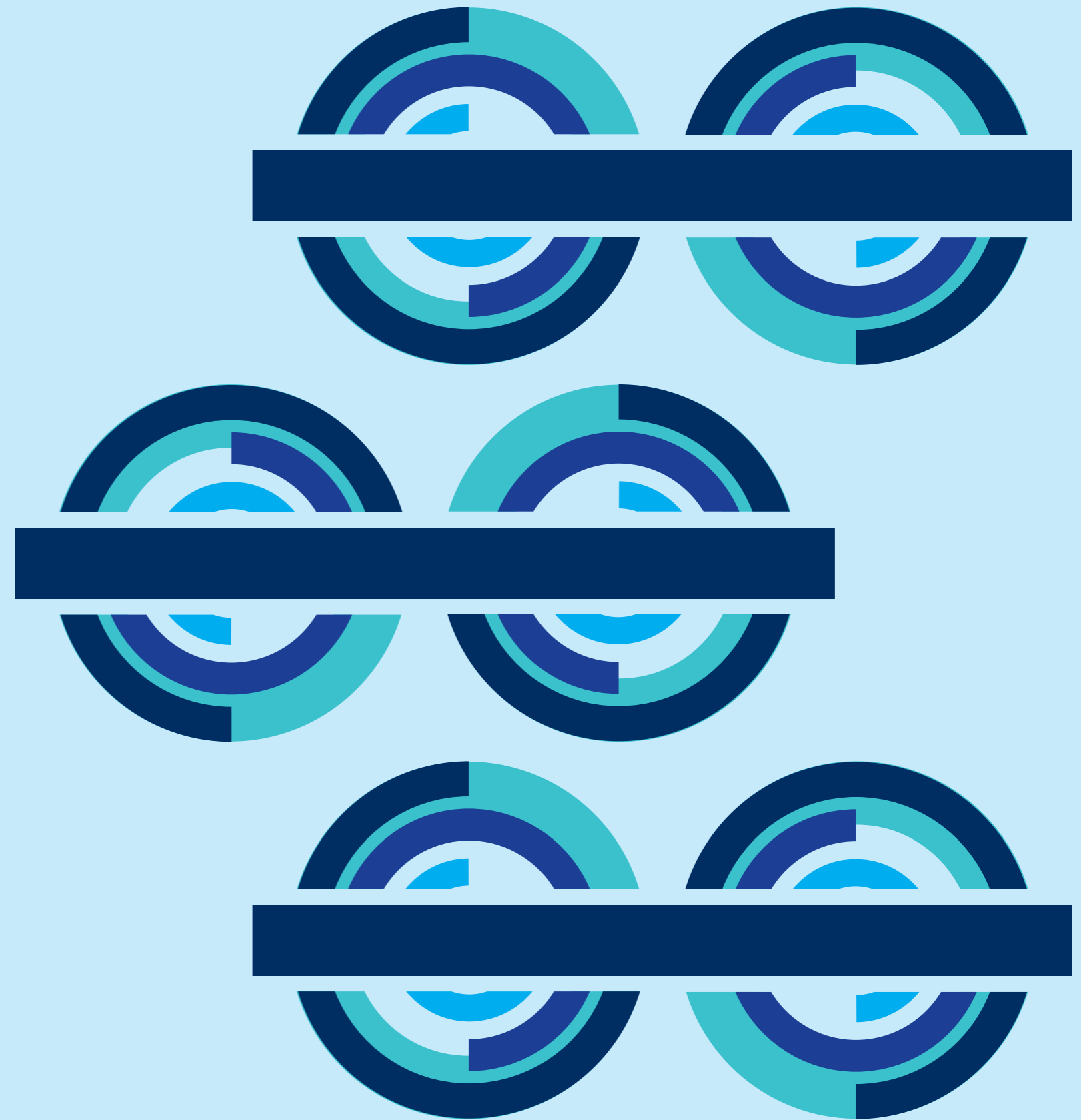


Transport for London gender pay gap report

2021



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Less than a quarter of our people are women



26,104
employees

75.8%
men

24.2%
women

Figures at 31 March 2021



We will produce a new four-year Pay gap action plan in 2022

Commissioner's foreword

London's continuing recovery from the coronavirus pandemic is supported in our ongoing work welcoming customers back to our network as safely and sustainably as possible. To meet the needs of our diverse Capital, we must continue to understand what matters to the people who live, work and enjoy the city. This past year has demonstrated just how integral and valued our staff are to London - they kept going and showing up in the face of challenges. How our staff feel, and their everyday experiences, directly impacts our customers' experiences.

Last year, I shared that we would look at our activity on intersectionality and internal progression, access to learning and development opportunities, as well as workplace culture. We have made progress on this work and I'm pleased that in the last year we have introduced diverse interview panels and anonymised CVs in our recruitment process. However, I recognise there is more to do in closing the gap on pay disparities. This is why I'm excited to share that we will produce a new four-year Pay gap action plan in spring 2022, which will include actions to address gender, ethnicity and disability pay gaps.

Over the last year, we have increased the proportion of women working in senior management roles and increased the proportion of women across most pay bands. We will continue focusing our efforts here in terms of external recruitment and internal movement of women.

Ensuring our staff feel respected, safe and have a sense of belonging is a business priority. In 2021, we launched our five-year Vision and Values document, following a review of our workplace culture. The document, informed by staff input and feedback is a roadmap of five pillars that underpin how we will work as an organisation.

Our commitment to be a fair, diverse, and inclusive workplace that serves the great city of London continues to underlie everything we do.

Andy Byford
Commissioner

The gender pay gap

How do we measure the overall difference in the average pay of men and women?

Government regulations mean we must calculate it in two ways to give the clearest possible picture.

Mean

The difference in average hourly pay between men and women.

Median

The difference between the middle-paid woman and middle-paid man. The mean pay gap summarises the overall pay of men and women, but it can be skewed by a small number of high or low earners in the group. The median gives a good idea of how much a typical man or a typical woman at Transport for London (TfL) is paid.

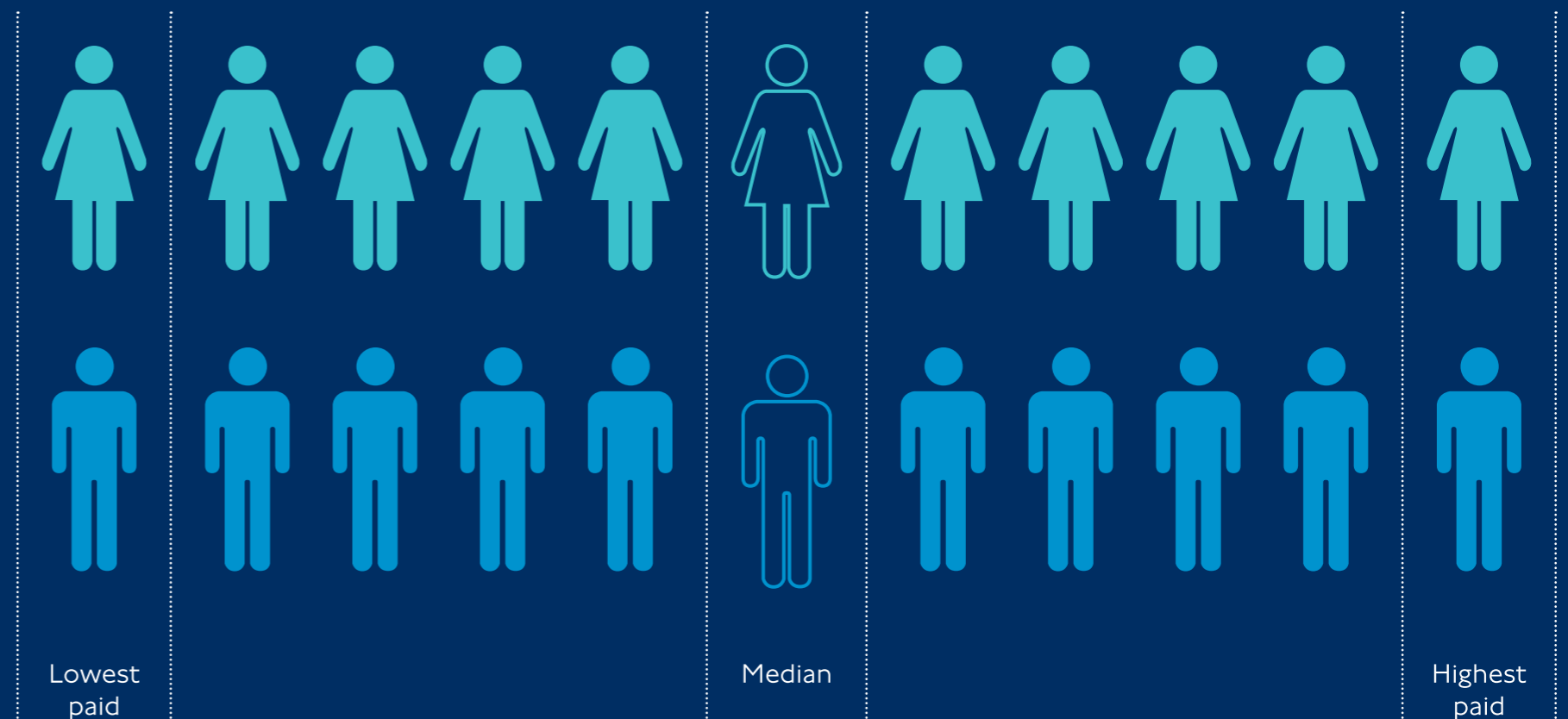
Equal pay

Equal pay is the right for everyone to be paid the same for doing identical or directly comparable work. We complete detailed equal pay audits to understand any gaps, in line with parameters set by the Equality and Human Rights Commission. Any gaps that are identified are addressed as part of our audits.

Quartiles

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

Median gender pay gap



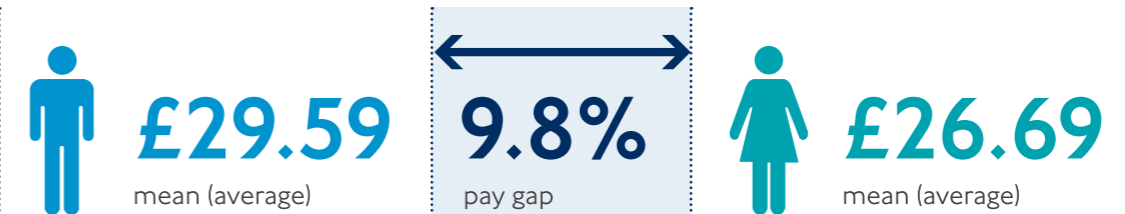
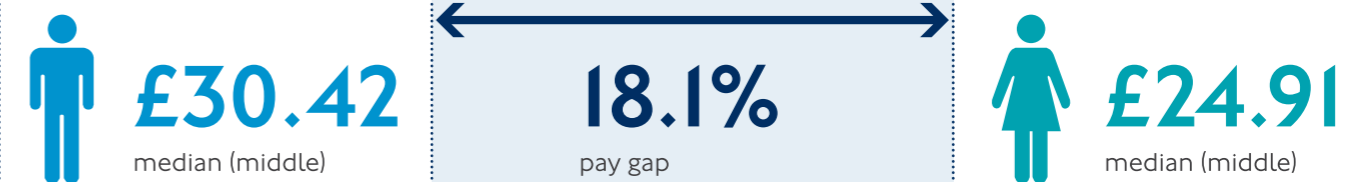


We are actively working to reduce the gender pay gap

Overall results

The results for our operational and non-operational roles

Pay gap*
Our overall hourly pay rates



The mean pay gap is less than the median because, while a greater proportion of women fall into the lower paid roles, the higher earnings of those in leadership roles bring the average up.

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

Pay quartiles

Median gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	37.26	82.6	37.70	17.4	-1.2
Upper middle	31.78	83.4	31.78	16.6	0.0
Lower middle	25.27	73.6	25.84	26.4	-2.2
Lower	19.37	65.0	19.37	35.0	0.0

Mean gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	39.87	82.6	41.09	17.4	3.1
Upper middle	31.49	83.4	31.33	16.6	-0.5
Lower middle	25.83	73.6	25.40	26.4	-1.7
Lower	18.63	65.0	18.45	35.0	-1.0

Our under-representation of women in higher paid roles is evident in the lower proportion of women in the upper and upper middle quartiles.

Bonuses*

Proportion of employees who received a bonus

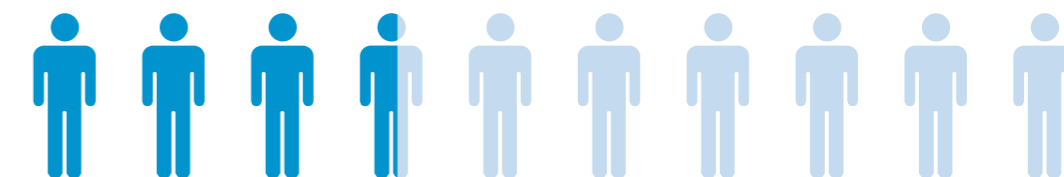
50.2%

women



35.9%

men



Bonus gap

	Men (£)	Women (£)	Pay gap (%)
Median	500.00	551.00	-10.2
Mean	664.65	726.82	-9.4

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

The 2019/20 performance award payments for senior management were deferred to June 2021, when they usually would have been paid in the snapshot date period. This has reduced the mean bonus figures since last year, with a positive shift towards women as there are a greater proportion of men in senior management who did not receive performance awards in the period.

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

Non-operational employees



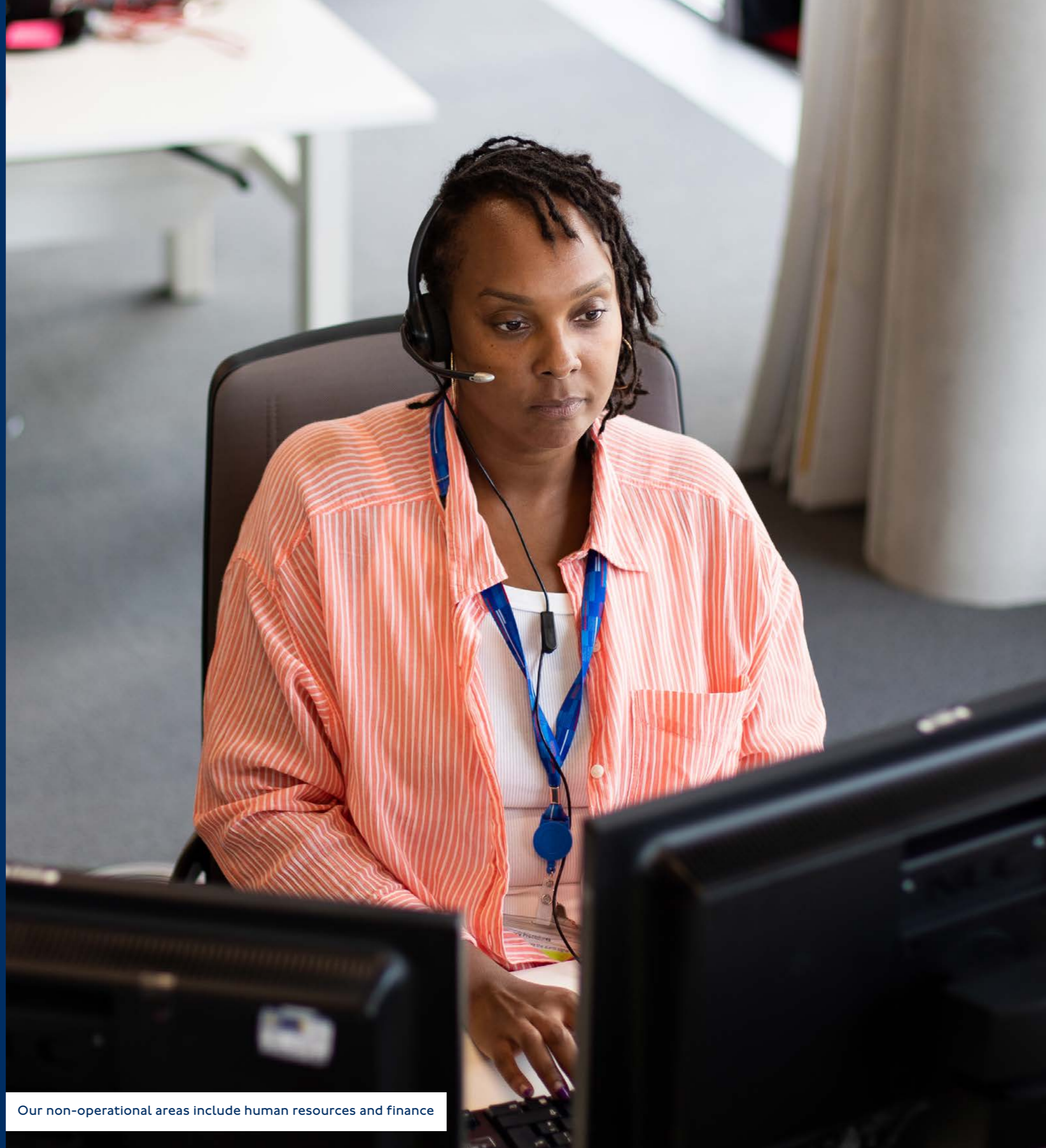
12,707
non-operational
employees



69.4%
men

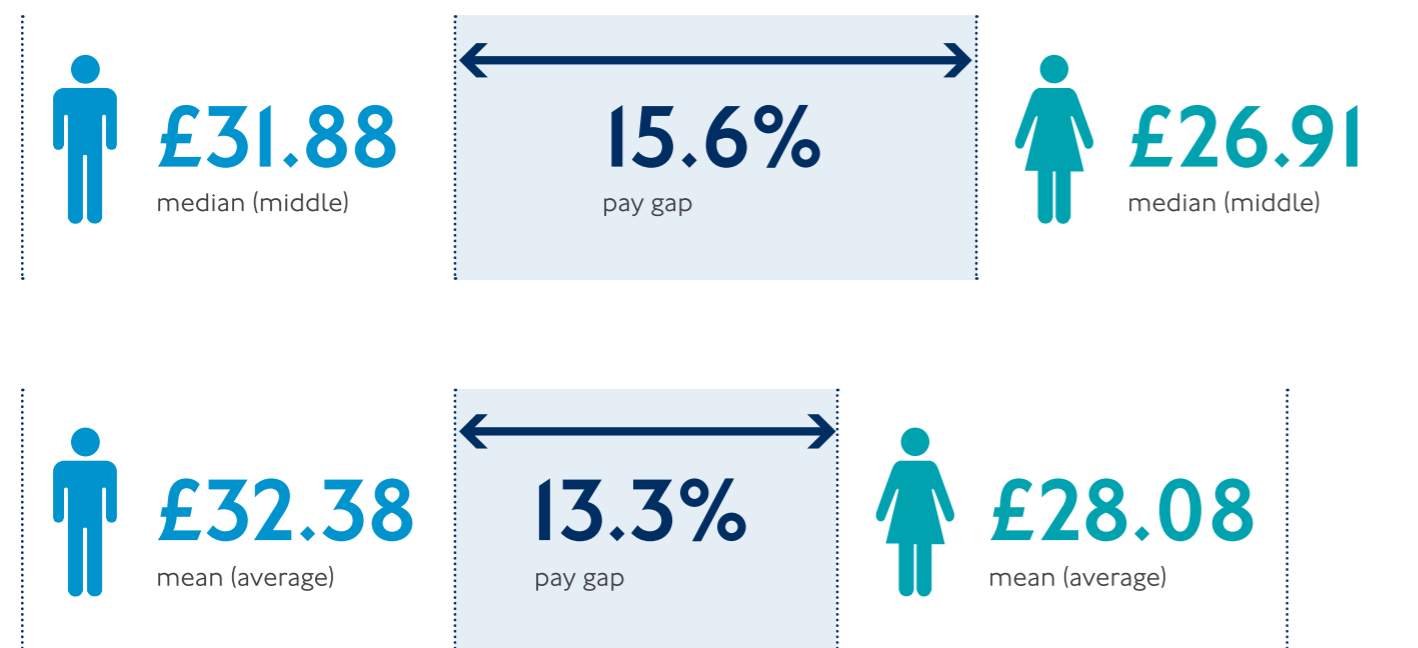


30.6%
women



Our non-operational areas include human resources and finance

Pay*
Hourly pay rates



Our non-operational positions, which include business areas such as human resources, finance, engineering, property development and customer contact centres, do not have a fixed rate of pay. Pay is more flexible, with room to reward individual contribution and skills. There is potentially more scope for inequity between different groups of employees.

Pay quartiles
Median gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	38.16	80.6	38.08	19.4	-0.2
Upper middle	31.15	75.9	30.88	24.1	-0.9
Lower middle	26.56	62.0	25.60	38.0	-3.6
Lower	18.50	52.6	18.64	47.4	0.8

Mean gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	40.68	80.6	41.85	19.4	2.9
Upper middle	31.18	75.9	30.94	24.1	-0.8
Lower middle	25.98	62.0	25.44	38.0	-2.1
Lower	17.71	52.6	18.06	47.0	2.0

Our under-representation of women in the higher paid roles is evident in the lower proportion of women in the upper and upper middle quartiles.

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



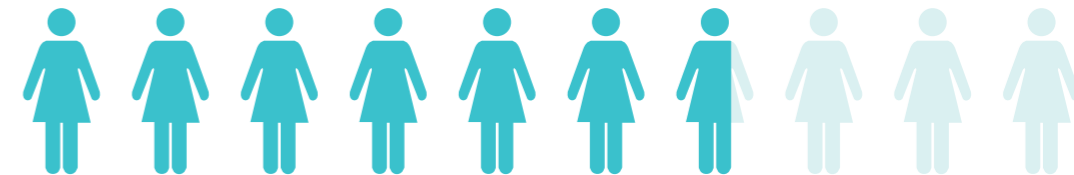
Bonus payments vary based on the performance of the business

Bonuses*

Proportion of employees who received a bonus

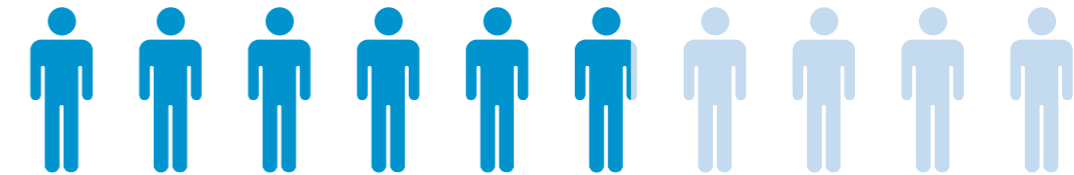
67.1%

women



59.0%

men



Bonus gap

	Men (£)	Women (£)	Pay gap (%)
Median	708.00	635.00	10.3
Mean	855.97	861.18	0.6

Bonuses will vary annually owing to the performance outcomes of the business and performance rating.

The mean bonus gap has reduced from 15.1 per cent in 2020 to 0.6 per cent in 2021 owing to the deferral of senior management bonuses. Performance awards were still paid to band 2 and 3 employees within this population, with the median figure for women disproportionately affected by the women in senior management not receiving bonuses.

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



Operational employees



13,397

operational employees



81.9%

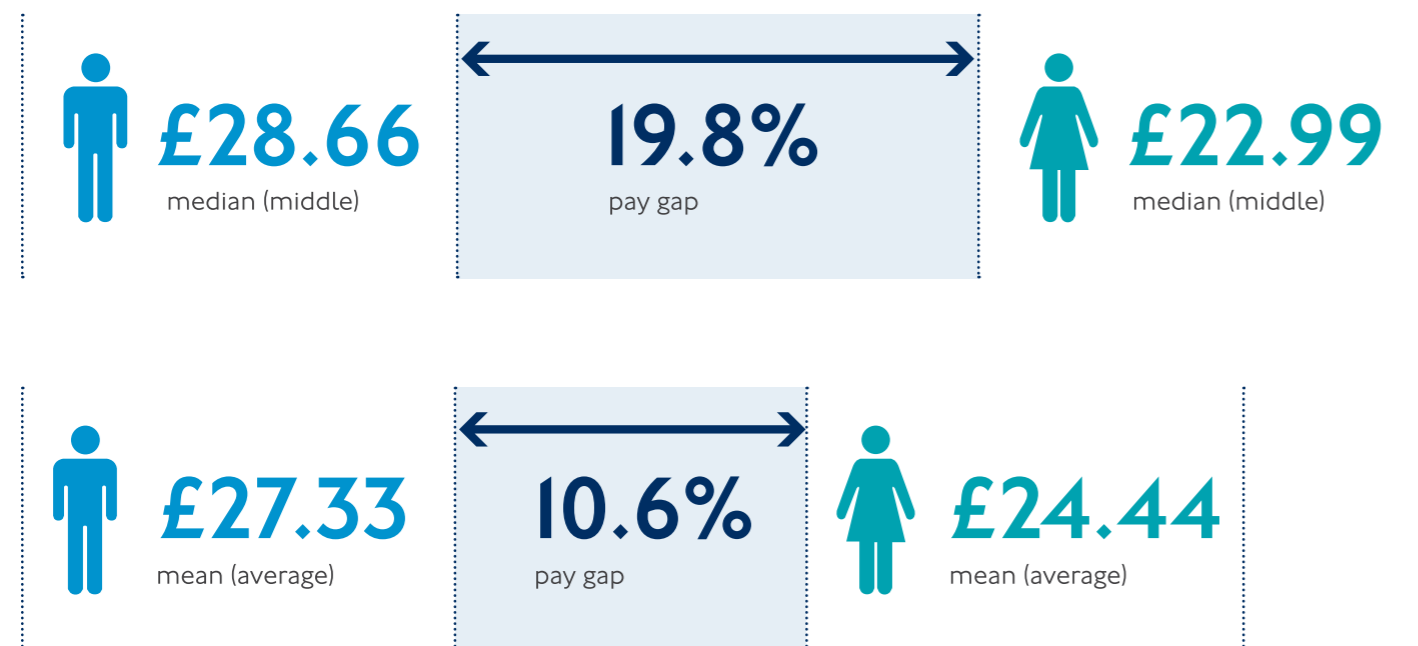
men



18.1%

women

Pay*
Our operational hourly pay rates



Operational roles include those on spot or fixed rates as part of the operational staff pay structure. This includes station supervisors, train operators, customer service assistants, Dial-a-Ride drivers, track operatives, bus station controllers and pier controllers. By definition, this is the same rate of pay for the role irrespective of gender, therefore no differences exist within each job.

Pay quartiles
Median gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	35.89	89.9	34.52	10.1	-3.8
Upper middle	31.78	87.0	31.78	13.0	0.0
Lower middle	25.60	84.5	24.35	15.5	-4.9
Lower	19.37	72.5	19.37	27.5	0.0

Mean gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	37.21	89.9	35.71	10.1	-4.0
Upper middle	31.62	87.0	31.67	13.0	0.2
Lower middle	25.73	84.5	25.31	15.5	-1.6
Lower	19.03	72.5	18.86	27.5	-0.9

Our under-representation of women in the higher paid roles is evident in the lower proportion of women in the upper and middle quartiles.

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

Bonuses*

Proportion of employees who received a bonus

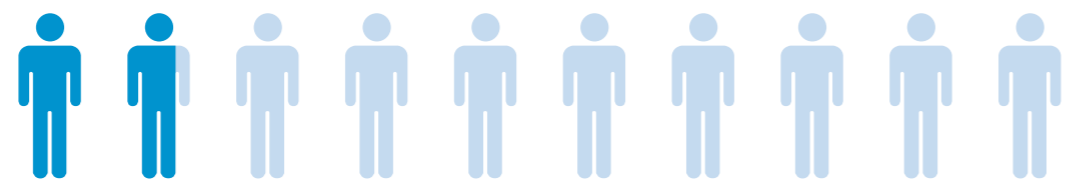
23.1%

women



17.4%

men



Bonus gap

	Men (£)	Women (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	128.23	125.34	2.3

The median bonus figure reflects the value of the recognition awards paid.

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



More women operational colleagues received bonuses this year than men

What this means

Improving our gender balance continues to be a top priority, particularly at more senior levels where women are less represented

In recent years, we have continued to make significant progress in this area, and we will continue focusing our efforts here in terms of external recruitment and internal movement of women.

We are pleased to report our median gender pay gap has decreased since last year, with just a small increase in our mean pay gap. Our median gender pay gap was 18.1 per cent, compared to 18.8 per cent in 2020. Our mean gender pay gap was 9.8 per cent, which has slightly increased from 9.4 per cent compared to last year.

Our operational mean and median gender pay gap figures have decreased since 2020 too, but there has been an increase in the mean non-operational gender pay gap, which has been impacted by decreases in the proportion of women in Board and Director level roles since 2020.



The highlights are:

- The median gender pay gap has decreased since last year
- The mean and median gap in operational salaries closed in the last year
- The proportion of women in senior management has increased from 31.7 per cent last year to 32.1 per cent
- The mean pay gap has reduced 0.9 percentage points since 2017
- The median pay gap has reduced 1.6 percentage points since 2017

We have increased the proportion of women across most pay bands since last year, but the biggest changes can be seen when we look at the differences since we first started reporting in 2017. The table on page 15 shows the proportion of women by different pay bands in non-operational business areas and shows the change between 2020 and 2021, and also since 2017.

The most significant increases over that time are at director and apprentice levels. We can see that since 2017, the number of women in senior management roles (Band 4, Band 5, Director and Board) has increased by 15.1 per cent, from 26.5 per cent to 32.1 per cent.



The median pay gap has decreased since last year

Pay gap for 2017 and 2021 for consolidated and non-operational staff

Year	Consolidated		Non-operational	
	Mean (%)	Median (%)	Mean (%)	Median (%)
2021	9.8	18.1	13.3	15.6
2017	10.7	19.7	14.9	20.5

The table above demonstrates the impact of improving representation of women at a senior level, whose higher earnings bring the average up by the reduction in our overall and non-operational mean and median pay gaps since 2017.

Our operational population accounts for 51.3 per cent of our total workforce, down from 51.8 per cent last year, despite around 70 operational employees from Woolwich Ferry being brought across to TfL on a Transfer of Undertakings and Protection of Earnings (TUPE) basis in 2020. Our analysis shows that women working in operational roles are more likely to be employed in the lower paid grades. This occupational segregation has a significant impact on our overall median gender pay levels.

The median operational salary is £52,330 for men and £38,789 for women. Unfortunately, the median salary for women has gone down by 1.1 per cent while the median salary for men has increased by 5.5 per cent. This has not led to an increase in the pay gaps, but has slowed us closing the median gap further.

Occupational segregation continues to be seen through the analysis of our new

hires and promotions between 2020 and 2021. There were only 22 women hired into operational roles over the year, including those who were brought across via TUPE, with 4.6 per cent going into customer service assistant roles and none into train operator or engineering roles.

The majority of women joiners (86.4 per cent) joined in operations officer or Woolwich Ferry operational roles within Surface Transport. In comparison, there were 146 men hired in operational roles, including those who were brought across via TUPE. Of these, 1.4 per cent went into customer service assistant roles, 1.4 per cent into train operators roles and 28.8 per cent into engineering roles. The remaining 64.4 per cent joined in operations officer or Woolwich Ferry operational roles within Surface Transport.

Looking at internal movements, there were 141 women who moved into or within operational roles in 2021, with 31.2 per cent going into customer service assistant roles, 47.5 per cent into train operator roles and none into engineering roles. This compares to 423 men moving roles with only 17.5 per cent going into customer service assistant roles, 42.1 per cent into train operator roles

and 15.4 per cent into engineering roles. In terms of all internal movements, the proportion of women who moved from a customer service assistant role to a train operator role was 1.1 per cent, compared to two per cent of men. This occupational segregation is still high on our agenda to address.

The coronavirus pandemic has impacted our graduate and apprentice schemes resulting in delayed starts and some delayed completions. All 2020 graduate and apprentice offers were honoured with start dates delayed to January and April 2021. Consequently, the figures captured as at March 2021 do not give a like-for-like comparison to March 2020, as they exclude our April delayed starts. When comparing all 2020 delayed starts in comparison to 2019,

we have an increase in the percentage of women newly hired on to our apprenticeship schemes (see Our progress page 16). This has also been the case for our graduate hires.

Our early career work is crucial for ensuring we have diverse people with the critical skills and experiences to progress within the organisation and help power a sustainable economic recovery.

Our Pay gap action plan will continue to focus on increasing the proportion of women across all levels. Our activity will be sustainable, scalable and continue to be rooted in evidence-based decision making and collaborative working. We recognise an integral part of delivering and embedding long-term change is through greater visibility and accountability of progress.

Proportion of women in non-operational bands (%)*

	2017	2018	2019	2020	2021	Change 2020 to 2021	Change 2017 to 2021
Board	52.2	56.0	63.0	63.0	51.5	-11.5	-0.7
Director	18.8	25.5	29.4	32.7	31.1	-1.6	12.3
Band 5	24.1	27.8	27.8	27.4	27.6	0.2	3.5
Band 4	26.7	27.7	31.1	31.6	32.4	0.8	5.7
Band 3	26.8	26.4	27.8	28.1	28.3	0.2	1.5
Band 2	27.1	26.9	27.5	26.3	26.2	-0.1	-0.9
Band 1	56.6	57.6	57.9	57.9	60.4	2.5	3.8
Graduates	35.3	36.6	33.0	26.7	32.1	5.4	-3.2
Apprentices	13.2	24.5	25.3	29.6	28.4	-1.2	15.2

* 2019 and 2020 updated to move 97 London Underground apprentices from operational to apprentices (non-operational)

Closing the gap – Our progress

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

In April 2020, the Government's gender pay gap services published research on evidenced-based actions that employers can take to identify potential causes of gender pay gaps and the approaches that have been shown to work in reducing the pay gap. It is worth noting that we have implemented or are adopting similar actions to all approaches listed in this research.

Action on Inclusion

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

Equality objectives

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

- Increase the diversity of our organisation at every level, so that it better reflects the diversity of London

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



Recruitment

Our recruitment volumes during this period have been incredibly low in comparison to the years before the coronavirus pandemic, mostly due to a recruitment freeze while we reviewed our financial position.

Where recruitment was deemed critical, the focus was on making use of our own internal resources, which accounted for more than 70 per cent of recruitment activity over this period. Although this helped our commitment to existing staff to offer internal promotion, it limited our ability to attract diverse populations externally, and therefore reduced our ability to change the overall workforce representation of the organisation.

One area where we have been able to continue to recruit externally is high-volume operations, particularly for customer service assistants. We continue to see an excellent volume of women applying and being successful for this position every year. However, as an entry-level position, the salary is typically at the lower end of the pay range. This contributes to the widening of the gender 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 this entry level operational position as we hire and promote exclusively from this existing employee talent pool into more senior operational positions, which have a significantly higher salary.



Diversity and Inclusion dashboards

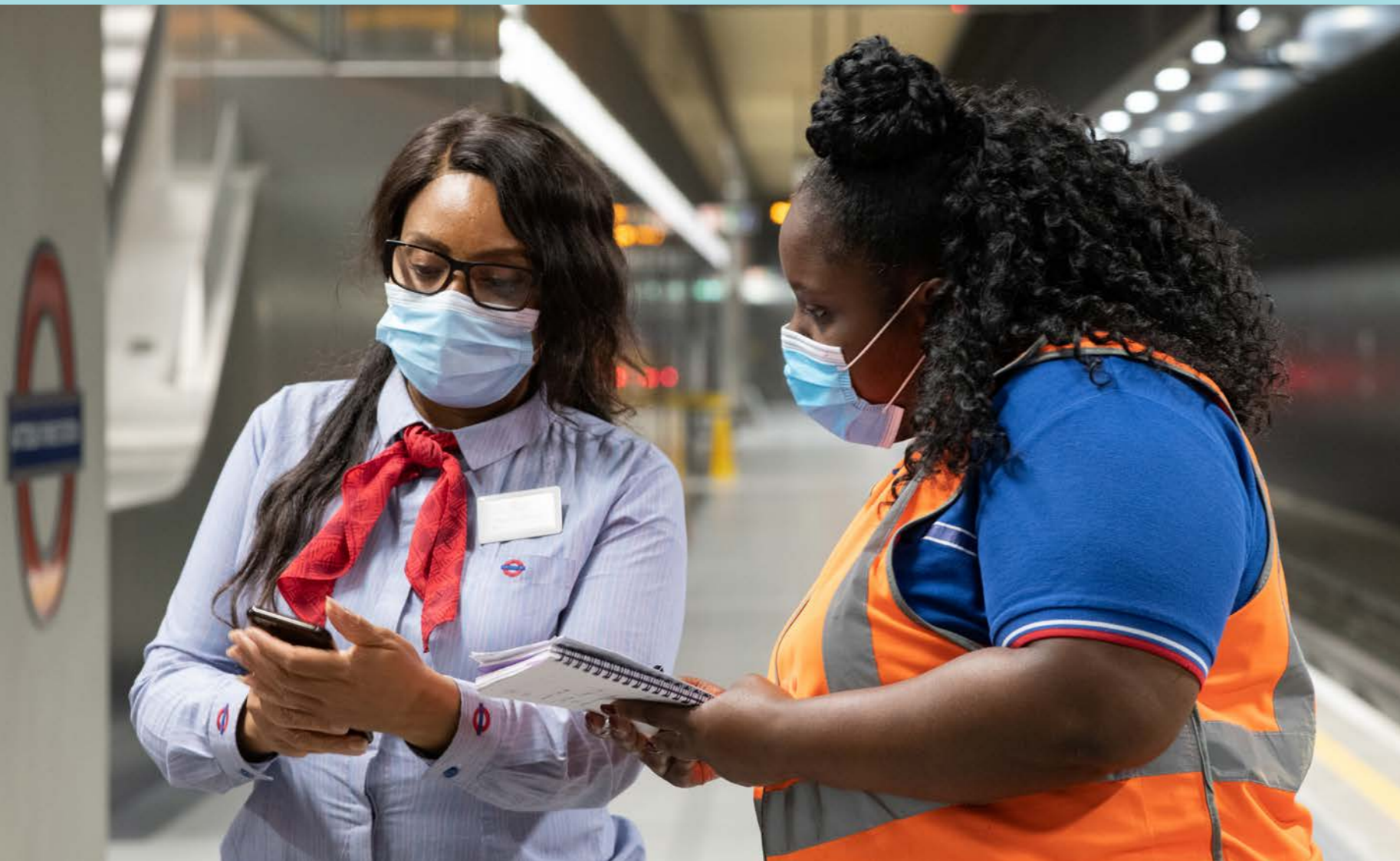
In previous years, we have used local quarterly dashboards to begin coaching our senior managers to help drive local accountability and actions. We have taken this one step further, with the launch of our internal Power BI tool to create interactive Diversity and Inclusion dashboards.

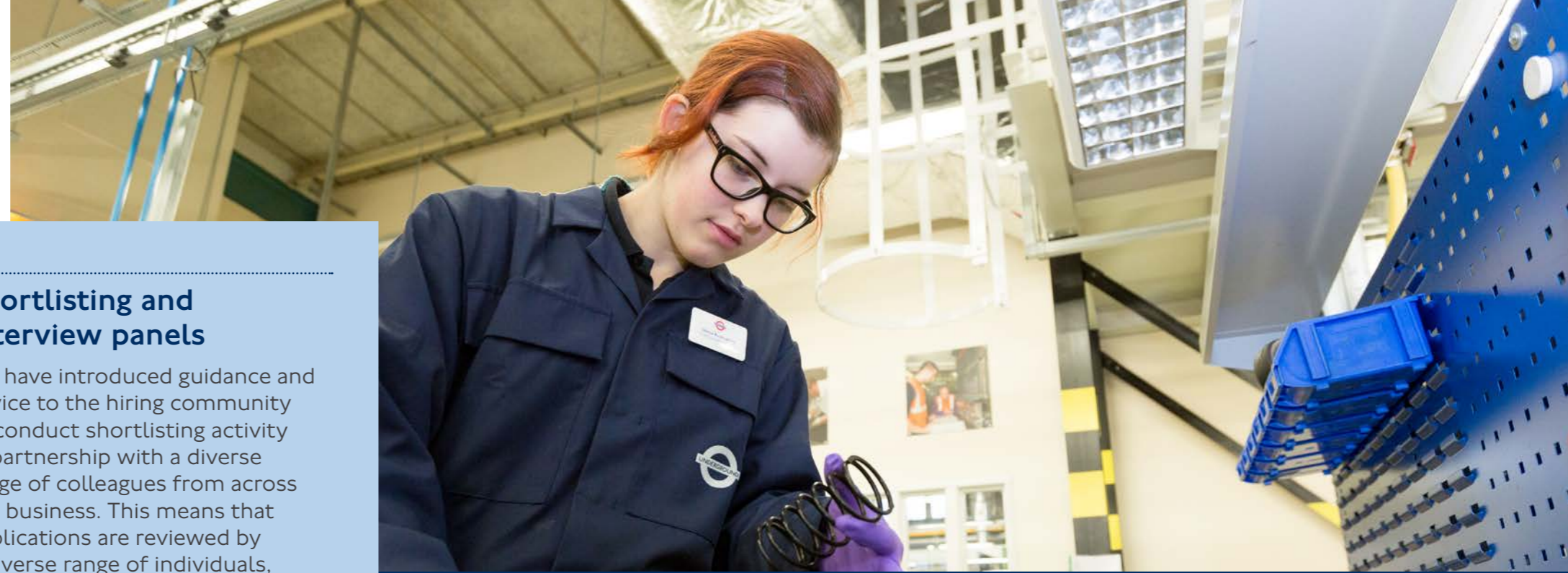
As part of our ongoing commitment to recruiting, retaining, promoting and including a workforce that represents the diversity of the city we serve at all levels, we have now made our interactive Diversity and Inclusion dashboards available for all employees to use. We held a number of 'lunch and learn' sessions to help colleagues understand how to use the Diversity and Inclusion Power BI Dashboards.

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

Equality Impact Assessment

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





Leadership development

In 2020/21, leadership development activities were focused on supporting our leaders to manage their teams with issues arising from the coronavirus pandemic. A project named Stay Learning was set up, which curated advice on managing teams, managing yourself and managing the organisation. This was easily accessed on a new online platform, which has been well used and continues to be developed.

In addition, we have developed a 360 tool, which supports those in leadership roles or aspiring to become leaders to identify their leadership strengths and development areas, based on feedback from those around them. The 360 tool is based on a strengths-based model, where feedback is provided to individuals on their performance against specific leadership attributes. The attributes reflect those needed from our leaders now and in the future, and are intrinsically tied to being an inclusive and authentic leader.

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

A Women Leaders in Transport network was established during the coronavirus pandemic with active participation from Siemens, Thales, Morsons and Crossrail. The network meets online once a month to discuss topics such as women on boards, gender pay gaps and emotional intelligence.

Shortlisting and interview panels

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

Anonymised applications

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

Apprenticeships and graduate programmes

As highlighted earlier in this report, due to the impact of the coronavirus pandemic, delaying start dates and delayed completions, our 2020 data is not comparing like for like. Despite this, our actual apprenticeship hires increased from 34 per cent women to 40 per cent and our graduate hires increased from 22 per cent women to 25 per cent (delayed 2020 starts).

We have also achieved 50/50 men/women in London Underground Fleet Level 3 Engineering, 100 per cent women in London Underground Non-Destructive Testing Level 3 Engineering, and 33 per cent women in London Underground Signals Engineering starts in April 2020, which came from a base of zero women in 2018.

This reflects our continued focus on increasing representation of women in our graduate and apprenticeship programmes through:

- Targeting universities with a higher proportion of women in disciplines where they are traditionally under-represented

- Improvements in our assessment process focusing on assessing individual potential and motivation
- Our schools' engagement strategy including targeting girls' schools
- Continued use of role models and gender inclusive language on our website
- Targeted social media engagement

To further improve, we have reshaped and restarted our employability and young people outreach work, and adapted to virtual and hybrid delivery because of the coronavirus pandemic. We will continue to target universities that can support our commitment to diversity and inclusion. For our apprenticeship programmes, we will focus on our attraction approach, including creating stronger relationships with women's networking groups and innovative use of role models across all platforms and events.

We will continue to focus on inclusive workplace practices to ensure women feel included and able to pursue long-term, aspirational careers in transport.

Women's Staff Network Group

The Women's Staff Network Group is a community of women and allies that inspires and empowers women to achieve their career and personal aspirations. The group works closely with the Diversity and Inclusion team to inform our strategic gender diversity and inclusion priorities. It helps raise awareness of key issues and ensure actions are taken to promote gender equality, diversity and inclusion for all staff.

The group provides a forum for employees to network, get support and share advice. This is done through regular events held throughout the year, and at events centred around International Women's Day, celebrated through the month of March. Throughout the year, the Women's Staff Network Group held an array of 'breakfast and learn' and 'lunch and learn' sessions aimed at supporting and enhancing career development and personal branding. These sessions provided a spotlight on senior women in the organisation and was an opportunity to hear about their career journeys, how they negotiated tough conversations, and delivered difficult messages

while continuing to progress and develop. The sessions were designed to provide colleagues with the tools they could use to give them confidence when entering into challenging discussions – no matter the topic – and how and when to apply them.

Over the year, the Women's Staff Network Group has collaborated with Women in Transport, with the aim of helping colleagues to maximise their professional LinkedIn profile to get most out of the network. The group also worked with the OUTbound Staff Network Group to explore the evolution of the modern-day family and the issues and concerns people had or may still have.

Other sessions focused on menopause and the experiences and issues that colleagues faced in the organisation. This event focused on raising awareness and supporting colleagues and line managers.



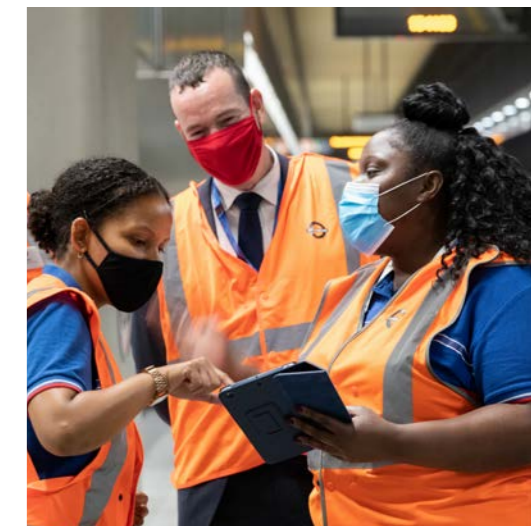
Job design

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 across TfL. We validate and challenge requests, and ensure the Job evaluation process remains integral and objective across the organisation. We are responsible for maintaining internal relativity of jobs across TfL to ensure that we can provide clear and defensible rationale. In addition to this, we ensure that the job evaluation process is robust and fair selection processes are in place when roles are re-graded, by providing guidance to managers and leaders across all areas of the business.

New approaches to performance and talent

Like many other organisations the coronavirus pandemic and changing expectations of employees, led to a review of our approaches. We have launched a consultation on making our approach to talent identification and development much more employee-led and propose to launch a new readiness framework in 2021/22. An employee-led approach will lead to better engagement and reduce bias.

Performance ratings are also being reviewed, again to make them more employee-led and evidence based.





Talent acquisition

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

- Improving our search process and seeking expert external advice, adding diversity of thought, challenge and robustness to senior recruitment
- Adapting a creative approach to senior manager assessments that have allowed a more inclusive route to interviews and a more diverse pool of candidates at interview stage

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

We continued to supplement our approach by analysing typical gender behaviour to approaching job applications. We saw a stark difference between men and women, with most men internally prepared to apply

for lateral roles while most women were not. Men also take more career risks and are more likely to make multiple applications against a much smaller group of women prepared to do so.

An important realisation was that women would benefit from stronger career coaching and mentoring. We recognised that we needed to encourage more women to participate in the recruitment process and their career journeys. To address this, we ran events with our Women's Staff Network Group focusing on career building, career management and accountability, reaching more than 1,000 women under the 'Project You' banner.

In 2020/21, more than 50 per cent of our leadership hires were women.

We are focused on building our internal diverse pipeline of women leaders, who are ready, engaged and have the leadership potential for a bigger role. However, while we have an existing pool of diverse talent, our leadership pipeline is obviously much smaller compared to a fully open approach, hence this being a priority area for us, although we did maximise every external recruitment opportunity by using a diverse pipeline of talent.

Closing the gap – Plans for 2021/22

Building on our existing work to close the gender pay gap

Over the last 18 months, we have faced significant adversity. But London's transport network is resilient, and that is largely down to the people who work here. Like many other organisations, following the callous killing of George Floyd and the abhorrent murders of Sarah Everard, Bibaa Henry, Nicole Smallman, and Sabina Nessa, we took steps to re-examine our role as individuals and as an organisation to effect positive change in diversity and inclusion.

Although we did not start from scratch, building on our existing work, we recognised that we still have a way to go on our journey to changing our culture and closing our pay gaps. When it comes to inclusion, we are determined to embed a programme of wide-reaching cultural change, in the same way we have embedded safety at the heart of our culture and operations.

We all have a role to play in including our colleagues and customers. It's about our attitude when we are at work every day – our choices, behaviours and interactions with colleagues and customers. How inclusive our organisation is depends on our personal commitment, our respect for all, our humility, how we share our perspectives and encourage others to

do the same. We must work to make our organisation more inclusive, knowing that this will deliver our long-term ambitions of improving workforce representation.

We intend to develop a new four-year Pay gap action plan, which will set out measures to reduce our gender, ethnicity and disability (as per the Mayor's Manifesto Commitments) pay gaps, as well as actions specific to each protected characteristic and those that intersect on two or more characteristics. The plans will be developed in consultation with our staff network groups and we will also engage with our Trade Unions on these, given their keen interest in this area.

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

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

The Pay gap action plan will then be supported by local Diversity and Inclusion plans that will also include specific actions to respond to issues raised by our staff.



We will continue our work to close the gender pay gap

About TfL

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

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

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

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

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

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

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

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

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

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

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

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

