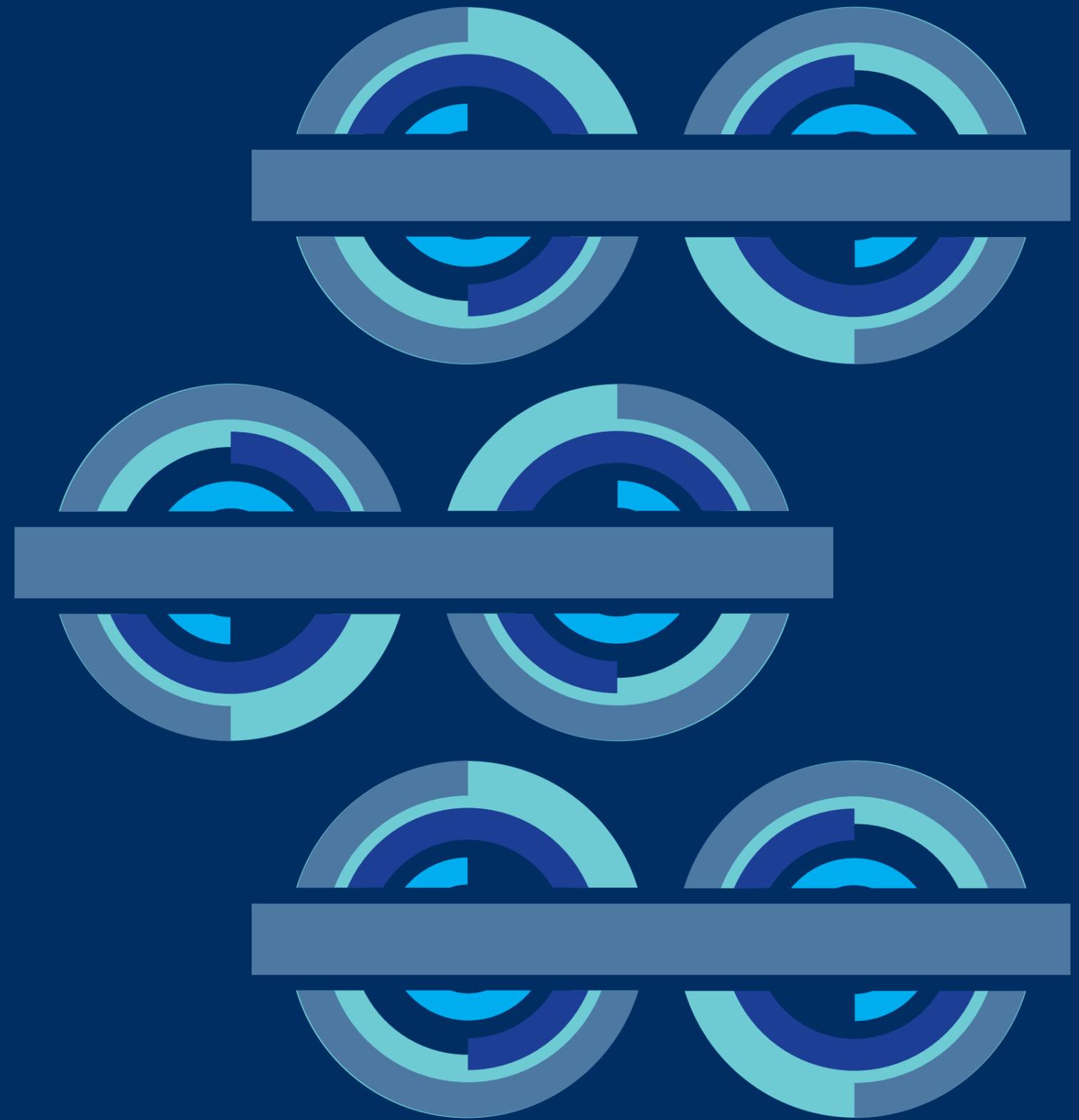


# Transport for London ethnicity pay gap report

2020



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# Almost a third of our people are black, Asian and minority ethnic

**26,515**

members of staff



**52.3%**

white



**32.5%**

black, Asian and minority ethnic

**Breakdown:**

black – 15.9%, Asian – 11.9% and 4.8% – other ethnic group



**15.2%**

prefer not to say/unknown



Figures at 31 March 2020



We are committed to improving diversity, equality and inclusion

## Commissioner's foreword

London's economic recovery from the coronavirus lockdown depends on getting people moving and working, safely and sustainably, as quickly as possible.

To meet the needs of our diverse city, we must understand what matters to the people who live and work here. This past year has shown how fundamentally important it is for our workforce to represent the city it serves, and to inspire and engage our people to deliver the accessible and inclusive recovery of our transport network.

Given the nature of the pandemic and the resurgence of the Black Lives Matter movement, working as one team has been pivotal during this time of significant change. This is only possible through diversity and inclusion. How our staff feel, and their everyday experiences directly impacts our customer's experiences. Ensuring our staff feel respected, safe and have a sense of belonging is a business priority. We aspire to be a values-led organisation that reflects our people and Londoners more broadly.

We are pleased there has been an increase in the proportion of black, Asian and minority ethnic staff in our organisation since last year. Unfortunately, as more people have joined in lower paid roles, there has been an increase in our ethnicity pay gap. While we have increased the proportion of black, Asian and minority ethnic people working in Band 5 and Director roles, we have not made enough progress in closing the gap in representation at a senior level and we therefore have a lot more work to do.

Given the under-representation of black, Asian and minority ethnic people in the transport sector more broadly, especially in senior management roles, addressing the ethnicity imbalance and subsequent pay gap requires long-term, sustainable solutions across the full employee lifecycle. This year has highlighted the need to acknowledge the existence of racism across all parts of society and in all organisations and we need to play our part in identifying and tackling everyday racism, discrimination and harassment.

As Commissioner, I am committed to diversity, inclusion and equality of opportunity. This includes attracting, recruiting, progressing and retaining black, Asian and minority ethnic people in our organisation to develop a more diverse talent pipeline. As an organisation, it is important we acknowledge that black, Asian and minority ethnic people in transport can have different experiences of the workplace and we recognise there are differences between black, Asian and other ethnic minority communities too. This is why our activity for the coming year will seek to go beyond this as we focus on intersectionality and internal progression, access to learning and development opportunities, and workplace cultures and behaviours. Our dedication to a fair, diverse and inclusive workplace will continue to underpin everything we do.

A handwritten signature in black ink, appearing to read 'Andy Byford', written in a cursive style.

**Andy Byford**  
Commissioner

# The ethnicity pay gap

## How we measure the overall difference in the average pay

We measure the overall percentage difference in the average pay of white staff and black, Asian and minority ethnic staff in two ways, in line with Government regulations. This ensures we provide the clearest possible picture. The data we use is based on figures from 1 April 2019 to 31 March 2020.

### Mean

The difference in average hourly pay between white employees and black, Asian and minority ethnic employees.

### Median

The difference between the middle paid white employee and the middle paid black, Asian and 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 and minority ethnic employee is paid.

### Quartiles

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



We use two methods to measure our staff's pay



We want our workforce to be as diverse as the city we serve

### Methodology update

For this year's report, we have grouped 97 employees on some London Underground engineering apprenticeships to include them in the non-operational apprenticeship numbers, not in the London Underground operational employee numbers as in previous reports. We will continue this grouping in future reports.

This change only impacts non-operational and operational data, therefore we have not republished previous years reports. Where applicable we have separately recalculated the impact this would have had on 2019 figures, which has been explained in the narrative.

### Our workforce

At TfL, 32.5 per cent of our workforce is black, Asian and minority ethnic. This is in comparison to London, where this figure is 40 per cent, with 35 per cent of economically active Londoners coming from black, Asian and minority ethnic communities.\*

When considering our senior management, 15.6 per cent of those who have answered questions about their ethnicity are from a black, Asian and minority ethnic community.\*\* This compares with 15.7 per cent last year. When those who have not supplied ethnicity information are included, the proportion of black, Asian and minority ethnic senior management is 13.3 per cent, up from 12.9 per cent last year.

\* ONS Annual Population Survey, July 2016-June 2017

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

# Our results

## Overall results for our operational and non-operational roles

### Pay gap\* Our overall hourly pay rates



The under-representation of black, Asian and minority ethnic employees at a senior level, and therefore in higher paid roles, along with the larger proportion in operational areas, is reflected in the overall average hourly pay rates figures shown in the report.

The median pay gap has slightly increased, owing to a greater increase in black,

Asian and minority ethnic representation in the lower paybands and lower paid operational roles. The mean figure is also impacted by a higher proportion of new diversity data declarations made by white staff within senior management compared to a higher proportion of new black, Asian and minority ethnic declarations in operational roles.

### 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	36.78	74.1	34.91	25.9	5.1
Upper middle	30.13	62.5	30.13	37.5	0.0
Lower middle	25.73	62.9	24.50	37.1	4.8
Lower	18.36	48.0	18.36	52.0	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	39.07	74.1	36.52	25.9	6.5
Upper middle	30.01	62.5	29.96	37.5	0.2
Lower middle	25.14	62.9	24.65	37.1	2.0
Lower	17.80	48.0	17.69	52.0	0.6

Our under-representation of black, Asian and minority ethnic staff in the higher paid roles is evident in the lower proportion in the upper quartiles. The upper quartile equivalent begins at around Band 2. As the ethnicity pay

gap is calculated based on those who have declared, it is likely that the band equivalent for the upper quartile is impacted by the proportion of employees who do not declare their ethnicity.

\* Consolidated median and mean ethnicity pay and bonus gap figures based on hourly rates of pay at 31 March 2020

### Bonuses\*

Proportion of employees who received a bonus

43.8%

white



35.6%

black, Asian and minority ethnic



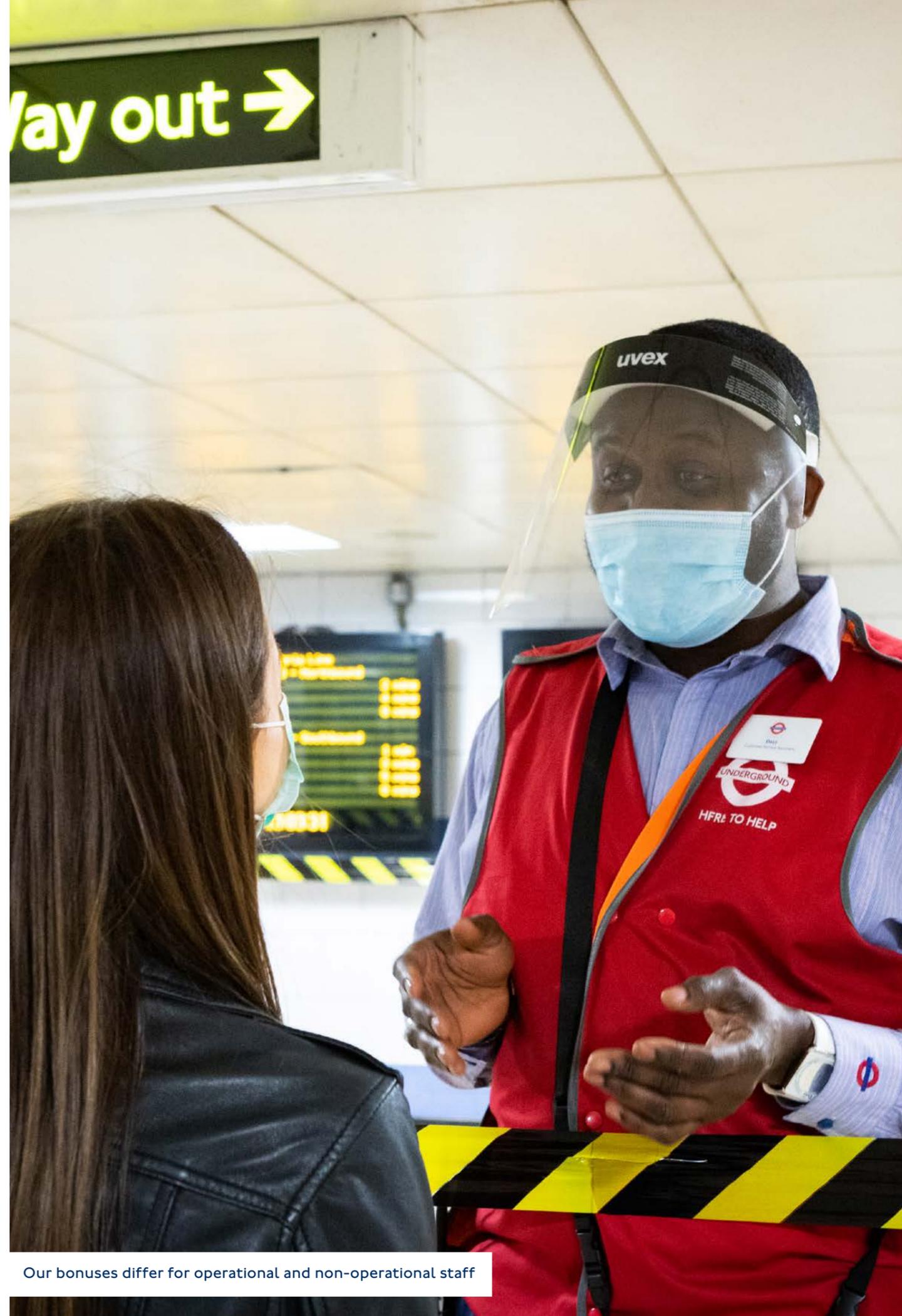
### Bonus gap

	White (£)	Black, Asian and minority ethnic (£)	Pay gap (%)
Median	696.00	430.00	38.2
Mean	1,544.77	760.32	50.8

The bonus figures are impacted by the higher proportion of black, Asian and minority ethnic employees in operational roles who receive only Make a Difference and long service awards, which are lower in value than the percentage based bonus schemes for non-operational employees.

\* Bonuses paid in the 12 months up to 31 March 2020

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



Our bonuses differ for operational and non-operational staff

# Non-operational employees



12,792

non-operational employees



57.8%

white



28.5%

black, Asian and minority ethnic

**Breakdown:**

black – 12.6%, Asian – 11.5% and 4.6% – other ethnic group

13.7%

unknown

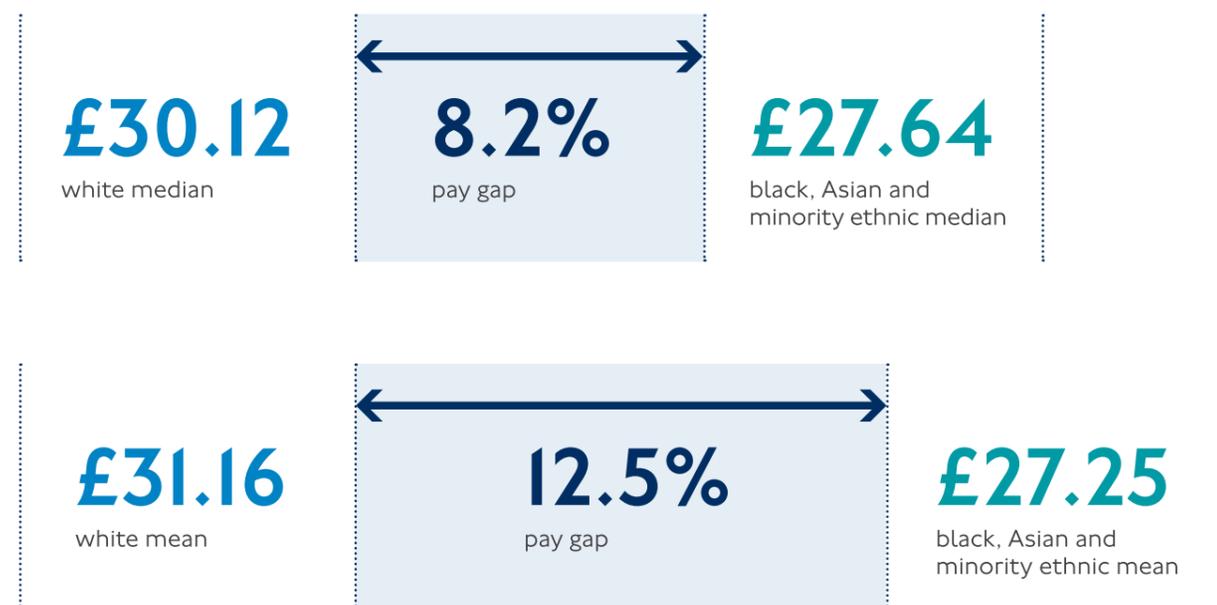
Figures at 31 March 2020



Our non-operational roles include human resources and finance

## Pay\*

Our non-operational hourly pay rates



The mean pay gap is higher than the median due to a greater proportion of black, Asian and minority ethnic staff falling into the lower paid roles and the general under representation in leadership roles.

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

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

This can then lead to inequity between different groups of employees given we know that occupational segregation exists.

## Pay quartiles

Median gender pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	39.87	79.2	38.36	20.8	3.8
Upper middle	32.29	65.9	32.21	34.1	0.3
Lower middle	26.77	66.9	26.82	33.1	-0.2
Lower	18.87	55.9	18.62	44.1	1.4

Mean gender pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	43.65	79.2	40.90	20.8	6.3
Upper middle	32.12	65.9	31.89	34.1	0.7
Lower middle	26.42	66.9	26.42	33.1	0.0
Lower	18.00	55.9	17.84	44.1	0.9

\* TfL median and mean ethnicity pay and bonus gap figures for non-operational employees based on hourly rates of pay at 31 March 2020



The bonus gap is influenced by the pay grades of our non-operational people

### Bonuses\*

Proportion of employees who received a bonus

64.7%

white



57.5%

black, Asian and minority ethnic



### Bonus gap

	White (£)	Black, Asian and minority ethnic (£)	Pay gap (%)
Median	901.00	742.00	17.6
Mean	1,943.82	1,083.00	44.3

The mean bonus gap is influenced by the higher proportion of white employees in senior management roles, compared to the higher proportion of black, Asian and minority ethnic employees in lower grade roles.

\* Paid in the 12 months up to 31 March 2020

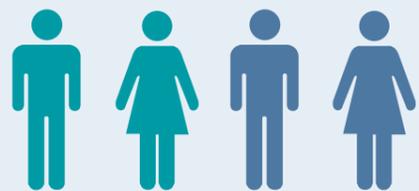
# Operational employees



**13,723**  
non-operational employees



**47.3%**  
white



**36.2%**  
black, Asian and minority ethnic

**Breakdown:**  
black – 18.9%, Asian – 12.3% and 5.0% – other ethnic group

**16.5%**  
unknown

Figures at 31 March 2020



Our operational roles include customer service assistants

## Pay\*

### Our operational hourly pay rates

**£28.71**

white median

**15.6%**

pay gap

**£24.22**

black, Asian and  
minority ethnic median

**£26.77**

white mean

**9.0%**

pay gap

**£24.35**

black, Asian and  
minority ethnic mean

There has been a big change in the number of employees now falling under full-pay relevant, which is any person employed on the snapshot date and paid their usual full basic pay during the relevant pay period. Full-pay relevant employees are included in all pay gap calculations.

There were 1,559 operational employees as relevant in 2019, compared to 478 in 2020. Of those now classed as full-pay relevant, the median hourly pay for white employees is £28.83 and for black, Asian and minority ethnic is £26.80, helping to explain the widening of the gap.

\* TfL median and mean ethnicity pay and bonus gap figures for operational employees based on hourly rates of pay at 31 March 2020



The number of operational staff classed as full-pay relevant has decreased, compared to last year

## Pay quartiles

### Median gender pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	31.09	66.9	30.13	33.1	3.1
Upper middle	30.12	63.0	30.13	37.0	0.0
Lower middle	23.67	56.7	22.00	43.3	7.0
Lower	18.36	41.0	18.36	59.0	0.0

### Mean gender pay gap

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	32.38	66.9	31.68	33.1	2.2
Upper middle	29.28	63.0	29.51	37.0	-0.8
Lower middle	23.85	56.7	23.49	43.3	1.5
Lower	17.80	41.0	17.63	59.0	1.0

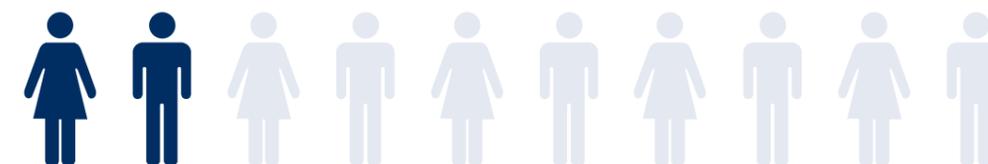
The proportion of black, Asian and minority ethnic employees in the two lower quartiles increased by 9.0 percentage points, which is not offset by the increase of 1.9 percentage points in the upper quartile. This therefore brings the greater proportion of black, Asian and minority ethnic employees into the bottom half of the spread of pay, bringing the median pay down compared to last year.

## Bonuses\*

### Proportion of employees who received a bonus

20.0%

white



19.6%

Black, Asian and minority ethnic



### Bonus gap

	White (£)	Black, Asian and minority ethnic (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	73.18	65.60	10.4

The median bonus figure for black, Asian and minority ethnic employees reflects the value of the recognition awards paid, which since October 2019 have been at a flat rate of £30. The mean bonus values are impacted by a greater proportion of white employees receiving long service awards, which are of a higher value.

\* Paid in the 12 months up to 31 March 2020

# What this means

## The proportion of black, Asian and minority ethnic staff working at TfL has increased from last year

Unfortunately our ethnicity pay gap has increased since last year. At 31 March 2020, our consolidated median ethnicity pay gap was 9.6 per cent, compared to 9.2 per cent in 2019. Our mean pay gap was 12.1 per cent, compared to 11.4 per cent last year.

At 31 March 2020, our mean ethnicity pay gap for operational staff was 9.0 per cent, compared to 7.9 per cent in 2019. This is due to an increase in black, Asian and minority ethnic representation in the lower paybands. The mean figure has also been impacted by a higher proportion of new diversity data declarations within senior management who are white, compared to a higher proportion of black, Asian and minority ethnic declarations in lower-paid operational roles.

Our median ethnicity pay gap for operational staff has increased more significantly from 8.3 per cent in 2019 to 15.6 per cent in 2020. As the number of black, Asian and minority ethnic staff in lower paid roles has increased, this has impacted the proportion of staff in the two lower quartiles, which has not been offset by the increase of black, Asian and minority ethnic staff in the upper quartile. The upper quartile, increase has grown by 1.9 percentage points, whereas the lower two quartiles have increased by 9.0 percentage points. This therefore brings a greater proportion of black, Asian and minority ethnic employees into the bottom half of the spread of pay.



**Our ethnicity pay gap has increased since last year.**

- The proportion of black, Asian and minority ethnic staff working at TfL has increased since last year
- The increase in black, Asian and minority ethnic staff has been mainly in lower paid operational roles
- The number of black, Asian and minority ethnic staff at Band 5 and Director level has increased since last year

Operational staff provide a vital frontline service

Our analysis shows that black, Asian and minority ethnic staff working in operational roles are more likely to be employed in lower paid roles. At 31 March 2020, of all customer service assistant grades, 61.9 per cent were black, Asian and minority ethnic employees, which has increased from 59.1 per cent in 2019. This compares to 38.1 per cent who were white employees, which has decreased from 40.9 per cent in 2019. Of all train operator grades, 42.3 per cent employees were black, Asian and minority ethnic, compared to 57.7 per cent who were white employees. This occupational segregation significantly impacts our overall ethnicity pay gap.

Since last year, there has also been a big change in the number of employees who fall under full-pay relevant. There were 1,559 operational employees considered as relevant in 2019, compared to 478 in 2020. Of those classed as full pay relevant, the median hourly pay at 31 March 2020 for white employees was £28.83 compared to £26.80 for black, Asian and minority ethnic employees.

For non-operational staff, our median ethnicity pay gap has remained the same, although the mean ethnicity pay gap has decreased slightly from 13 per cent in 2019 to 12.5 per cent. The number of black, Asian and minority ethnic staff

at Band 5 and Director level has increased, which is a positive sign. The table opposite illustrates that the proportion of black, Asian and minority ethnic staff across most bands in non-operational business areas has increased, which we are very pleased about. Improving the ethnicity representation of our organisation is a top priority for us, particularly at more senior levels, and we want to continue making progress in this area.

Occupational segregation can be seen through the analysis of our new hires and promotions and movements between 2019 and 2020. Of all new white employees hired into operational roles, 35.5 per cent went into engineering roles. This is much lower for black, Asian and minority ethnic employees, with only 6.3 per cent going into engineering roles. In terms of the 969 internal movements, the proportion of white employees who moved into an engineering role was 83.3 per cent compared to 16.7 per cent of black, Asian and minority ethnic employees. Therefore, internal career progression and promotion is a key area we must focus on.

Over the last year, some great work has taken place to improve our talent pipeline. For our apprenticeship programmes, our targeted pre-employment course, Route into Work, which is delivered by London Transport Museum, included a focus on black, Asian and minority ethnic people who were not in employment education or training. Two thirds of our apprenticeship offers made through this route were to black, Asian and minority ethnic people.

The increase in black, Asian and minority ethnic people on our graduate scheme reflects moves to target primarily London universities and continued improvements in our assessment process, focusing on evaluating potential and motivation. This has resulted in an increase in the proportion of black, Asian and minority ethnic graduates by over 20 per cent, to 50 per cent from 29.7 per cent compared to last year.

Considering the economic impact of the coronavirus pandemic and in the context of our commitment to race equality, we are reviewing all of our work to identify how we can support those most impacted. We will continue to review our selection and assessment methodologies to ensure they are as bias-free as possible. Recruiting more black, Asian and minority ethnic people into junior roles and lower salaries may increase the pay gap. However, this early career work is crucial for ensuring we have diverse people with the critical skills and experiences that our transport sector relies on, and to feed our talent pipeline.

Our new Pay Gap Action Plan will continue to focus on increasing the proportion of black, Asian and minority ethnic staff across all levels. Our activity will be sustainable and 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 black, Asian and minority ethnic employees in non-operational bands (%)\*

Band	2017	2018	2019	2020	Change 2019-20
Board	18.8	16.7	19.0	17.4	-1.7
Director	7.0	8.5	6.4	6.8	0.4
Band 5	7.6	9.4	7.2	8.3	1.1
Band 4	14.4	15.1	18.1	17.5	-0.7
Band 3	26.3	26.9	27.9	28.5	0.6
Band 2	34.5	35.3	36.3	37.0	0.8
Band 1	43.1	44.6	46.9	47.8	0.8
Graduates	25.4	24.6	29.7	50.0	20.3
Apprentices	30.9	34.6	36.4	37.2	0.8

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

# Closing the gap

We have carried out many projects and activities to help us continue to close the ethnicity pay gap

## Our scorecard and dashboards

We use our scorecard to set targets to improve the overall representativeness of our organisation and our senior management, and the inclusiveness of our workplace shown through the Inclusion Index in our staff engagement survey.

Our scorecard targets place diversity and inclusion on the same footing as other priorities, including safety, reliability, customer satisfaction and finances. We are pleased to have exceeded our targets for 2019-20. These

achievements can be attributed to the recruitment of more diverse people into senior roles, our early careers work, and many other successful recruitment campaigns.

We have also been using local quarterly dashboards to coach our senior managers to help drive local accountability and actions.

We are currently working to an interim scorecard following the impact of the coronavirus pandemic on transport.

## Action on Inclusion

We worked with our colleagues, Staff Network Groups, trade unions and other stakeholders to develop a new Action on Inclusion strategy. The document is designed to set out our vision for diversity and inclusion and four-year strategic objectives. It was due to be published in spring 2020, but in light of the coronavirus pandemic, it will now be reviewed and updated. It will also include a renewed focus on anti-racism and racial equality.

## Impact assessments

We updated our People Impact Assessment form and supporting materials this year, which included staff training. This impact assessment tool is used to consider and minimise any potential impacts on staff during times of change, using diversity data during and post transformation. We are currently reviewing the process.



Diversity and inclusion is a key priority for us

## Behavioural insights

We worked with the Behavioural Insights Team and industry specialists to prepare a behavioural science-based recruitment intervention. This involved analysing our data, reviewing existing research and engaging key stakeholders. The work was due to start earlier this year, but was paused due to coronavirus. The work will continue once our recruitment activity resumes.

## Inclusive Operational Culture Programme

Following an in-depth research study on the specific inclusion issues relating to our operational workplace, a new programme has been developed to make our workplace more inclusive. It will be rolled out once work resumes after coronavirus. We will dovetail this with our renewed anti-racism work in response to the killing of George Floyd.

## Promoting the work of our relaunched staff network group

We relaunched our R.A.C.E staff network group this year under a new dedicated leadership team, with representation from non-operational and operational staff. The group works closely with our diversity and inclusion team to inform our strategic race equality work. Their work is centred around raising the profile of the issues that impact black, Asian and minority ethnic staff, their work and professional development.

## Diversity and inclusion action standard

We have developed our priorities and actions to meet the Greater London Authority's Diversity and inclusion action standard.

Our commitment is to reach the 'exemplary' level by May 2022. Using the data dashboards, alongside a new tool we developed based on the standard, we supported teams to develop local action plans. The tool has been piloted and will be rolled out across the business once testing is complete.

## Senior level recruitment

This year, we began a recruitment project to hire senior Band 4 positions in our Finance Directorate, which was focused on increasing ethnicity representation at senior management level. We created an attraction strategy that specifically targeted black, Asian and minority ethnic people. This included making sure our adverts got placed in or were shared and supported by relevant financial groups and organisations. We also changed our assessment processes to ensure they were inclusive by providing candidates with an environment where people could really showcase their experience, character and qualities through a mix of formal and informal techniques. We filled all vacancies, of which 60 per cent were black, Asian and minority ethnic people.

We also worked in engineering, where black, Asian and minority ethnic employees are underrepresented. Our approach began with multi-channel online attraction strategies and a complete overhaul of all recruitment advertising to ensure diversity and inclusion was a core theme throughout. As black, Asian and minority ethnic people are not well represented across the industry, we focused on promoting our engineering vision, what makes us unique as an organisation and the role our engineers play in shaping our network and service delivery. This resulted in an 11 per cent increase in black, Asian and minority ethnic hires to 43 per cent from 32 per cent the previous year.



We use diverse interview panels

## Diverse interview panels

We continue to use diverse and independent interview panels wherever possible, particularly during transformation. This ensures we bring independence and diversity of thought to our recruitment process.

We have also run assessment centre days, where mixed groups of candidates can learn about TfL, the role, and meet managers and directors, before doing some speed-style questions. They also get to spend time with their potential director and complete a scenario-based assessment, before finishing with a final address from a relevant director. This has proved to be a much more engaging method for enabling candidates to perform at their best.

## Using anonymised CVs

We ran an anonymised shortlisting pilot last year, which resulted in a significant increase in the percentage of black, Asian and minority ethnic people hired. We will roll this out across all roles in 2020, once we have finished the testing, which was paused following our recruitment freeze during the coronavirus pandemic.



We value our staff networks

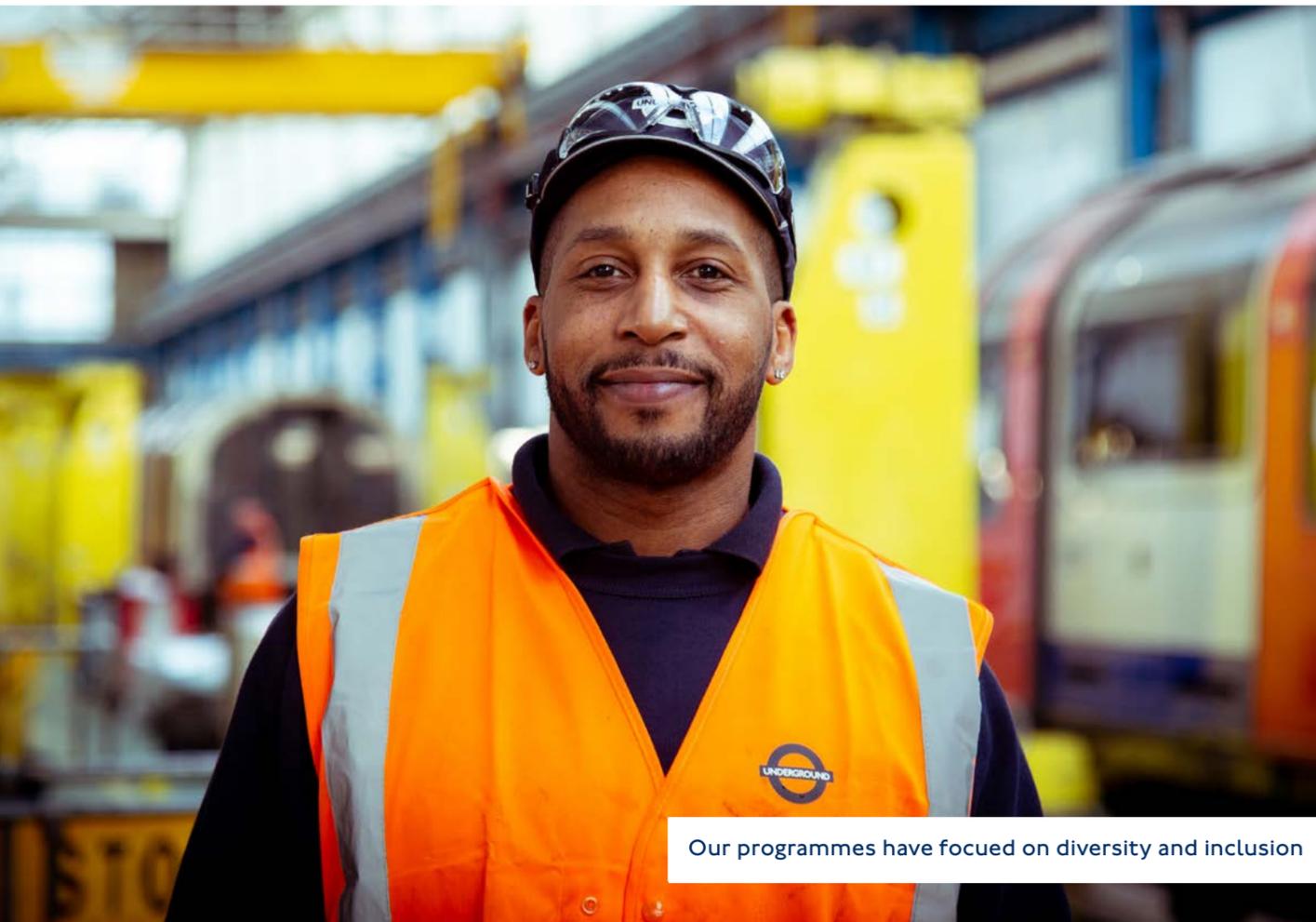
## Apprenticeships and graduate programmes

We are pleased that 53 per cent of our graduate hires were black, Asian and minority ethnic people, up from 27 per cent last year. This increase reflects the introduction of additional schemes including General Management, targeting primarily London universities and continued improvements in our assessment process focusing on evaluating potential and motivation.

Of our apprentice hires, 36 per cent were black, Asian and minority ethnic

people, up from 35 per cent the year before. Last year, our targeted pre-employment programme, Route in to Work, which is delivered by London Transport Museum, included a focus on black, Asian and minority ethnic young people who were not in employment, education or training.

Of the apprenticeship offers made through this route, 67 per cent were to black, Asian and minority ethnic young people.



Our programmes have focused on diversity and inclusion



We are supporting our leaders

## Leadership Foundation

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

We are piloting the tool on 36 existing or aspiring leaders across TfL, with the intention to roll it out further as part of the Leadership Foundation. While this work has been paused during the pandemic, its approach and content are still relevant but we are adjusting it to reflect the revised business priorities.

## Talent acquisition

External hiring presents us with opportunities to impact black, Asian and minority ethnic senior representation. We are pleased to report significant progress in leadership hires from black, Asian and minority ethnic backgrounds, compared to the previous year. We were able to particularly impact hiring at Board level at London Transport Museum.

We brought in senior black, Asian and minority ethnic leadership talent through our non-permanent route, as well as providing a future talent pipeline of Band 4 employees for the Finance Directorate campaign.

We launched Talent Push this year, analysing diverse internal candidates that may have paused their application partway through. A number of black, Asian and minority ethnic employees are currently being coached and sponsored so that we have an internal pipeline of leaders who are ready, engaged and have the leadership potential for a bigger role. This is an area of improvement, which we must continue to focus on.



We improved our senior level representation



We will support our staff and continue to push for race equality

## Our plans for 2020/21

### We will continue to work to close the gap between ethnicity pay

The coronavirus lockdown has affected our staff and customers and, like every other organisation, we have been affected by the strength of feeling arising from the Black Lives Matter movement. Given the pandemic and the global focus on anti-racism and tackling inequalities, diversity and inclusion remain one of our top priorities.

As we look ahead to the work we need to do to close our ethnicity pay gap and more broadly on race equality, we are mindful of the disproportionate impacts of coronavirus on minority communities and our role in supporting our black, Asian and minority ethnic staff through this pandemic, including through our staff risk assessment.

We also restate our commitment to tackling racism and race-related barriers to progression and to taking action that translates this commitment into tangible positive outcomes for our black, Asian and minority ethnic employees.

We will work with our Staff Network Groups to produce a new four-year Pay Gap Action Plan, which will set out plans to reduce gender and ethnicity pay gaps, as well as actions specific to each protected characteristic. It will cover three priority areas:

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

The Pay Gap Action Plan will be supported by local diversity and inclusion plans that will include specific actions to respond to issues raised by our staff in light of the killing of George Floyd. Our senior leaders will also be committing to an anti-racism charter, which will see them working together with our R.A.C.E. Staff Network Group to deliver 'safe spaces' for black, Asian and minority ethnic staff to discuss their experiences of racism.

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## About TfL

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

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

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

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

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

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

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

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

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

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

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

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

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