

Agenda

Meeting: Safety, Sustainability and Human Resources Panel

Date: Wednesday 24 May 2023

Time: 10:30am

Place: Conference Rooms 1 and 2,
Ground Floor, Palestra, 197
Blackfriars Road, London, SE1
8NJ

Members

Dr Lynn Sloman MBE (Chair)

Dr Mee Ling Ng OBE

Dr Nina Skorupska CBE (Vice-Chair)

Mark Phillips

Kay Carberry CBE

Marie Pye

Bronwen Handyside

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How_We_Are_Governed).

This meeting will be open to the public and webcast live on [TfL YouTube channel](#), except for where exempt information is being discussed as noted on the agenda.

There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf.

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact:

James Varley, Secretariat Officer, Email: JamesVarley@TfL.gov.uk.

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Tuesday 16 May 2023

Agenda

Safety, Sustainability and Human Resources Panel

Wednesday 24 May 2023

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

General Counsel

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

Members must not take part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

3 Minutes of the Meeting of the Panel held on 22 February 2023 (Pages 1 - 8)

General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 22 February 2023 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 9 - 14)

General Counsel

The Panel is asked to note the updated actions list.

5 Safety, Health and Environment Report - Quarter 4 2022/23 (Pages 15 - 44)

Chief Safety, Health and Environment Officer

The Panel is asked to note the report.

6 Bus Safety Programme Update (Pages 45 - 52)

Chief Operating Officer

The Panel is asked to note the paper.

7 Initiative to Promote Women in the Bus and Coach Industry (Pages 53 - 68)

Chief Operating Officer

The Panel is asked to note the paper.

8 Human Resources Quarterly Report (Pages 69 - 80)

Chief People Officer

The Panel is asked to note the report.

9 Action on Inclusion Update (Pages 81 - 94)

Chief People Officer

The Panel is asked to note the paper.

10 Our Emerging Colleague Strategy (Pages 95 - 100)

Chief People Officer

The Panel is asked to note the paper.

11 Responsible Procurement (Pages 101 - 124)

Chief Finance Officer

The Panel is asked to note the paper.

12 Safety, Health and Environment Assurance Report (Pages 125 - 140)

Director of Risk and Assurance

The Panel is asked to note the report.

13 Enterprise Risk Update: Environment Including Climate Adaptation (ER3) (Pages 141 - 144)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper and the exempt supplemental information on Part 2 of the agenda.

14 Members' Suggestions for Future Discussion Items (Pages 145 - 148)

General Counsel

The Panel is asked to note the forward plan and is invited to raise any suggestions for future discussion items for the forward plan and for informal briefings.

15 Any Other business the Chair Considers Urgent

The Chair will state the reason for urgency of any item taken.

16 Date of Next Meeting

Wednesday 13 September 2023 at 10.30am.

17 Exclusion of Press and Public

The Panel is recommended to agree to exclude the press and public from the meeting, in accordance with paragraphs 1 and 2 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

Agenda Part 2

18 Enterprise Risk Update: Environment Including Climate Adaptation (ER3) (Pages 149 - 154)

Exempt supplemental information relating to the item on Part 1 of the agenda.

Agenda Item 3

Transport for London

Minutes of the Safety, Sustainability and Human Resources Panel

**Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10.00am, Wednesday 22 February 2023**

Members

Dr Lynn Sloman MBE (Chair)
Dr Nina Skorupaska CBE (Vice Chair) (From minute 16/02/23)
Kay Carberry CBE
Dr Mee Ling Ng OBE
Mark Phillips
Marie Pye (via Teams) (From minute 10/02/23)

Executive Committee

Glynn Barton	Interim Chief Operating Officer
Lilli Matson	Chief Safety, Health and Environment Officer
Fiona Brunskill	Interim Chief People Officer

Staff

Christina Calderato	Director of Transport Strategy and Policy
Andrea Clarke	Director of Legal
Sam Longman	Head of Corporate Environment
Stuart Reid	Head of Insights and Direction
Mike Shirbon	Head of Quality, Safety and Security Assurance
Hannah White	Senior Safety Strategy Manager
Sue Riley	Secretariat Officer

Other Attendees

Catherine Baker	Director, CIRAS
Catherine Barber	Assistant Director, Environment and Energy, Greater London Authority

01/02/23 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Bronwen Handyside. Apologies for lateness had been received from Dr Nina Skorupaska CBE and Marie Pye. Marie Pye was attending via Teams and was able to take part in the discussions but was not counted towards the quorum. The meeting was quorate. Howard Carter, General Counsel, was unable to attend the meeting and Andrea Clarke was deputising.

The Chair welcomed everyone to the meeting. The meeting was also being webcast live to TfL's YouTube channel to ensure the public and press could observe the proceedings and decision making.

The Chair reminded those present that safety was paramount to TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with the appropriate member of the Executive Committee after the meeting.

The Chair, on behalf of the Panel, passed on condolences to the family of Oscar Roith, CB; FREng; FIMechE; FRSA; DSc; MA(Cantab), who passed away on 6 February 2023, aged 95. Oscar was appointed to the Board of London Transport following the Fennell Enquiry into the King's Cross Fire where he served as a Member from 1988 to 1995 and was the Chair of its Safety Audit Committee.

London owes Oscar a debt of thanks as his leadership drove significant improvements in safety and reduced crime across the bus, Tube and rail networks. He was instrumental in overseeing the implementation of safety improvements, including the smoking ban, on London Underground, following the King's Cross Underground station fire of 1987. His focus on improving collaboration between management, unions, staff and the British Transport Police and revamping training programmes created a much improved safety culture.

02/02/23 Declarations of Interests

Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date. Mark Phillips declared an interest in Item 5 (05/02/23) in his capacity as Director of CIRAS Limited and Railway Documentation Drawing Services Limited.

There were no other interests to declare that related specifically to items on the agenda.

03/02/23 Minutes of the Meeting of the Panel held on 16 November 2022

The minutes of the meeting of the Panel held on 16 November 2022 were approved as a correct record and the Chair was authorised to sign them.

04/02/23 Matters Arising and Actions List

Andrea Clarke introduced the paper, which set out progress against actions agreed at previous meetings of the Panel.

The Panel noted the updated actions list.

05/02/23 Presentation from CIRAS

Lilli Matson and Catherine Baker introduced the annual report from CIRAS (Confidential Incident Reporting Service), examining trends and themes across TfL.

TfL welcomed the role of CIRAS in providing an independent reporting service and in highlighting the importance of raising the profile of safety reporting across the organisation.

All individual reports received by CIRAS were fully investigated and fed back to the reporter, who had further opportunity to respond, until a satisfactory resolution was reached by all parties.

The Panel noted the paper and presentation.

06/02/23 Safety, Health and Environment Quarterly Report – Quarter 3 2022/23

Lilli Maston introduced the report, which provided key information and trends reported in Quarter 3 of 2022/23 (18 September to 10 December 2022).

Following discussions with the Chair and Vice Chair, staff were reviewing the style of the quarterly report to ensure a more concise and strategic approach, with a focus on work in progress and key trends.

An update was provided on the 2 December 2022 pre-inquest review hearing related to the death of a self-employed contractor at Waterloo Underground station on 18 September 2019, at which London Underground was an interested person. A further hearing would take place on 4 April and the inquest would take place before a jury from 5 to 16 June 2023.

A letter from the National Union of Rail, Maritime and Transport Workers had been sent to the Mayor regarding station staffing and TfL had sent a response outlining the detailed process of safety risk assessment used when assessing staffing at stations.

It was agreed that data would be provided in future reports on progress against relevant targets within the Mayor's Transport Strategy. **[Action: Lilli Matson]**

An update would be provided to a future meeting on the project involving three bus operating companies and the collection of data relating to slips, trips and falls.

[Action: Lilli Matson]

Improvements in platform safety was limited by design at older stations and therefore changes in passenger behaviour would be the most effective mitigation.

Members highlighted the importance of a change in motorcyclist speed compliance in Low Traffic Zones and the need for targeted enforcement and awareness raising.

The upward trend in recorded workplace injuries can be linked to increased reporting of workplace violence due to increased awareness and a zero tolerance approach. It was hoped that the use of body cameras and criminal prosecutions by TfL would act as a deterrent.

As many slip, trip and fall incidents were related to intoxication, it was agreed that staff would consider how partnership working with the hospitality sector could help reduce alcohol related incidents on the transport network. **[Action: Lilli Matson]**

The Panel would continue to closely monitor Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) incidents within the Capital Directorate.

The Panel noted the report.

07/02/23 Pan-TfL Fatigue Management Programme Update

Hannah White introduced the overview of the Fatigue Management Programme and approach to developing a pan-TfL Fatigue Management Plan.

The Panel welcomed the paper, and the pro-active approach to fatigue management reporting. The importance of ensuring staff take adequate rest days and the impact of second jobs, within the context of the cost of living pressures, were discussed. While second jobs were not monitored by the current system, , it was noted that this was a relevant issue for future monitoring systems.

The Panel noted the paper.

08/02/23 London-Wide Ultra Low Emission Zone

Christine Calderato presented the update on the London-wide Ultra Low Emission Zone (ULEZ).

Members were advised that an application for judicial review had been made by the London Boroughs of Hillingdon, Harrow, Bexley and Bromley and Surrey County Council challenging the Mayor's decision made on 24 November 2022 to confirm the expansion of the ULEZ London-wide and to approve £110m in funding for the associated scrappage scheme. TfL was also named as an interested party.

The importance of a need for a clear communication strategy was highlighted.

It was agreed that a Panel briefing would be arranged on the details of the ULEZ scheme.
[Action: Secretariat]

The Panel noted the paper.

09/02/23 TfL Climate Change Adaption Plan

Sam Longman introduced the draft TfL Climate Change Adaptation Plan, setting out the actions TfL is undertaking to prepare for the impacts of climate change and reduce the risk of climate impacts on London's transport network.

As an immature and complex field, TfL was being seen as a leader in this area. Staff training, internal and external engagement and inclusion in TfL's business as usual activities, such as procurement and project approvals, were all highlighted.

Members noted the importance of investment in assets and the need to build those costs into TfL's capital programmes and seek ways to unlock external funding such as grants and private investment. Staff up-skilling and development of climate adaption risk management were also highlighted as areas for improvement.

The Greater London Authority welcomed the Plan and the involvement in its drafting and would welcome the opportunity to help accelerate the carbon literacy training programme. The Chair thanked Catherine Barber for attending the meeting and for her valuable input and the collaborative approach in developing the Plan.

A place based investment approach which unlocked initiatives and benefits would be more likely to attract private investment and avoid “cherry picking”.

TfL capital investment projects seeking financial authority would be required to demonstrate consideration of climate change and adaptation measures.

Further updates would be provided to the Panel at future meetings.

The Panel noted the paper.

10/02/23 Human Resources Quarterly Report

Fiona Brunskill presented the update on key activities across the Chief People Office Directorate for the period November 2022 to January 2023.

The format of the report had been changed to reflect a more strategic approach to tracking scorecard data and this was welcomed. In future reports the Panel requested that progress and outcomes are tracked. **[Action: Fiona Brunskill]**

The People Leaders Framework had been well received by staff, particularly within the Customer Services teams.

Staff financial wellbeing, use of food banks and overtime working, as previously discussed, were important qualitative measurements on how the cost of living crisis impacted health, safety and pay discussions.

The Panel noted the report.

11/02/23 Safety, Health and Environment Assurance Report

Mike Shirbon introduced the paper, which provided an overview of the effectiveness of the risk controls for Enterprise Risk 1 (ER1) – ‘Inability to deliver safety objectives and obligations’, Enterprise Risk 3 (ER3) – ‘Environment including climate adaptation’ based on second line of defence audit work by the Quality, Safety and Security Assurance team and third line of defence work by the Internal Audit team. Information was also provided on Enterprise Risk 6 (ER6) – ‘Deterioration of operational performance’ and Enterprise Risk 4 (ER4) – ‘Significant security incident’, as they correlated to ER1.

Significant progress had been made on reducing overdue actions.

A number of internal audits were being carried out in the Climate Adaption team, as part of a staged process.

The Panel noted the paper.

12/02/23 Enterprise Risk Update – Attraction, Retention, and Wellbeing of Our Employees (ER2)

Fiona Burnskill introduced the paper and related supplementary information on Part 2 of the agenda, which provided an overview of Enterprise Risk 2 (ER2) – ‘Attraction, retention, and wellbeing of our employees’.

Staff turnover was currently highest in the Finance and Communications teams.

Members asked to be provided with further assurances regarding the controls and mitigation measures. **[Action: Fiona Brunskill]**

Employment data, excluding non-permanent labour, would be provided to Members CBE. **[Action: Fiona Brunskill]**

The Panel requested that further disaggregated data on retirement profiles be included in future reports to inform workforce planning. **[Action: Fiona Brunskill]**

The Panel noted the paper and the supplementary information on Part 2 of the agenda.

13/02/23 Members' Suggestions for Future Agenda Discussions

Lilli Matson and Stuart Reid presented the proposed forward plan for 2023/24.

Any issues raised at Board meetings would be incorporated into the Quarterly Safety, Health and Environment Reports.

Members stressed the importance of addressing cross cutting themes and not just single issue items.

The Panel agreed the proposed approach to future papers and the forward plan.

14/02/23 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

15/02/23 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 24 May 2023 at 10.30am. All future Panel meetings would start at the later time of 10.30am.

16/02/23 Exclusion of Press and Public

The Panel agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the item on: Enterprise Risk Update – Attraction, Retention, and Wellbeing of Our Employees (ER2).

The meeting closed at 12.22pm.

Chair: _____

Date: _____

[page left intentionally blank]

Date: 24 May 2023

Item: Actions List

This paper will be considered in public

1 Summary

- 1.1 This paper informs the Panel of progress against actions agreed at previous meetings.

2 Recommendation

- 2.1 **The Panel is asked to note the Actions List.**

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes of previous meetings of the Panel

Contact Officer: Howard Carter, General Counsel
Email: HowardCarter@tfl.gov.uk

[page left intentionally blank]

Safety, Sustainability and Human Resources Panel Actions List (reported to the meeting on 24 May 2023)

Actions from the meeting held on 22 February 2023

Minute No.	Description	Action By	Target Date	Status/note
06/02/23 (1)	<p>Safety, Health and Environment Quarterly Report – Quarter 3 2022/23</p> <p>Data to be provided in future reports on progress against relevant targets within the Mayor's Transport Strategy.</p>	Lilli Matson	24 May 2023 meeting.	This will be incorporated into Quarterly Reporting, the Q4 report has commentary on the MTS Vision Zero 2022 target.
06/02/23 (2)	<p>Safety, Health and Environment Quarterly Report – Quarter 3 2022/23</p> <p>An update would be provided to a future meeting on the project involving three bus operating companies on the collection of data relating to slips, trips and falls.</p>	Lilli Matson	Ongoing.	The project is underway, and the Panel will receive an update later in the year.
06/02/23 (3)	<p>Safety, Health and Environment Quarterly Report – Quarter 3 2022/23</p> <p>Staff to consider how partnership work with the hospitality sector could help reduce alcohol related incidents on the transport network.</p>	Lilli Matson	Ongoing.	This will be taken into consideration as the next intoxication plan is developed.

Minute No.	Description	Action By	Target Date	Status/note
08/02/23	London-Wide Ultra Low Emission Zone (ULEZ) A Panel briefing to be arranged on the details on the ULEZ scheme.	Christina Calderato/ Secretariat	4 May 2023.	Briefing took place on 4 May 2023.
09/02/23	TfL Climate Change Adaption Plan Regular update reports on progress and outcomes to be provided at future meetings.	Sam Longman	21 February 2024	Adaption Update on SSHRP Forward Plan.
10/02/23	Human Resources Quarterly Report Scorecard progress and outcomes to be tracked in future reports.	Fiona Brunskill	-	Future reports will include tracking information.
12/02/23 (1)	Enterprise Risk Update – Attraction, Retention and Wellbeing of Our Employees (ER2) Members to be provided with further assurances regarding the controls and mitigation measures.	Fiona Brunskill	Ongoing	Controls and mitigations will be reported throughout the year.
12/02/23 (2)	Enterprise Risk Update – Attraction, Retention and Wellbeing of Our Employees (ER2) Employment data, excluding non-permanent labour, to be provided to Kay Carberry CBE.	Fiona Brunskill	-	The original data in the appendices excluded non-permanent labour.

Minute No.	Description	Action By	Target Date	Status/note
12/02/23 (3)	Enterprise Risk Update – Attraction, Retention and Wellbeing of Our Employees (ER2) Further retirement profile data to be provided.	Fiona Brunskill	24 May 2023	Data is provided within the Human Resources Quarterly Report at this meeting.

[page left intentionally blank]

Date: 24 May 2023

Item: Safety, Health and Environment Report – Quarter 4 2022/23

This paper will be considered in public

1 Purpose

- 1.1 This paper and appendix present the key information and trends reported in the Safety, Health and Environment (SHE) Quarterly Report for Quarter 4 (Q4) of the 2022/23 financial year.
- 1.2 The data covers the period from 11 December 2022 to 31 March 2023, unless specified.

2 Recommendation

- 2.1 The Panel is asked to note the report.

List of appendices to this report:

Appendix 1: Safety, Health and Environmental Performance – Quarter 4 2022/23

List of Background Papers:

None

Contact Officer: Lilli Matson, Chief Safety, Health and Environment Officer
Email: LilliMatson@tfl.gov.uk

[page left intentionally blank]

Appendix 1

Safety, Health and Environment Quarterly report

Quarter 4 2022/23

24 May 2023



EVERY JOURNEY MATTERS

Table of Contents

Safety, Health and Environment Quarterly report	3
Introduction and Executive Summary	3
Mayor's Transport Strategy and Scorecard	4
Safety (Customer)	4
Road safety performance	4
Public transport performance	6
Capital	7
Legal and Coroners Updates	9
Security (Colleague)	10
Work-related Violence and Aggression	10
Health (Colleague)	12
Coronavirus Memorial	12
Sickness absence data	12
Health updates	12
Reset Health	13
Health Surveillance	13
Occupational Health IT System	14
Environment (Green)	15
London-wide Ultra Low Emission Zone (ULEZ)	16

Safety, Health and Environment Quarterly report

Introduction and Executive Summary

This Safety, Health and Environment (SHE) Quarterly report summarises our performance in Quarter 4 of 2022/23, identifies strategic trends and progress towards our SHE-related Vision and Values roadmaps. The data covers the period from 11 December 2022 to 31 March 2023, unless specified.

In Quarter 4, there was a continuation of our peer-led Carbon Literacy training. This training is an accredited course given to colleagues across the business. The purpose of the training is to raise awareness about carbon. It is also an opportunity for TfL and individuals to reduce not just our carbon emissions but our carbon consumption to help mitigate and adapt to climate change.

In Quarter 4, we met our in-year targets for reducing injuries to people in road traffic collisions and injuries to people on or in collision with a bus. However, provisional data up to the end of 2022 shows that we are not on track to achieve our interim Vision Zero objective. In addition, in Quarter 4 we achieved our targets for reducing customer injuries. However, the standard target for workforce injuries was missed, while the floor target was met. The data behind these scores is explained in the safety section of this report.

Work-related violence and aggression (WVA) towards our people and those of our operators and contractors continues to be a challenge. During Quarter 4, there were 2,798 incidents of WVA reported across all

modes, which was higher than Quarter 3 2022/23.

Fare evasion continues to be the most common trigger for WVA accounting for 33 per cent of all incidents.

COVID-19 remained the top cause of short-term staff absence and significantly increased as a proportion of total staff absence, from 27 per cent in Quarter 3 to 44 per cent in Quarter 4. Mental health and musculoskeletal-related health remained the top two causes of long-term absence, which is in line with the national average. Our Occupational Health team continues to run events aimed at giving staff the tools to better look after their mental health.

Shortly after the Quarter, on 26 April 2023, the Mayor and TfL Commissioner formally opened a memorial to the colleagues within the TfL family that lost their lives as a result of the coronavirus pandemic.

Mayor's Transport Strategy and Scorecard

Our role is to enable London to move safely and sustainably, in line with the goals of the Mayor's Transport Strategy (MTS). This includes increasing the attractiveness of public transport and making cycling and walking safer, easier and more convenient.

One of the central policies of the MTS is Vision Zero, aiming to eradicate deaths and serious injuries from London's streets by 2041. We are also striving to achieve Vision Zero on our public transport network and amongst our workforce.

Figure 1: Quarter 4 2022/23 Scorecard

Measure	Unit	Q4 Target	Q4 Actual
People killed or seriously injured in road traffic collisions per million journey stages	Killed or seriously injured per million journey stages	0.33	0.24
People killed or seriously injured in road traffic collisions in or by a London bus (per million surface journey stages)	Killed or seriously injured per million journey stages	0.020	0.017
Customer all injuries per million passenger journeys	All injuries per million journeys	2.58	2.15
Workforce all injuries	Number of workforce injuries	389	490

The table above sets out the relevant annual scorecard metrics, accompanying targets and actual performance.

Safety (Customer)

Road safety performance

In Quarter 4, sadly 900 people were killed or seriously injured on London's roads; 879 were seriously injured and 21 were killed. Approximately 79 per cent of people killed or seriously injured were people walking, cycling, or riding a motorcycle. Figure 1

shows that during Quarter 4 we met our scorecard target which forms part of a general downward trend.

While we have met the Quarter 4 Scorecard target, the overall strategic trend shows that by the end of 2022 we had achieved a (provisional) 40 per cent reduction in deaths and serious injuries against our 2005-09 MTS baseline, and a (provisional) 54 per cent reduction in fatal or serious injuries on or by a bus. This is positive progress and London has outperformed the national trend and that of comparable cities. However, we have not achieved the interim MTS Vision Zero targets for 2022 of a 65 per cent reduction in all injuries and a 70 per cent reduction in those involving a bus.

In order to accelerate our progress towards the 2030 interim Vision Zero target, we will need to ensure continued focus on delivery of our Vision Zero Action Plan (VZAP). We are also working on the next iteration of the VZAP, beyond the current delivery period of 2024/25. We will be sharing our approach with the Panel as this work progresses.

Figure 2 in the annex to this document shows that the number of people killed or seriously injured on or by a bus is lower than previous quarters this year and that we have met the scorecard target for this quarter. However, overall, in 2022 we saw higher numbers of serious injuries to bus passengers compared to the 2017-19 pre-pandemic average, with slips, trips and falls (STF) being the most common. In 2023, to date, we have seen a return to more typical patterns.

We have a range of activities currently underway, as outlined below, to help meet the MTS targets.

Safe Speeds

From December 2022 to March 2023, new 20mph speed limits came into force on over 29.5km of TfL roads in Camden, Islington, Hackney, Tower Hamlets, Haringey and Wandsworth. Further consultation, concept and detailed design is now being carried out for 78km of our roads included in the programme. This will enable us to meet our target of 220km of our roads having a 20mph speed limit by May 2024 and complete our 10mph speed limit reduction on 140km of TLRN.

Safe Streets

Work at 43 of the 73 junctions included in the Safer Junctions programme is now complete. In the last quarter, we commenced construction at the York Road roundabout in Wandsworth (due for completion in April 2023) and the consultation on the second phase of improvements at Battersea Bridge junction with Cheyne Walk closed.

We are continuing with design and outcome planning work on the remaining junctions, and we are committed to public engagement on potential changes to 10 further Safer Junctions by the end of 2024. One further junction at Holloway Road/Drayton Park is scheduled to start construction in spring 2024.

Safe Vehicles

Direct Vision Standard (DVS)

TfL's world-first DVS, which reduces lethal blind spots on lorries is already helping to save lives and prevent life-changing injuries. Over 122,641 penalty charge notices were issued where heavy goods vehicles entered London without a permit since the introduction of the scheme up to the end of Quarter 4 2022/23.

In February 2023, we launched a public consultation on the next phase of the DVS

scheme, due for implementation on 28 October 2024.

Intelligent Speed Assistance (ISA) in the TfL fleet

In January 2023, we published an evaluation of the ISA retrofit programme to determine how effective the technology has been in our fleet. It found a 62 per cent reduction in speeding incidents amongst vehicles fitted with ISA, with reductions seen across all speed limits. There was also no increase observed in the number of harsh braking, harsh cornering, or harsh acceleration incidents in vehicles fitted with the technology. The results from the evaluation are extremely positive and will help us continue to make the strategic case for the benefits of ISA technology and its inclusion in vehicle design standards.

Bus Safety Standard

We have continued to apply the Bus Safety Standard to all buses entering service in London, with 942 buses now meeting either the 2019 or 2021 Bus Safety Standard. All of these buses have ISA technology and a retrofit of a further 1,200 buses has also been completed, meaning that around one-third of the London bus fleet now has ISA. More than 800 quiet-running buses have Acoustic Vehicle Alerting Systems and around 850 buses have Camera Monitoring Systems.

Safe Behaviours

Enforcement

The Metropolitan Police Service (MPS) undertakes significant and wide-ranging activity to reduce road danger and prevent harm to all road users. In 2022/23¹, the MPS dealt with:

¹ We do not yet have complete data for financial year 22/23 – data covers April 2022–Feb 2023 inclusive.

- 677,404 road traffic offences through enforcement action² (93 per cent of all road traffic enforcement action taken by the MPS was for priority offences)³;
- 558,252 speeding offences (including 92 per cent through safety cameras, six per cent through mobile safety cameras, two per cent through roadside enforcement). We are working towards having the capacity to enforce up to one million speeding offences by 2024/25.

The above traffic enforcement results are provisional and are subject to change as more offences are processed.

During this period and through the London Borough Speed Reporting process we received a total of 14 requests for speed enforcement from nine London boroughs and TfL departments. Of these 14 reports, four locations have had enforcement activity and the results have been communicated to the relevant borough. Four have been tasked for enforcement activity and the final six are awaiting a police risk assessment.

Post Collision Learning

On 18 April we published our report on 'Inequalities in road danger in London (2017-2021)' showing that deprivation, gender, age and mode of transport all have a significant impact on the risk of being killed or seriously injured in a collision on the road network.

This research shows that continued action is needed to protect communities shown to be at higher risk of collisions. We will continue to analyse the cause of inequalities in road safety in collaboration with boroughs, police

² Enforcement action includes Traffic Offence Reports which are issued by police at the roadside, arrests or Notices of Intended Prosecution for offences enforced through safety cameras or evidence provided members of the public (e.g. headcam or dashcam footage).

and other stakeholders, to help target future road safety programme planning and investment for infrastructure schemes and drive further action to make London's roads safer.

Victim support

Lives of victims, their families and loved ones are changed as a result of a serious collision, but most are not getting the support they need.

TfL is exploring options for enhancing victim support through agencies that specialise in road trauma support. Our aim is to increase the number of people supported and improve the offer of support to those left bereaved or with life-changing injuries.

We are working with the MPS to explore formal mechanisms for proactive referral in the aftermath of a collision, removing the burden from victims and bereaved families of having to seek out help.

Public transport performance

We are saddened to report that in Quarter 4 we had one fatality on the Northern line. Our deepest condolences remain with families and friends of the victim. There were 70 customers seriously injured, 49 were due to STF. Twenty-nine STF incidents happened on buses as passengers were alighting or lost balance when brakes were applied.

Overall, incidents reported this quarter are higher than Quarter 3 2022/23, although noting that Quarter 4 contains an additional period. It should be noted that the metrics excludes suspected deliberate acts.

³ The MPS prioritises its enforcement on the offences that cause the greatest risk and harm on London's roads. This includes speeding, mobile phone offences, driving under the influence of drugs and alcohol, red light offences, careless or dangerous driving, driving without a licence or in an uninsured vehicle or driving while disqualified

Major incident details as below:

Tooting Broadway station

On 21 December 2022, an older female wheelchair user accompanied by her son, sustained a fall on the escalator with fatal injuries.

Victoria London Underground station

On 5 March 2023, a passenger who was standing on the platform white line was seriously injured after being hit by approaching Victoria line train as it entered the station.

Emerging issues or insights

In Quarter 4 there were two incidents involving children's shoes becoming trapped in escalators:

- 30 December – incident at South Kensington where a three-year-old child experienced damage to his foot;
- 13 February – another incident at South Kensington on an escalator resulting in a boy's shoe being trapped.

As a result, we initiated an urgent review of escalator safety, leading to the formation of Escalator Safety Steering Group, with a range of industry stakeholders. We have adopted immediate actions including increasing colleague briefings and enhanced customer information and are developing medium and longer term initiatives to take a strategic approach to this issue.

Track Access Safety

Safe access to rail track environments is one of the highest railway risks in the UK. An

internal diagnostic process has identified safe access to our rail track environments as one of our top 14 SHE risks.

We are carrying out a strategic and systematic investigation of the causes and consequences of colleagues and customers/members of the public accessing the track which seeks to establish a holistic view. Also, we will strengthen our existing and planned control measures and ensure we achieve quick wins where possible, for example we have significantly improved signage at a number of locations across the London Underground (LU) network, including depots and sidings and more complex areas, such as multi-track sites and major junctions and locations.

Slips, Trips and Falls Workstream

We know that preventing STF incidents has been a longstanding challenge for TfL and we have therefore extended our initial Deep Dive Analysis conducted on buses to all TfL modes. We aim to achieve a shared understanding of existing analysis on why STF incidents happen and what further interventions are feasible.

Fatigue Management Steering Group

We have been continuing to develop a program to better support our night workers, part of our wider Fatigue Management activity. The programme will provide shift workers with education and advice on how to manage fatigue through physical installations and tailored sessions. We are looking to pilot the approach across different bus station, maintenance depot and office control centres in 2023/24. Subject to this pilot and evaluation being successful, we will consider rolling the interventions out further.

Capital

Capital includes activity under the Chief Capital Officer as well as maintenance activity for which the Chief Operating Officer

is responsible. In Quarter 4, our Capital teams worked a combined total of 2.6 million hours; an increase of 0.6 from the previous quarter.

Quarterly performance

There was one incident reported under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) in Quarter 4, taking the annual total to seven. As a result, the RIDDOR accident frequency rate for the Capital area fell, ending the year at 0.07.

During the same period there were five lost time injuries (LTIs) reported, which are injuries which cause an employee to be absent for one or more shift. Although this represents a reduction on Quarter 3, the frequency rate remains stable due to the relative increase in the number of LTIs reported during the second half of 2022/23.

In total, there were 18 injuries reported during Quarter 4, four more than reported during Quarter 3. However, the long-term trend of workforce injuries in Capital continues to decline year-on-year as we work towards our zero harm ambitions.

Annual trends

Manual handling incidents were the most common type of injury to members of our workforce during 2022/23, closely followed by STF. Amongst root causes identified, insufficient task planning, inadequate risk assessments and issues with the working environment were particularly prevalent.

Significant incidents and near misses

In addition to recorded injuries, we also capture and review incidents that could have resulted in harm. This quarter, they included:

Old Street beam: During a night shift on the Old Street project, one of our subcontractors

drilled into a structural beam supporting the carriageway. In response, the contractor installed temporary props and surface level barriers to prevent traffic flow in the area. An investigation is in progress which will consider whether this could have been identified and prevented at the design stage.

Four Lines Modernisation (4LM): The new train control system was successfully introduced in both Signal Migration Areas 6 and 7 during Quarter 4, which was a significant achievement, and system reliability so far has been very good.

Of concern has been the identification of safety-related software defects in the train control system – which were not triggered by the “Go Lives”. While it is not unusual for there to be some software defects, these have required specific operational measures to mitigate risks. We are working with our supplier to rectify these defects as soon as possible, and we have kept the Office of Rail and Road informed.

Fencing panels: In East London, several fencing panels between one of our tracks and local residents’ gardens became loose, leading to risk of people being able to access the track. Immediate action was taken, with our Civils team securing the fence.

Asset damage at Beckton Depot: A small steel post and concrete base was installed at a site in the depot to support future assets. The first DLR passenger train to pass this site struck the post, knocking it over. The train operator and shunter reported the strike, and all installations within gauge stopped. The team moved the post and base in question further away from the track. Investigation completed and lessons shared to prevent recurrence across all duty holders.

IFS Cloud Cable Car ISO audit

In January 2023, a scheduled independent check of asset management of our supplier MACE – the operators of the IFS Cloud Cable Car – found that it was managing assets in line with the recognised industry standard (ISO 55001). The audit was carried out by The British Standards Institute and having up to date assurance checks is a requirement of TfL's Asset Management Policy. This provides us with the confidence that the cable car operation, and its associated equipment, continues to be safe for our customers to use. As part of the regular maintenance regime, the operator has also recently undertaken a major exercise to upgrade the cables used by the cable car.

Keeping in touch with our suppliers

On 7 February 2023, we held a TfL Capital/supplier "Keeping in Touch" event on the topic of Non-Road Mobile Machinery (NRMM) emissions. This topic was chosen as it ties in with our ambitions for cleaner air and healthy streets in London, there is a NRMM Low Emission Zone for Greater London, and the Greater London Authority has a process for registering NRMM on sites, which is now a requirement for TfL suppliers. The requirements to progressively use "cleaner" plant and equipment will help to stimulate demand for less polluting equipment from manufacturers and complement other "London-wide" measures for air quality.

Legal and Coroners Updates

Miriam Boulia – On 4 February 2022, Ms Boulia was fatally injured after being involved in a collision with a bus at the junction of Great Eastern Street and Curtain Road in Hackney.

An inquest took place on 21 November 2022 at Poplar Coroner's Court. TfL provided a report to the Coroner to assist with any prevention of future death matters. The Coroner gave a conclusion of road traffic collision. The Coroner has issued a Prevention of Future Deaths report and a response was sent on 6 February 2023.

Christian Tuvi – In the early hours of 18 September 2019, Mr Tuvi, who was an engineer, was fatally injured whilst working on a moving walkway at Waterloo station. The Coroner opened the inquest on 30 September 2019, and adjourned it pending the outcome of investigations by BTP and the ORR. RAIB is aware of the incident. The ORR liaised with LU to ensure that the moving walks were safely returned into service. BTP has completed its investigation and handed over to the ORR.

Two pre inquest review hearings have taken place. The inquest is listed for 5-16 June 2023 before a jury. LU is an interested person and has provided witness evidence to the Coroner.

Melissa Burr - On 10 August 2021, Ms Burr was walking between two buses when one of them moved rapidly forward and crashed into the back of the other. Ms Burr was struck and died at the scene from her injuries and another two people were injured.

The inquest was opened and adjourned pending the prosecution of the driver of the bus and investigation by the Health and Safety Executive (HSE). The driver of the bus pleaded guilty to causing death by careless driving which was rejected by the court. The trial on the remaining charges of causing death by driving dangerously and seriously injuring another woman by driving dangerously in the same crash began on 20 March and the jury were unable to reach a verdict. A further trial has been listed for 29 August 2023.

There was an HSE investigation concerning the layout of Victoria Bus station. The HSE issued a Notice of Contravention to TfL on 23 December 2022 identifying a number of health and safety breaches and the actions that TfL must take to address the breaches. TfL has provided an action plan in response to the HSE, following a review a further point was raised by the HSE in respect of risk assessments which TfL has responded to.

On rail modes (LU, LO, DLR, Elizabeth line and London Trams) there were 75 VWI offences reported to the police, 34 per cent (19 additional offences) higher than the previous year.

Solved rate for WVA offences investigated by the police

Between October 2021 to September 2022 (figures are reported six months in arrears to allow time for progression through the criminal justice process) the solved rate for violence and public order recorded offences was 14 per cent – five per cent lower than the previous 12-month period.

Solved rates increase in line with the severity of the incident and were higher for violence offences (17 per cent) compared with public order offences (10 per cent).

The solved rate varies by mode with a solved rate of 12 per cent for bus-related offences, 15 per cent for LU, and 13 per cent for all other rail modes combined.

Staff willing to support police investigations

The percentage of staff willing to support a police investigation was 66 per cent for violence and public order recorded offences, down from 70 per cent compared to the previous 12-month period. There are many reasons that victims choose not to support a police investigation including their confidence in judicial system and likelihood of a successful outcome, concerns about reprisal from offenders and needing to support a protracted court process. We are working with our police partners to better understand the reasons for this so we can address them and support our colleagues through the court process. Our WVA team, now fully resourced, will make contact with victims early on to offer support.

Insight into WVA triggers

Fare evasion continues to be the most common trigger for WVA accounting for 33 per cent of all incidents. The proportion of incidents triggered by fare evasion remained at a similar level to Quarter 3. During Quarter 4, 445 WVA incidents were triggered by fare evasion on the LU network, and 340 across the other travel modes (buses, roads, Elizabeth line, LO, DLR and London Trams).

A significant proportion of incidents in Quarter 4 (640 incidents, 27 per cent) were triggered by customers behaving aggressively or anti-socially. This is noticeably higher on the bus network, where 38 per cent of reported WVA has been triggered by aggressive or anti-social customer behaviour.

294 WVA incidents during Quarter 4 (10 per cent) involved a customer who was believed to be intoxicated. Intoxication being a factor in WVA is higher on the LU network, where 12.4 per cent of reported WVA involved a customer believed to be intoxicated.

Progress against the WVA action plan

Our WVA strategy sets out our commitments to our people and key activity we will undertake to eliminate WVA and support those who experience it.

To deliver our WVA strategy, we committed to increase the size of our work-related violence team, this new team started their work in January 2023. We now have a team of six people dedicated to activities to prevent WVA, and a pan-TfL, integrated support and investigation team to provide victim support to those who experience and supporting the police with their investigations.

In February 2023, we completed the phase 2 roll out of body worn video cameras which saw a further 300 devices rolled out to colleagues at risk of WVA. Engagement sessions have been held at Dial-a-Ride

depots across London (Croydon, Wimbledon, Woodford, Mandela Way, North Wembley and Palmers Green) to discuss the benefits and importance of using body worn video.

A key part of our WVA prevention work is engaging with front line colleagues – both TfL and those of our operators - at operational locations, including bus garages and bus and LU stations. These visits are to discuss WVA, conflict de-escalation techniques, the importance of reporting and the support we can provide to colleagues. We have held visits to Tottenham, Thornton Heath, South Croydon, Brixton, Enfield and Norwood bus garages and Walthamstow Bus Station. Sessions also continue at 20 LU stations with new locations including Camden Town and Liverpool Street stations.

Our Transport Support and Enforcement Officers continue to play a key role in tackling WVA against our people by dealing with anti-social behaviour and enforcing TfL byelaws. In Quarter 4, our officers carried out over 1,800 station/network visits, dealing with over 2,500 non-compliant individuals. Officers gained compliance through advice and guidance in approximately half these cases. In those cases where compliance could not be obtained 470 individuals were directed to leave our network or premises, 327 individuals were refused entry or to travel and 39 individuals were physically guided/removed from our services for their antisocial behaviour. Officers reported 406 individuals for prosecution.

Significant Prosecutions in Quarter 4

Piccadilly Circus station

On 25 October 2022, a man was violent and aggressive towards colleagues and customers at Piccadilly Circus station, kicking and punching a colleague. He was arrested and detained. Body worn video

footage provided key evidence. On 1 February 2023, the man pleaded guilty at Westminster Magistrates' Court due to his offending history and guilty plea, he was sentenced to a six-week prison sentence and an order to pay £154 in victim surcharge costs.

St Paul's station

On 25 June 2022, a man became abusive towards a colleague at St Paul's station over a fare dispute, before spitting at them.

A spit kit was used to collect evidence. On 6 March 2023, the man pleaded guilty at Westminster Magistrates' Court. He was given a community order which included: an electronically monitored home curfew for 12 weeks and an order to pay costs and compensation totalling £585.

Route 430

On 9 January 2023 onboard a route 430 bus, a male customer smashed the glass in the driver's side window/door causing injury to the driver. The suspect was arrested at the scene and charged. On 11 January 2023 the male appeared at Marylebone Magistrates' Court and was found guilty of criminal damage/common assault, fined £300 and ordered to complete one day's detention in the courthouse and pay a victim surcharge of £120.

Health (Colleague)

Coronavirus Memorial

Since the beginning of the coronavirus pandemic more than 100 transport workers have tragically passed away due to Covid-19. On 26 April 2023, accompanied by some of our affected colleagues' families, the Mayor of London, TfL Commissioner and Deputy Mayor for Transport formally opened a memorial to those workers. This place of remembrance, in Braham Street, is intended as a place of reflection and memorial. Our condolences go to all colleagues and their families who have been affected by COVID-19.

Sickness absence data

Mental health and musculoskeletal absence remain the main reason for absence, and this is the case in general across the UK.

In Quarter 4, COVID-19 remained the top cause of short-term absence. There was a significant increase in percentage as it went from 27 per cent in Quarter 3 to 42 per cent in Quarter 4.

Health updates

Following the Government's recent Budget highlighting the health of the working age population, TfL's Head of Occupational Health and Wellbeing was invited to attend a roundtable on occupational health on 22 March 2023 with Sir Chris Whitty CMO for England and other leaders in occupational health to discuss ways to take forward the occupational health agenda.

TfL already provides a wide range of support for our employees with regards to mental health and musculoskeletal health. In February 2023 our in-house provision of trauma counselling and physiotherapy was

outsourced to a provider who is able to offer face to face treatment across a wide geographical area thus improving accessibility to treatment for employees.

Reset Health

Reset Health joined forces with TfL in December 2021 to help its employees to be more resilient and healthier going into the COVID-19 winter of 2021/22. Specifically, the programme aims to reverse the conditions of those living with diabetes/pre-diabetes, as well as obesity/overweight. This was also in response to findings of our Well@TfL health checks which showed that of those undergoing checks the rate of being overweight or obese is higher than in the general population.

In February 2023, they published a report with regards to the positive outcomes experienced by the first cohort of 51 TfL employees on their Roczen programme.

While this is a relatively small cohort, the results we observe show outcomes in line with, if not better, than equivalent Tier 2 weight loss programmes [S.A. Jebb et al (2011), The Lancet] with impressive weight loss observed after the 12-week milestone, with sustained improvements seen after one year. Six members from this cohort have been trained as mentors and are actively supporting new members to achieve their health goals.

Members recorded an average weight loss of 9.8 kg (9.6 per cent) of their body weight after one year and an average 9.5cm reduction in waist circumference. Two members who were living with pre-diabetes reversed their conditions after 12 weeks. Two members who were living with T2DM improved their HbA1c levels to pre-diabetes levels after 12 weeks.

We will report on the second cohort when they reach the end of their 12-month programme and we are excited that through the generosity of the Transport Benevolent Fund we will be able to fund a further cohort starting in Quarter 1 of 2023/24.

Health Surveillance

A check on how we are managing this area:

As part of TfL's ongoing Health Surveillance programme, we had identified the need for an internal audit to help us understand our impact and evaluate if any more support was needed, or if there were any changes required to our approach.

The independent TfL audit team spoke with different parts of the business to establish how successful the Health Surveillance engagement has been and how user friendly the management systems are. We received the report and have a number of tangible actions in order to show that we are listening to our teams and making their journey through the health surveillance landscape as straightforward and effective as possible.

New Communications Approach to Health Surveillance:

This period we have refocussed our communications approach with a comprehensive "hearts & minds" Health Surveillance communications toolkit being created and shared around the business. We provided a number of communications tools for the various operational teams to utilise in order for them to choose the best approach for their teams, ranging from posters to toolbox talk information packs and supporting materials. This has been developed with input and feedback from operational teams across the business to ensure that we are meeting the needs of our widely different teams and tailoring our approach accordingly.

Occupational Health IT System

On 31 March 2023, we signed a contract with Meddbase for provision of a new IT software solution for the Occupational Health department. This will help us to work more efficiently in order to support the business with sickness absence, safety critical medicals and health surveillance. It will also enable us to provide better data to help TfL understand health issues facing employees and to respond with evidence based support.

Environment (Green)

Next step on path towards fully renewable energy sources by 2030

In February 2023, we relaunched our first Power Purchase Agreement tender. This is a vital step towards ensuring all of TfL's operations can be net zero by 2030. This tender encourages the market to invest in additionality - an increase in new renewable energy in the national grid - that customers, like TfL, can purchase.

In the first stage of the tender, Standard Selection Questionnaire submissions were received and evaluated by TfL and bidders were informed of the outcome of this phase at the end of April 2023. Successful suppliers are now progressing to the Invitation to Tender stage of the procurement process which will continue throughout 2023 with a view to signing a contract in early 2024.

Green upgrade of the trams Therapia Lane depot

TfL have secured funding to make the Trams depot at Therapia Lane TfL's first low carbon depot, making it cleaner, greener and cheaper to run. This forms part of wider work to further decarbonise our network and meet the Mayor's goal of a net-zero London by 2030.

The project will upgrade heating systems with a mixture of efficient heat pumps and infrared panel heaters that will replace inefficient, and fossil fuel gas boilers. The additional electricity consumption from the new heating system is planned to be offset by using 1,800m² of south-facing roof space for solar panels, as well as other energy efficiency measures such as improved insulation and Light Emitting Diode (LED) lighting. Work on the improvements at the depot is expected to be complete by 2025.

Readyng our network for the impacts of climate change

TfL has published its Climate Change Adaptation Plan, which sets out a framework to adapt to climate change and help us make our network more resilient in the face of a changing climate and more extreme weather events, as well as work with other organisations to tackle this urgent issue.

TfL has long had, and will continue to rely on, robust adverse weather plans that help us prepare for and recover quickly from forecast extreme events such as heatwaves and heavy rainfall.

We have an opportunity to ensure our network is resilient to a changing climate and extreme weather events to keep London moving safely. Addressing this head on will also allow us to help London become an even better place to live, work and visit. In doing so, we will become the strong green heartbeat for London.

Increasing Carbon Literacy across the organisation

We continued our peer-led Carbon Literacy training in Quarter 4, providing the accredited course to colleagues across the business. The training raises awareness about carbon and our opportunity as TfL and as individuals to drive down not just our carbon emissions but our carbon consumption to help mitigate and adapt to climate change. Our ambition was to train 500 colleagues by the end of financial year 2022/23, however, we surpassed 700 colleagues trained in total by 31 March 2023.

Understanding where carbon can be removed from our buildings

Thanks to funding from the Public Sector Low Carbon Skills Fund, administered by the Department for Energy Security and Net Zero and the Department for Business,

Energy & Industrial Strategy, we were able to carry out an initial group of feasibility studies to understand how we can remove carbon from the operation of our buildings. In March 2023, we concluded this feasibility work and are now translating the findings into designing and preparing the delivery plans to decarbonise our buildings. In the meantime, we are also exploring what our next phase of feasibility studies can be to fully remove carbon from the operation of our buildings as quickly as possible.

Improving lighting for our customers while driving down carbon

More than 50 per cent of our bus shelters across London have converted to LED lighting to reduce waste, energy consumption and associated carbon emissions. Key to decarbonising our network is reducing our energy demand; this upgraded lighting uses around 57 per cent less energy while providing 10 per cent brighter lighting making the shelters more welcoming and improving safety for customers, especially at night. By the end of March 2024, all 12,100 bus shelters will be converted, saving more than 1,000 tonnes of CO₂e annually.

In addition to bus shelters, we are working to convert all lighting to LEDs to reduce our long-term impact on the environment. At least a quarter of all Tube stations across London have been converted to only use LED lighting, with more planned for conversion in the coming months and years. Customer lighting at tram stops served by London Trams have been converted to LED lighting, and work is also taking place to upgrade lighting at bus stations across London, as well as at several Tube depots, and the London Trams depot in Croydon. Around 50 per cent of all lamp columns on the TfL Road Network are now fitted with LED lights, with work underway to convert more of these lamps as soon as possible.

Encouraging biodiversity across our network

Our aim is to protect, connect and enhance green infrastructure – a network of natural spaces that protect ecosystem services (such as clean air and water) and encourage biodiversity – on our estate. With around a third of our land covered by vegetation, we have an enormous opportunity and obligation to ensure we are encouraging the restoration of the UK's biodiversity in London. As of 31 March, we have completed converting 55,000sqm of verges to wildflowers. This strategic network of wildflower verges on our land is set to increase three-fold by the end of summer 2023.

In addition to wildflowers encouraging pollinators, such as bees, longer grasses provide cover for reptiles, mammals and invertebrates. Further, enabling verges to grow helps to reduce the carbon emissions linked with mowing and increases the potential for greater levels of carbon to be captured.

London-wide Ultra Low Emission Zone (ULEZ)

The ULEZ will be expanded London-wide on 29 August 2023, ensuring five million more Londoners can breathe clearer air.

Installation of signage and enforcement camera infrastructure to support the ULEZ expansion London-wide is underway.

The Mayor launched a £110m scrappage scheme on 30 January 2023 to support low income and disabled Londoners, small businesses and charities in the run up to ULEZ expansion. Over 5,000 applicants have been submitted successful applications with over £19m paid out or committed to the end of April.

Four outer London boroughs (London Boroughs of Hillingdon, Harrow, Bexley, and Bromley), together with Surrey County Council, launched a legal challenge of the London-wide ULEZ in February 2023. The Judicial Review will take place in July 2023.

[page left intentionally blank]

Safety, Health and Environment Quarterly report

Quarter 4 2022/23

Data Annex

Safety

Roads

For casualty numbers for people killed or seriously injured on London's roads (including by mode) please see the published TfL road danger reduction [dashboard](#). The dashboard can be filtered for different time ranges to get historic numbers as well as more recent data. Please see the [FAQ guidance](#) for help with using and understanding the dashboard.

Figure 1: Scorecard measure: Deaths and Serious Injuries (KSI) in road traffic collisions (per million journeys)

(source: [STATS19](#))

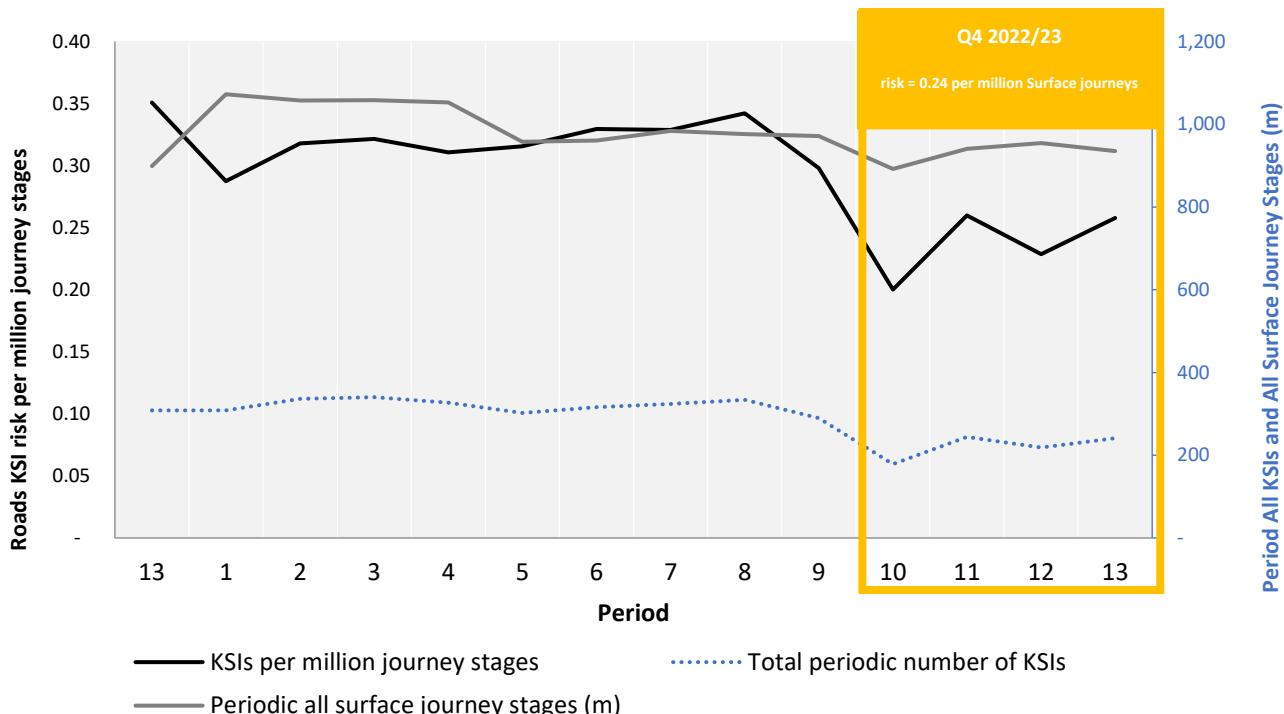
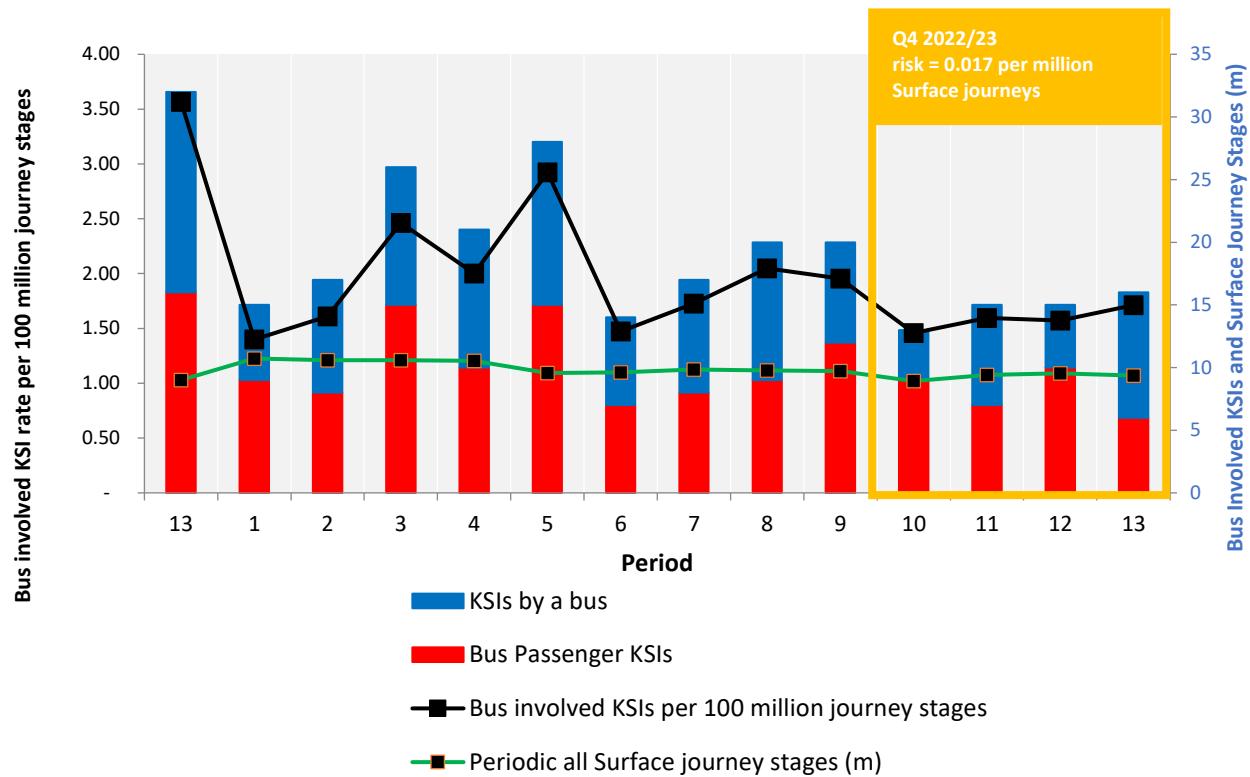


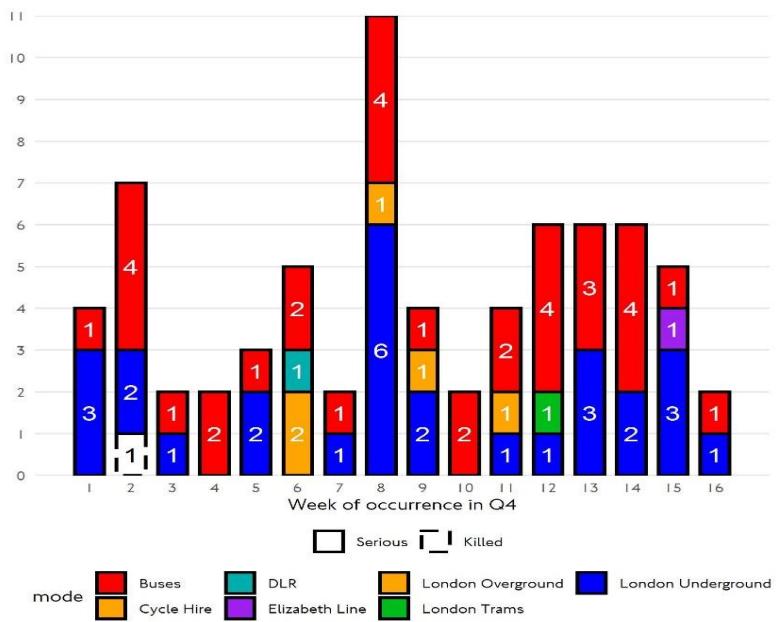
Figure 2: Scorecard measure: Rates of fatal or serious injury experienced by people in collision with buses (source: STATS19)



Public Transport

Figure 3: Customers and workforce killed or seriously injured per week in Quarter 4 (by mode) (source: IE2 and IRIS, date pulled from system: 14/04/2023)

Customer:



Workforce:

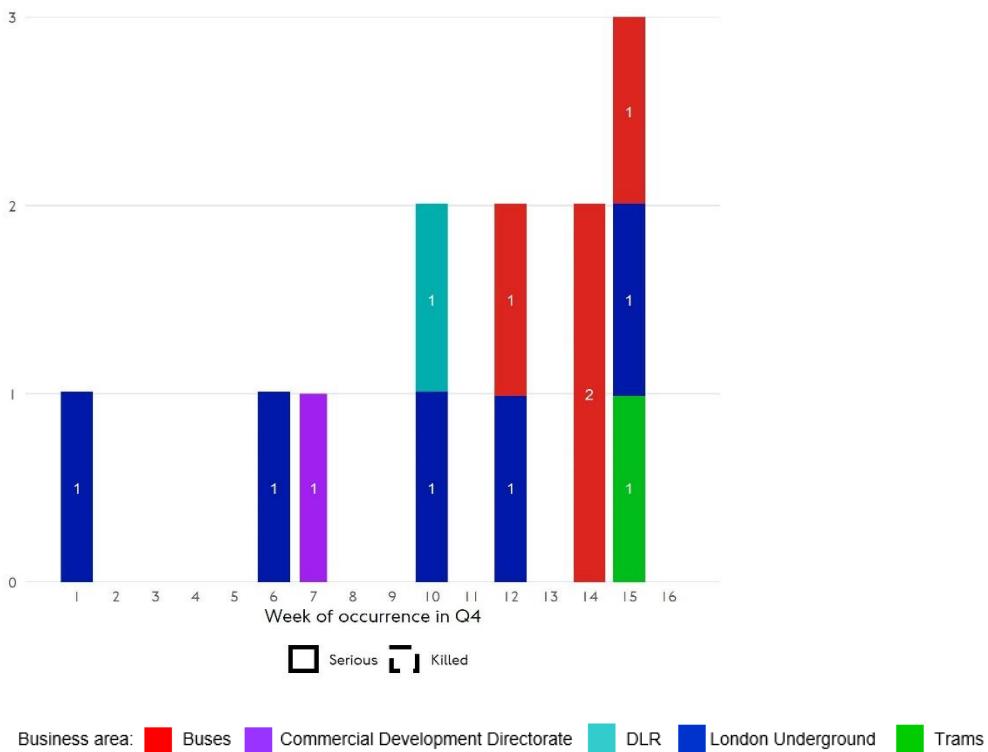
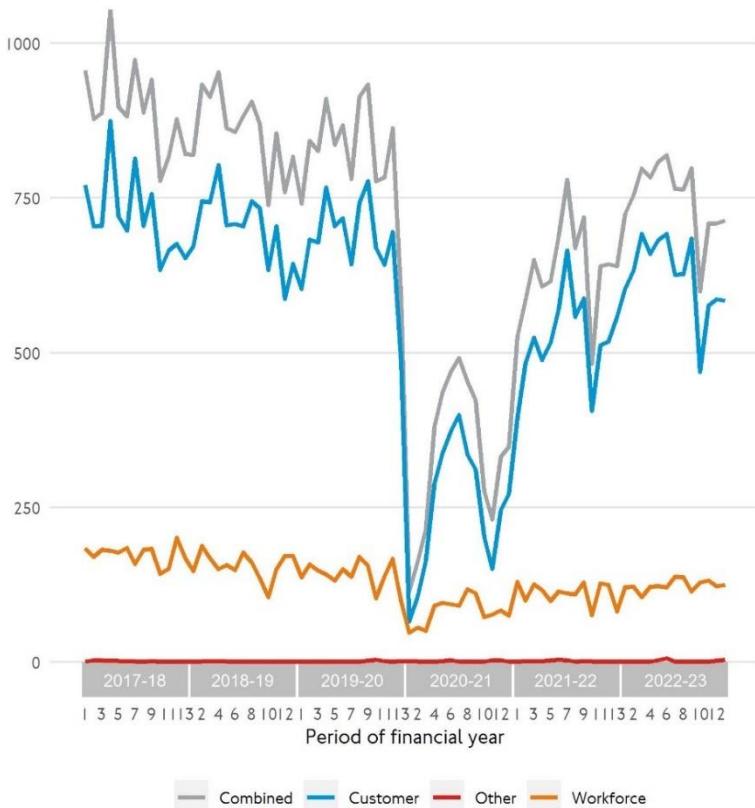


Figure 4: Customer and workforce injury numbers per period since 2017-18 (total)

(source: IE2 and IRIS, date pulled from system: 14/04/2023)



Capital

Figure 5: RIDDOR accident frequency rate (per 100,000 hours worked)
 (source: IE2, date pulled from system: 24/04/2023)

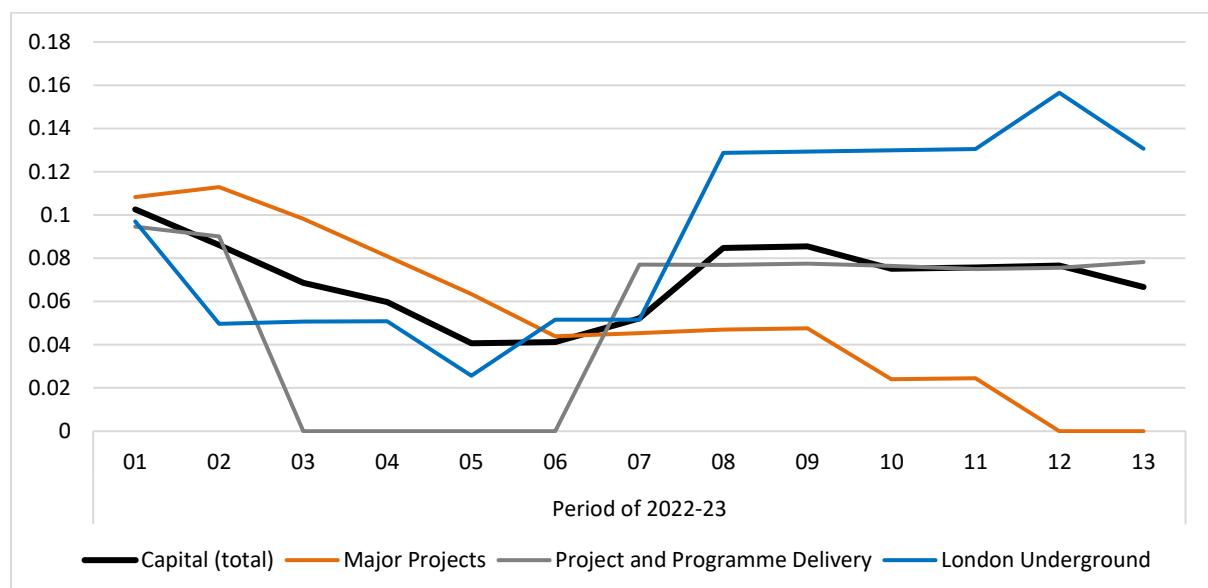


Figure 6: Lost time injury frequency rate (per 100,000 hours worked)
 (source: IE2, date pulled from system: 24/04/2023)

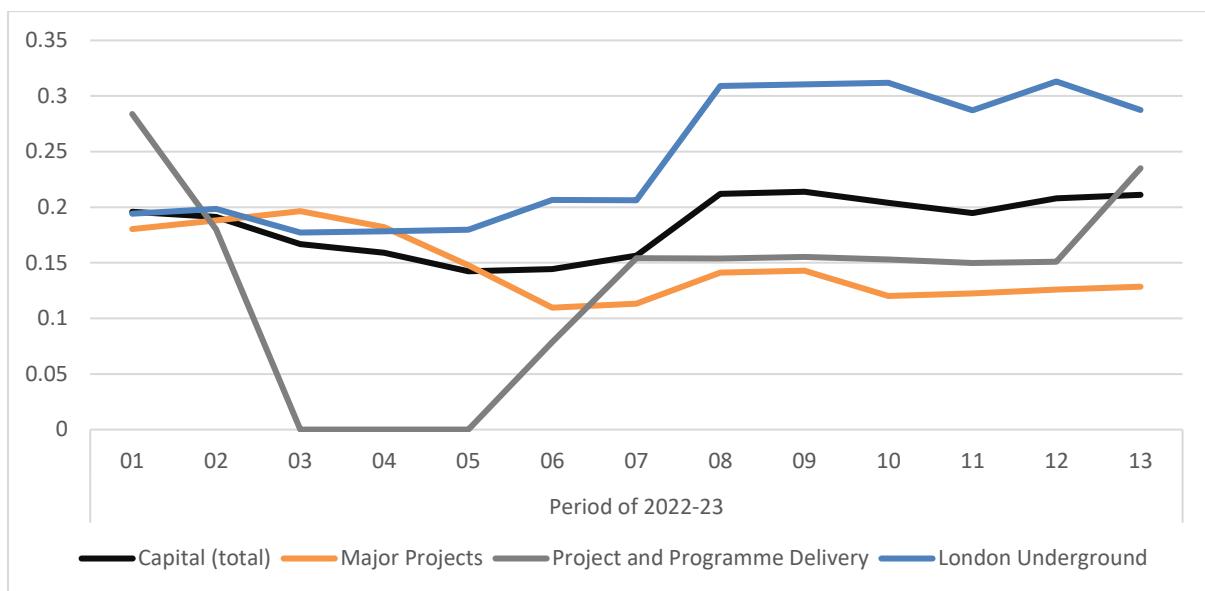
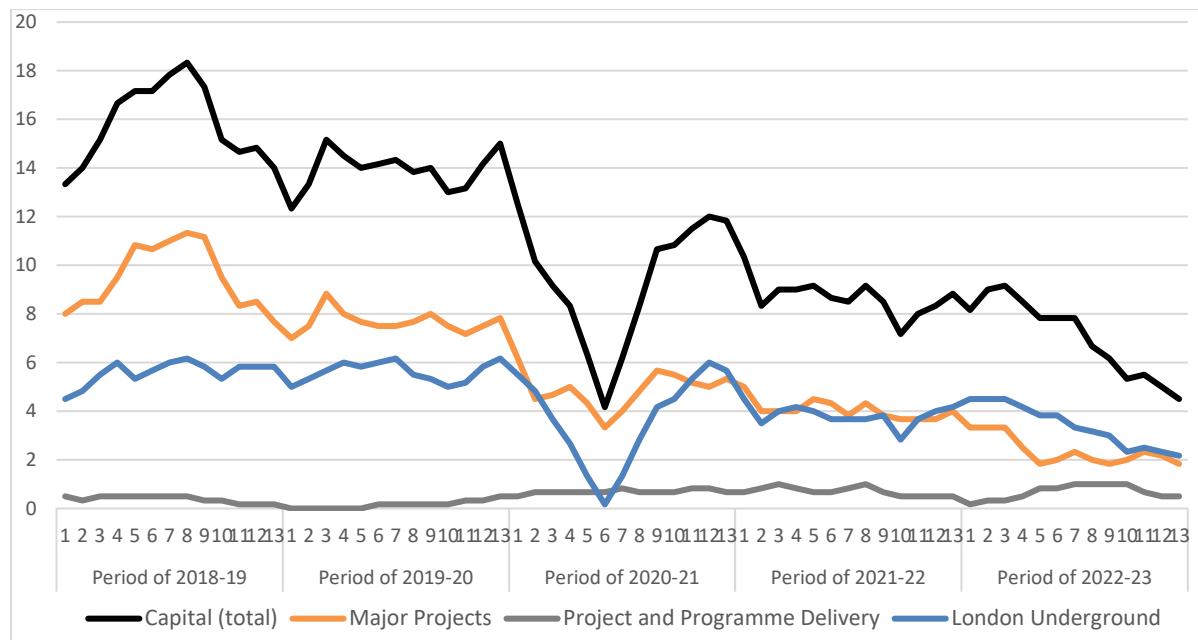


Figure 7: Total Capital workforce injuries (six-period average since 2018/19)

(source: IE2, date pulled from system: 14/04/2023)



Security

Figure 8: Police recorded work-related violence with injury offence from April 2020 to February 2023

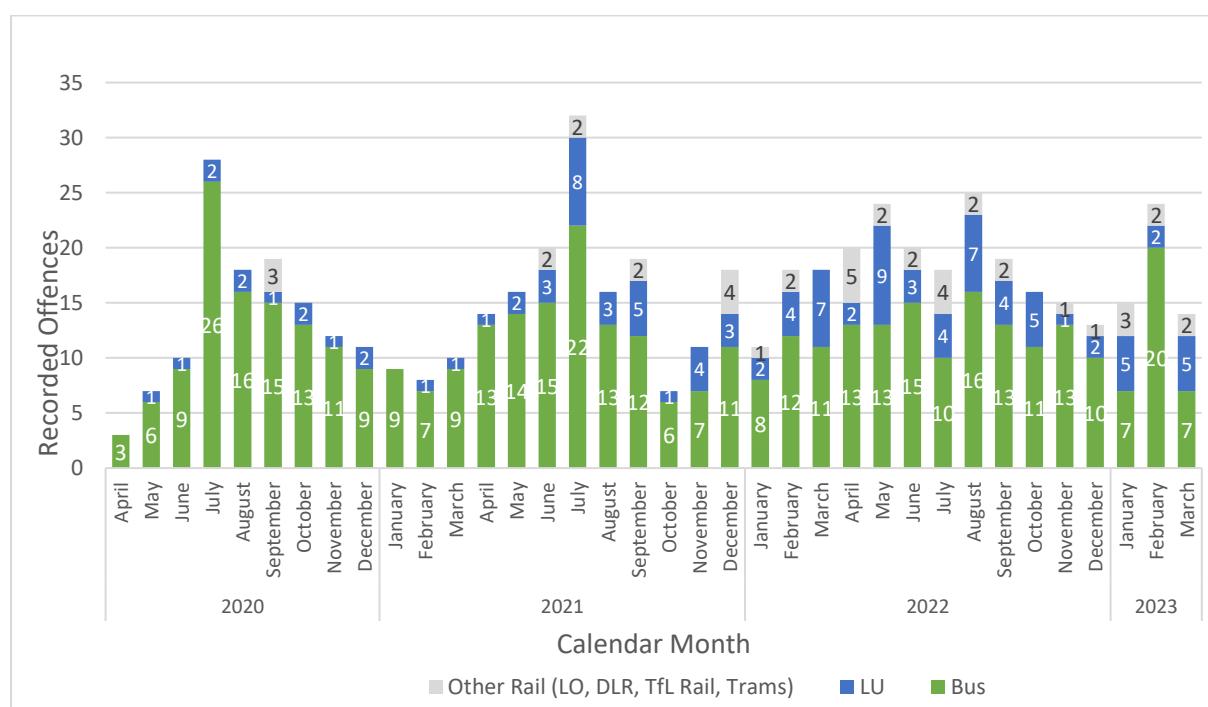


Figure 9: Solved rate for WVA offences investigated by the police from April 2020 to August 2022

(Please note: This is done 6 months in arrears to allow for criminal investigations to progress).

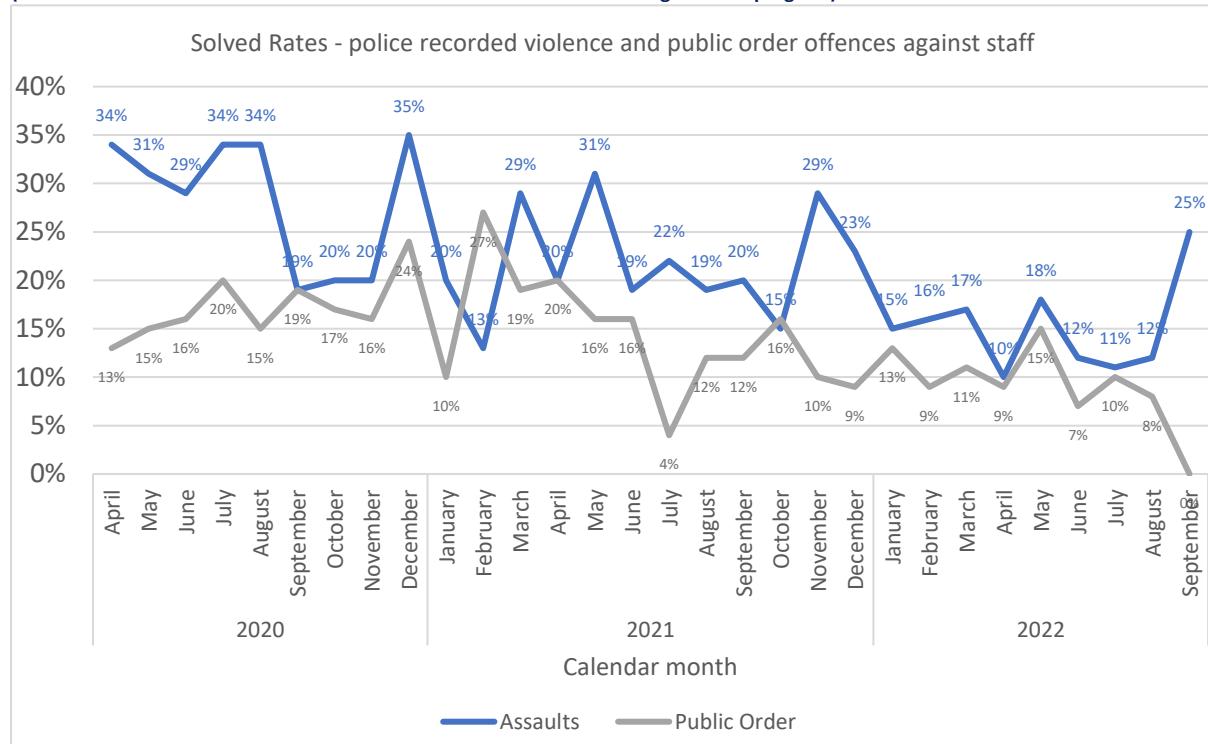
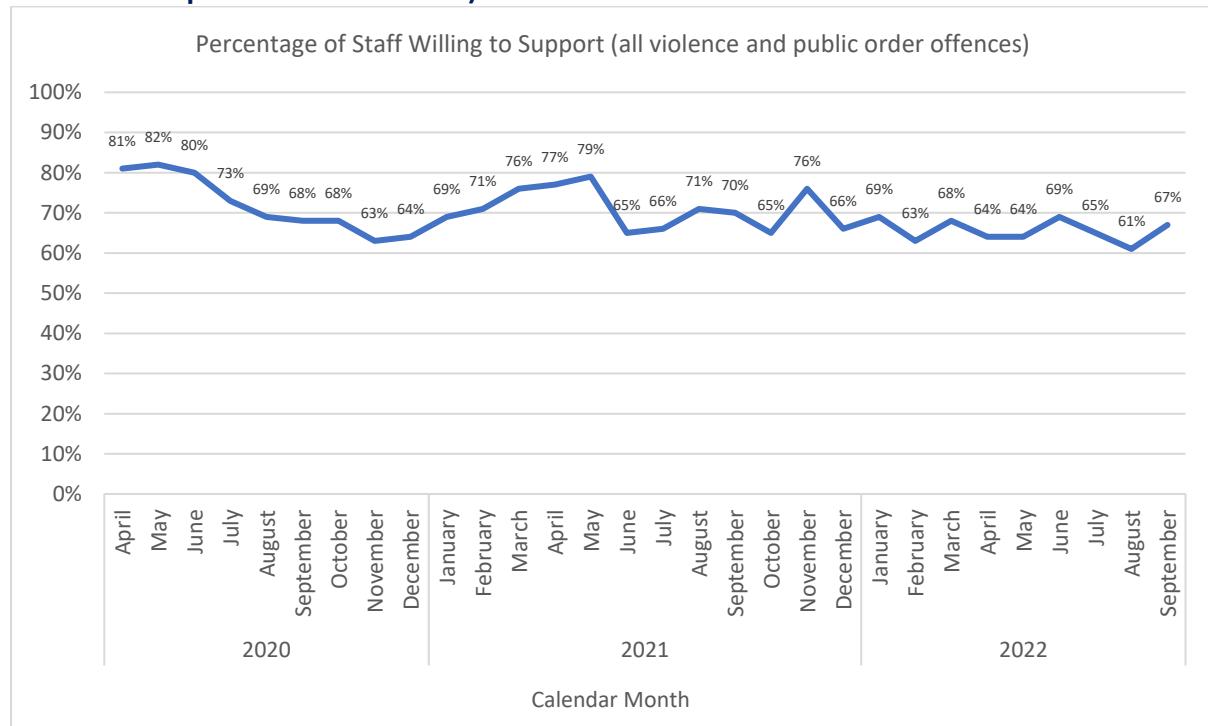
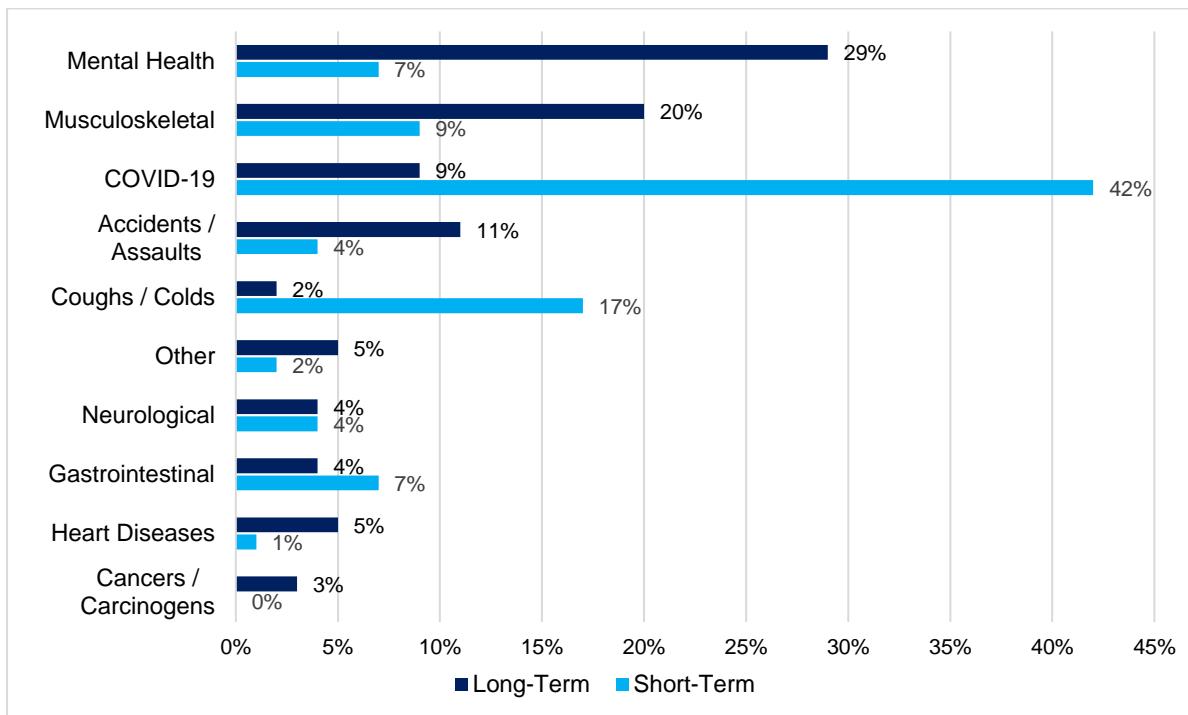


Figure 10: Percentage of Staff Willing to Support from April 2020 to August 2022 (all violence and public order offences)



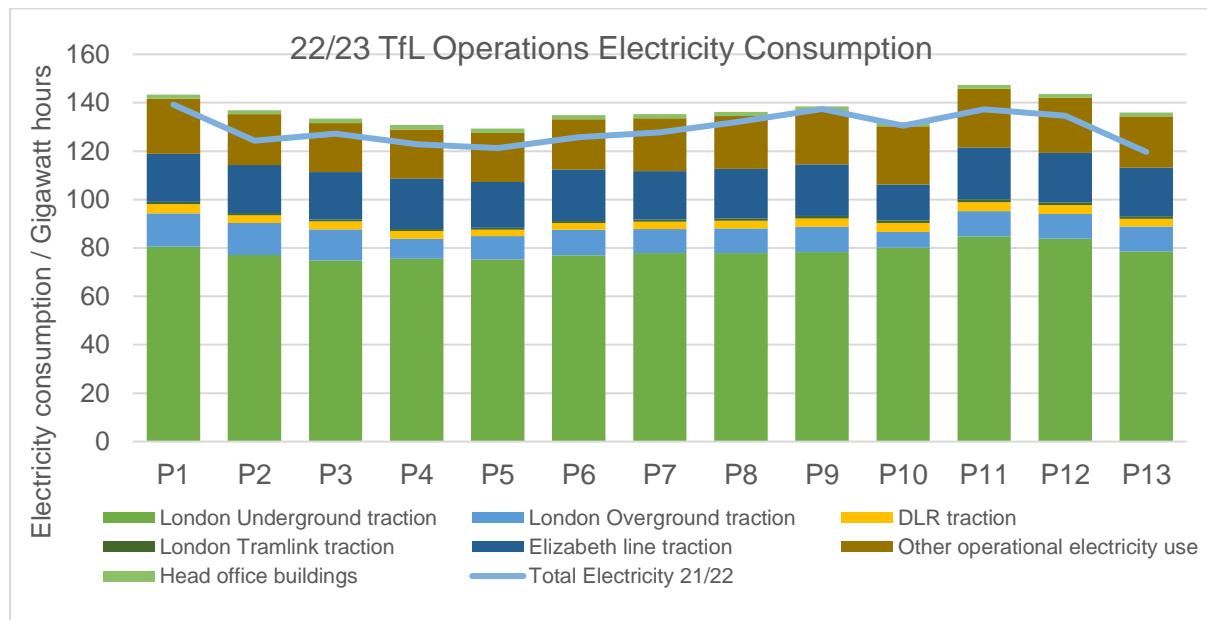
Health (Colleague)

Figure 11: Top causes of long- and short-term absence in Quarter 4 2022/23



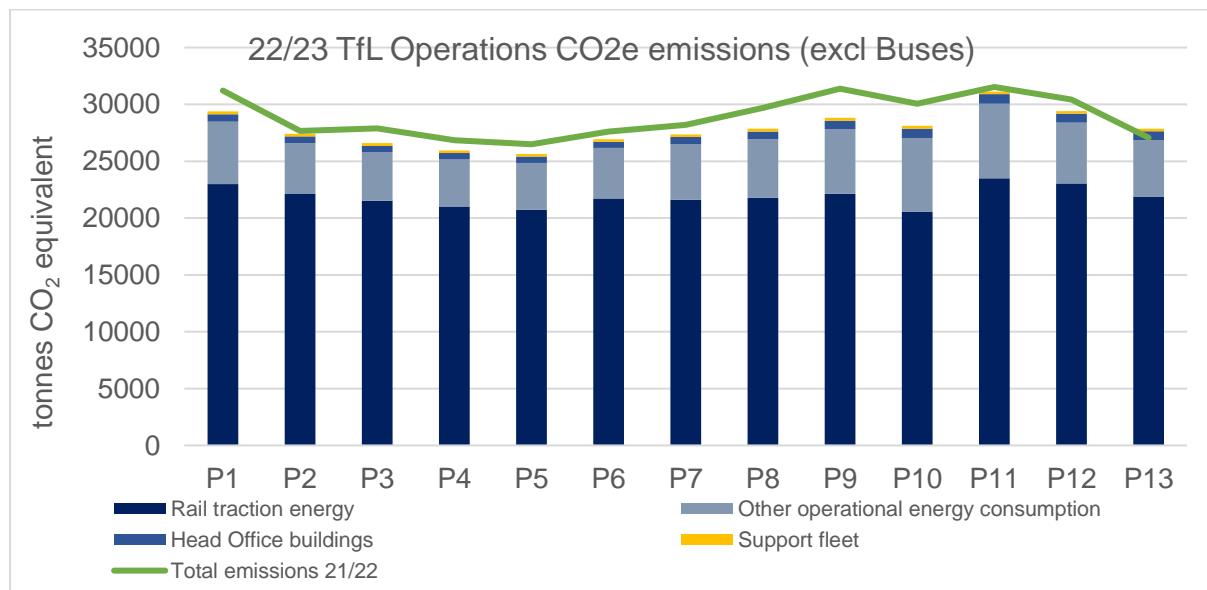
Environment (Green)

Figure 12: Electricity consumption – provisional – Quarter 4 2022/23 (Gigawatt hours)



Our electricity consumption for Q4 was 7% higher than Q4 21/22. We continue to ensure that our operations are as efficient as possible, including through the rollout of energy efficient assets such as LED lighting.

Figure 13: Electricity consumption – provisional – Quarter 4 2022/23 (Gigawatt hours)



Carbon dioxide emissions from operations, excluding buses, track closely to electricity consumption. Emissions decreased by over 2% per cent this quarter compared to Q4 in 2021/22, partly due to a reduction in emissions intensity of grid electricity.

[page left intentionally blank]

Safety, Sustainability and Human Resources Panel

Date: 24 May 2023



Item: Bus Safety Programme Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the progress of the delivery of the Bus Safety Programme.
- 1.2 Despite an increase in serious injuries during 2022, resulting in not achieving our 2022 target, buses are still the safest form of road transport in London. We will continue to monitor the emerging issues and risks that have developed during and since the pandemic and how these may continue to influence bus safety and passenger behaviour.
- 1.3 TfL has committed significant funding to improving bus safety through both research and development, and extensive safety technology retrofit programmes. We will continue to deliver safety improvements on our buses, and particularly to roll out the Bus Safety Standard.
- 1.4 TfL will shortly publish our new Bus Safety Strategy and will continue to lead the positive culture change in bus safety throughout the bus industry in London and more widely.

2 Recommendation

- 2.1 The Panel is asked to note the paper.

3 Background

- 3.1 The Mayor and TfL have adopted Vision Zero for London, with a target of zero deaths and serious injuries from road collisions by 2041.
- 3.2 Within Bus Operations, we have even more ambitious targets:
 - (a) 70 per cent reduction in the number of people killed or seriously injured in, or by, buses by 2022 (against 2005-09 baseline); and
 - (b) No one killed in, or by, a bus by 2030.
- 3.3 The Bus Safety Programme was launched in February 2016, with the aim of reducing the number of people killed or seriously injured (KSI) on the bus network.
- 3.4 The Bus Safety Programme is aligned with the Vision Zero 'safe systems' approach which aims to ensure safe speeds, safe streets, safe behaviours and

safe vehicles alongside post-collision learning and justice. This paper sets out our recent safety performance together with an introduction to our new Bus Safety Strategy which will help us maintain the right focus going forwards and in achieving our Vision Zero targets for the bus network.

4 Safety Performance

- 4.1 The absolute numbers of people killed or seriously injured in or by a bus (bus involved KSIs) dropped to the lowest on record in 2020 (135) as patronage and road use were significantly reduced at the height of the pandemic. This figure rose to 174 bus involved KSIs in 2021, which represented a 70 per cent reduction against the 2005-09 baseline. For 2022, this figure is expected to have increased to 270 people killed or seriously injured (some of the injury severity data remains provisional), equivalent to a 54 per cent reduction against the 2005-09 baseline.
- 4.2 Figure 1 illustrates the sustained downward trend from 2010 to 2020 in people being killed or seriously injured in or by a bus. While we met our 2022 target of a 70 per cent reduction in KSIs two years early and for two years in a row, recent incidents have highlighted a shift in the number of serious injuries being sustained by passengers on board the bus. We continue to monitor the emerging issues and risks that have developed during and since the pandemic and how these may continue to influence bus safety and passenger behaviour.

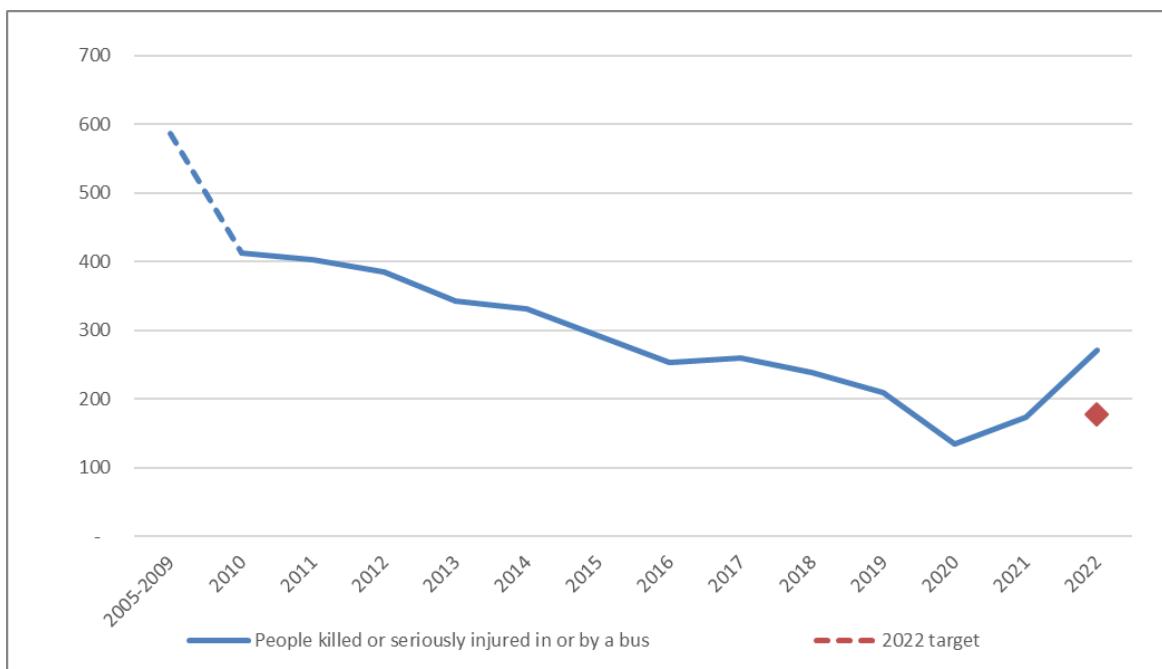


Figure 1: People killed or seriously injured in or by a bus: progress against baseline

- 4.3 Separating out the bus involved casualties – into those injured on the bus and those injured by the bus, helps to give a clearer perspective on who is being injured, and means that we can ensure our safety interventions are targeted towards where they are most needed. Where a person was injured as a passenger or as a pedestrian or other road user, this does not mean that the bus driver was at fault, for example where someone may be injured ‘by a bus’ it could mean that a bus was involved in the collision simply as a stationary or third party.

During 2022, one person was killed and approximately 136 people were seriously injured (passengers or bus drivers) on the bus – 70 more than in 2021, while seven people were killed and 125 people were seriously injured by the bus (including a number of cases where the bus was stationary at the time). Of those people who were killed or seriously injured ‘by a bus’, 67 were pedestrians, 25 were cyclists and 14 were motorcyclists.

- 4.4 In response to this recent unexpected uplift in the number of serious injuries involving bus passengers, we’ve instigated a collaborative project with the bus operating companies to conduct an in-depth review of onboard incidents utilising bus CCTV footage. We know that around two-thirds of bus passenger injuries involve slips, trips, and falls, and this review is aimed to further inform the underlying circumstances and causes surrounding these incidents using a structured questionnaire. Factors such as the manoeuvres and actions taking place at the time of an incident, the frequency and potential reasons for sudden braking events, whether passengers were able to hold on at the time of the incident, and many others are being considered. Findings from this study will be used to help inform the next iteration of the Bus Safety Innovation Challenge, to be launched over the summer, which will be focused on solutions to reduce or mitigate bus passenger injuries.
- 4.5 Now that we have passed the 2022 interim target of a 70 per cent reduction in people killed or seriously injured on or by a bus, measured against the 2005-09 baseline, the next key milestone is the 2030 target of no one killed on or by a bus. This remains some way into the future, so to track interim progress, in accordance with the approach set out in the Mayor’s Transport Strategy, and how we will be measuring the changes in safety performance on London’s roads more holistically, from now on we will be measuring bus KSI performance against the 2010-2014 baseline. Compared to the 587 bus involved KSIs that occurred on average each year between 2005-09, from 2010-14 there were on average 375 bus involved KSIs each year. For 2023 our overall bus involved KSI target is 228. This stretching target will ensure we remain completely focused on delivering the best possible improvements with the limited funding available, as outlined in further sections of this paper.

5 Roll out of Bus Safety Standard into London’s bus fleet

- 5.1 The Bus Safety Standard is being rolled out against the published Roadmap. At the end of April 2023, we achieved a significant milestone of 1,000 new buses meeting the standard (1,009), which is approximately 11 per cent of London’s bus fleet.
- 5.2 Over the last few months, we have retrofitted 1,204 buses with Intelligent Speed Assistance (ISA) technology. This means that, together with the Volvo ISA buses and all our new buses with ISA, approximately one-third of London’s bus fleet now has ISA.
- 5.3 Acoustic Vehicle Alerting Systems (AVAS) have been a requirement on new buses since the launch of the Bus Safety Standard. AVAS is only required on quiet-running buses, so there are fewer buses (869 as at end April 2023) with this technology.

- 5.4 Camera Monitoring Systems (CMS) have been very popular with London bus operators and bus drivers, as they eliminate blindspots and provide superior vision in adverse lighting and weather conditions. Currently 915 buses (as at end April 2023) have CMS.
- 5.5 We are continuing to develop our Bus Safety Standard beyond 2024 and we are actively looking at other technologies that may be suitable for retrofitting. These plans will mature over the next six months, and we look forward to updating you on our progress later in the year.

6 Overcoming the Funding Uncertainties

- 6.1 The funding uncertainties at TfL over the last three years have impacted the Bus Safety Programme. However, we have successfully agreed significant funding investment in bus safety through the new Business Plan, which will enable us to deliver more to help us achieve our Vision Zero targets for the bus network. This includes:
 - 6.1.1 **ISA Retrofit:** We are currently planning the next tranche of ISA retrofit with up to a further 1,800 buses still in scope. Funding is in place to deliver this retrofit; discussions are underway with operators and suppliers to implement this next stage. There continues to be a six-month lead in time for further ISA systems, due to global supply chain issues, which will impact on the swiftness of delivery. If these buses are fitted over the next 12-18 months this would mean that, together with the new build buses delivered over this period, around 50 per cent of the bus fleet will have ISA technology.
 - 6.1.2 **AVAS Retrofit:** Funding is now in place to retrofit AVAS to around 200 electric buses that pre-dated the introduction of our Bus Safety Standard, which would mean that our entire electric bus fleet will have AVAS. Subject to confirmation from the bus manufacturer as to technical feasibility, we will prioritise retrofitting these buses over the next few months. Alongside this, we will be upgrading all our buses with AVAS to our improved 'Responsive AVAS', which enables a more effective deployment of the AVAS sound depending on the time of day and ambient noise conditions, geolocated through combining our ISA and AVAS technologies. This means that wherever the bus travels the volume of the AVAS will alter to suit the ambient noise conditions – becoming louder on noisier streets and quieter on quieter streets or at night. This is the only known acoustic vehicle alerting system with this capability. In addition to this, we are considering whether retrofitting to hydrogen-electric buses would be beneficial.
 - 6.1.3 **CMS Retrofit:** Funding is also in place to retrofit buses with CMS, and discussions are taking place to determine which buses they will be fitted to. Buses in scope include the New Routemaster, following the successful completion of a trial fitment to these buses.
 - 6.1.4 **Fatigue Detection Technology project:** Funding is now in place to retrofit around 450 buses with Fatigue Detection Technology over the next year.

This funding will enable TfL to belatedly achieve its target in the Bus Action Plan for 500 buses to be fitted with Fatigue Detection Technology, to collect quantitative data to ensure the effective development of the bus driver fatigue programme into the future. This will also enable TfL to introduce a performance specification for this technology for new buses through the Bus Safety Standard. Subject to the outcome of this project, it may prove suitable to develop a further retrofit programme of this technology.

6.1.5 Advanced Emergency Braking (AEB) implementation support:

Funding is now available to continue to support the implementation of AEB into the fleet as set out in our Bus Safety Standard roadmap. Inevitably there is some impact from both lack of funding as well as the technical complexity of the technology, however TfL will encourage and support bus manufacturers to introduce AEB into the London fleet as closely aligned to our 2024 roadmap as possible.

6.1.6 Bus Safety Standard Phase 2: Funding for further development of the

Bus Safety Standard beyond 2024 is now confirmed. The Bus Safety Standard is a live document and work is underway to evolve our bus safety requirements beyond the current roadmap to take advantage of changes in international regulations, improvements in technology and the continuing innovation and investment across vehicle industries. As set out in the next section, the Bus Safety Standard will be developed to take account of new technological advances and to respond to changes in risk to achieving TfL's bus safety Vision Zero targets. We look forward to updating you of our progress later in the year.

7 Bus Safety Strategy

- 7.1 A Bus Safety Strategy has been developed to ensure the safety improvements and other activities contained within the Bus Safety Programme are focused on continuing to drive changes that will help us to achieve a safe bus network and our Vision Zero targets of no one to be killed on or by a bus by 2030, and for no one to be killed or seriously injured on or by a bus by 2041.
- 7.2 The Strategy draws together our vision for a safe bus network, already set out in the Bus Action Plan and the Vision Zero Action Plan and builds upon them to enhance our Bus Safety Programme. It sets out that:
- (a) delivering a safe bus network is essential to ensuring bus travel in London is inclusive and attractive;
 - (b) we work closely with the bus industry, including bus operators, manufacturers, and suppliers, in the development and delivery of our Bus Safety Programme;
 - (c) significant progress has been made in reducing deaths and serious injuries on, or by, a bus in London over the past decade. Buses are the safest way to travel on the roads and carry more people than any other public transport mode;

- (d) while significant progress has been made in improving bus safety, existing and emerging challenges mean that consistent investment and commitment are necessary to achieve Vision Zero for buses in London;
 - (e) we seek to strengthen all components of the system through our Bus Safety Programme, which encompasses safe vehicles, safe speeds, safe streets, safe behaviours and post-collision support and investigation;
 - (f) greater visibility of what we are achieving, and how or where we can make improvements, will help inform how we work together in the future; and
 - (g) we will seek to achieve Vision Zero for the bus network through activities already committed to, and new actions that are set out in our action plan.
- 7.3 The Bus Safety Strategy focuses on what is primarily being delivered under the Bus Safety Programme. It also acknowledges that the wider Vision Zero programme across TfL in reducing road danger contributes toward achieving a safe bus network. We will continue to work with colleagues towards our common goal.
- 7.4 We have taken this opportunity to bring together into one place the breadth of activities and initiatives that have been delivered or are in progress now, and the bus operators and other organisations who are working with us. This highlights just how collaborative the Bus Safety Programme is; consistent support and engagement with the wider bus industry is really helping to both drive safety improvements as well as delivering a positive culture change.
- 7.5 One of the most significant successes of the Bus Safety Programme is the continued drive for innovation in what had been a rather safety-stagnant industry. We have dedicated research and development funding that has enabled us to lead many technology trials and safety initiatives, including the three Bus Safety Innovation Challenges.
- 7.6 The Bus Safety Programme is a clear and systematic programme to realise our ambition of a safe bus network. At the forefront is our world-leading Bus Safety Standard, which is being adopted in part or whole by other public transport authorities or offered to bus operators as optional extras on new buses throughout the UK and Europe. We have been able to forecast the contribution towards reducing casualties that our Bus Safety Standard will deliver in London and identify how it should be developed beyond 2024 to strengthen risk reduction across all our customers and road users.
- 7.7 The Strategy also identifies and discusses emerging risks to the achievement of our Vision Zero targets. It sets out the challenges but also identifies new opportunities that will enable us to meet these challenges robustly.
- 7.8 An Action Plan brings together existing actions committed in the Bus Action Plan and the Vision Zero Action Plan, and clearly sets out the new actions that have been identified throughout this Strategy that will help us to ensure that we keep on track and demonstrates our commitment to do our utmost to reach our Vision Zero targets for a safe bus network.

7.9 The Bus Safety Strategy will be published on TfL's website in the next few weeks and will be circulated for your attention.

List of appendices to this report:

None

List of Background Papers:

Bus Safety Programme, Safety Sustainability and Human Resource Panel, 22 September 2022

Bus Safety Programme, Safety Sustainability and Human Resource Panel, 24 February 2022

Measuring and Improving Employee Health, Safety, Sustainability and Human Resource Panel, 14 September 2021

Bus Safety Programme and Driver Health and Well Being, Safety, Sustainability and Human Resource Panel, 10 February 2021

Bus Safety Programme, Safety, Sustainability and Human Resource Panel, 12 February 2020

Bus Safety Programme, Safety, Sustainability and Human Resource Panel, 4 September 2019

Bus Safety Programme, Safety, Sustainability and Human Resource Panel, 27 September 2018

Bus Safety Programme, Safety, Sustainability and Human Resource Panel, 23 January 2017

Bus Safety Programme, Safety, Accessibility and Sustainability Panel, 30 June 2016

Bus Safety Programme, Safety, Accessibility and Sustainability Panel, 10 March 2016

Contact Officer: Louise Cheeseman, Director of Bus
Email: LouiseCheeseman@tfl.gov.uk

[page left intentionally blank]

Date: 24 May 2023

Item: **Initiative to Promote Women in the Bus and Coach Industry**

This paper will be considered in public

1 Summary

- 1.1 This paper provides an outline of a new initiative led by TfL's Bus Operations directorate to encourage and support more women into the Bus and Coach industry. In line with similar groups in other transport industries (e.g. Women in Transport, Women in Rail, Women in Maritime etc) it will be known as 'Women in Bus and Coach'.
- 1.2 There are many recruitment and retention challenges facing the bus and coach industry in the UK, including London. TfL is taking positive steps to help overcome these challenges and to eliminate barriers facing women joining and remaining in the industry.
- 1.3 We are focused on delivering our Bus Action Plan and this initiative will help us to achieve a workforce that better represents the passenger community and that can help identify and address barriers to achieving an inclusive bus service.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 TfL wants to encourage and support more women to work in the bus industry at every level, from bus drivers and mechanics to engineers and managers. Unlike in UK rail and aviation, there is not a comparable national cross-industry network for supporting and promoting women's participation in road based public transport – i.e. bus and coach.
- 3.2 The current workforce of the bus industry does not reflect the community it serves. Data shows that in 2020/21 only around 16 per cent of bus and coach drivers were female, and across a sample of four London bus operators in 2020, around 10 per cent of the total staff were female. In comparison, more than half of bus passengers in London are female and 71 per cent of working age women in London are employed. Having a workforce that better represents the passenger community can help identify and address barriers to an inclusive bus service.

- 3.3 Building upon our commitments in the Bus Action Plan, including our new Bus Safety Strategy, attracting more women into the bus industry will also help to address the severe workforce shortage, improving the quality of service to customers. It will also ease the pressure on frontline staff, contributing to improved health and wellbeing.
- 3.4 The lack of women working in the industry can be considered a barrier itself, contributing to a perception that it is not a valid career choice for women. We must challenge and change this perception.

4 Women in Bus and Coach

- 4.1 TfL commissioned a scoping study in 2022 to explore the current challenges facing the bus and coach industry, the challenges facing women who work in the industry, the wider benefits of improving the gender balance of the workforce, and best practice in promoting this. The outcome of this research and detailed discussions with women drawn from across the bus and coach industries and wider transport industry was that positive action was not only needed but would be enthusiastically welcomed.
- 4.2 The Bus Operations directorate at TfL are, therefore, establishing a free-to access “Women in Bus and Coach” network to help encourage and support more women to work in the bus industry at every level, focused on making changes from the ground up.
- 4.3 A Steering Group, chaired by Louise Cheeseman, Director of Bus, has been established drawing on high-level expertise from across the bus and coach industries nationally, and we are pleased to have the support of senior figures including our Sponsor, Lord Hendy of Richmond Hill.
- 4.4 A Working Group to drive forward the London region branch of the new Women in Bus and Coach network has also been created with representatives from the London bus operators and coach industry.
- 4.5 A soft launch and networking event has been planned for the London region on 28 June 2023, which will be followed by a national launch in the autumn at the annual Coach & Bus UK show in Birmingham.
- 4.6 We would be pleased to report on our progress in taking this initiative forward and delivering positive change for the bus and coach industry at a future meeting.

List of appendices to this report:

Appendix 1: Women in Bus Network: Scoping Study (2022), Apollo Vehicle Safety

List of Background Papers:

None

Contact Officer: Louise Cheeseman, Director of Bus
Email: Louise.Cheeseman@tfl.gov.uk



Women in Bus Network

Scoping Study

By Ruth Salmon

Prepared for: Transport for London

Project Ref: XXXXX



Contents

1	Introduction	1
2	Context: challenges in the bus industry	1
2.1	Falling passenger numbers	1
2.2	Skills shortages and staff vacancies	1
2.3	Safety	2
3	Barriers facing women working in the bus industry	2
3.1	Gender pay gap.....	2
3.2	Shift work.....	4
3.3	Women's health.....	5
3.3.1	Toilets.....	5
3.4	Ergonomics	5
3.5	'Macho culture'	6
4	The business case for diversity	6
4.1	Better meeting customer needs	6
4.2	Safety	7
4.3	Fostering culture of openness and honesty	7
5	Addressing barriers – Best practice.....	7
5.1	Women's networks	8
5.1.1	Women in Transport.....	8
5.1.2	Women in Transport Diversity and Inclusion Bus Group	8
5.1.3	Bus operator groups.....	8
5.2	Recruitment.....	8
5.3	Women's health.....	9
6	Recommendations and next steps	10
6.1	TfL's Women in Bus network – proposed initiatives	10
6.2	Further research needed.....	10
6.3	Workshop	11
6.4	Interviews	12

1 Introduction

The Transport for London Bus Safety Team is keen to encourage and support more women to work in the bus industry at every level, from bus drivers and mechanics to engineers and managers. In particular, the team is interested in exploring the potential for TfL to establish a Women in Bus network. Unlike in UK rail and aviation, there does not yet appear to be a comparable national cross-industry network nor organisation specifically supporting and promoting women's participation in buses. This research report sets out the current challenges facing the bus industry, the challenges facing women who work in the sector, the wider benefits of improving the gender balance of the bus workforce, best practice in promoting this, including relevant networks that already exist, and recommended next steps.

In carrying out this research, data has been drawn from both the national and London bus industries - the report makes clear which, in each case. The focus of the research has been bus, rather than coach, but with recognition that many of the findings will apply to both industries.

2 Context: challenges in the bus industry

2.1 Falling passenger numbers

Across the UK the number of bus journeys have been on a downward trend since a peak of 2.41 billion passenger journeys in 2008/9¹. London was the exception, with journey numbers growing every year between 1998/9 and 2013/4. Since then, the numbers have started to fall in London too, broadly following the national downward trend.

The covid-19 pandemic has had a dramatic impact on the industry. Although, in London at least, bus has proved to be a resilient mode of transport; having fallen to as low as 20 per cent of normal levels during the first lockdown, London bus journeys have now recovered to between 70 and 80 per cent of normal levels².

It is vital for the industry that passenger numbers return to former levels and beyond. Encouraging use of public transport (along with walking and cycling) is key to sustainable recovery and healthier lifestyles in cities.

2.2 Skills shortages and staff vacancies

As well as a shortage of passengers the bus industry is struggling to recruit and retain enough staff. Most obviously, there is a shortage of drivers, but operators also report shortages in garage staff, engineers and other staff.

A recent survey by Unite the Union among 529 of their members found that driver shortages were reported at 99% of bus garages. Respondents cited the main reasons drivers are leaving is due to poor pay, working conditions and long hours³. While this is not necessarily a representative survey it clearly

¹

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1030718/annual-bus-statistics-year-ending-march-2021.pdf

² <https://content.tfl.gov.uk/bus-action-plan.pdf>

³ <https://www.unitetheunion.org/news-events/news/2021/november/new-survey-reveals-shocking-shortage-of-bus-drivers/>

reflects a real problem.

2.3 Safety

While buses are the safest modes of road transport there is, there is rightly still an industry-wide ambition to become safer. In London in 2019 11 people were killed in collisions involving a bus and 198 seriously injured. This was a 12% reduction from the previous year, and a 64% reduction on the 2005-8 baseline⁴. Transport for London has set a Vision Zero target of no one killed on or by a bus by 2030 ahead of a wider TfL target of no one to be killed or seriously injured on the London's streets by 2041.

TfL has devised a bus safety programme that covers all the safe system pillars (safe speeds, streets, vehicles, behaviours and post-collision response). Within this programme is the world leading Bus Safety Standard that sets out a road map for future vehicle standards. As the number of injuries falls further it will become more difficult to reach zero and one area that is of interest for more future work, but difficult to tackle, is the working culture. A hierarchical and closed culture is common in the transport industry and can make it more difficult for staff to report concerns including near misses, or to say when they don't feel safe to do their job.

3 Barriers facing women working in the bus industry

The current workforce of the bus industry does not reflect the community it serves. The Labour Force Survey reported that, in 2020/21, only 16 per cent of bus and coach drivers were female⁵ (although this is significantly more than the seven per cent it was in 2019/20)⁶. Across a sample of four London bus operators in 2020, between nine percent and 11 per cent of their total staff are female⁷. As this includes management where women are especially under-represented it is likely that the proportion of female drivers is comparable to national figures. In comparison, more than half of passengers are female. The lack of women working in the industry can be considered a barrier itself, contributing to a perception that it is not a valid career choice for women. There are many other real and current barriers behind this, preventing more women from joining the industry.

3.1 Gender pay gap

Bus drivers in the UK earn an average of £441 a week, below the national average of £479⁸. Pay in London is higher, reflecting a higher cost of living; according to a current job advert, an apprentice bus driver in London can expect to earn around £500 per week⁹. A gender pay gap exists, although it is considerably lower than the national average; a sample of London bus companies cite gaps of 2-8 per cent compared to a national average of 15 per cent for 2019/20.

⁴ 2019 data reported here as <https://content.tfl.gov.uk/casualties-in-greater-london-2019.pdf>

⁵

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1030718/annual-bus-statistics-year-ending-march-2021.pdf

⁶

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/929992/annual-bus-statistics-year-ending-march-2020.pdf

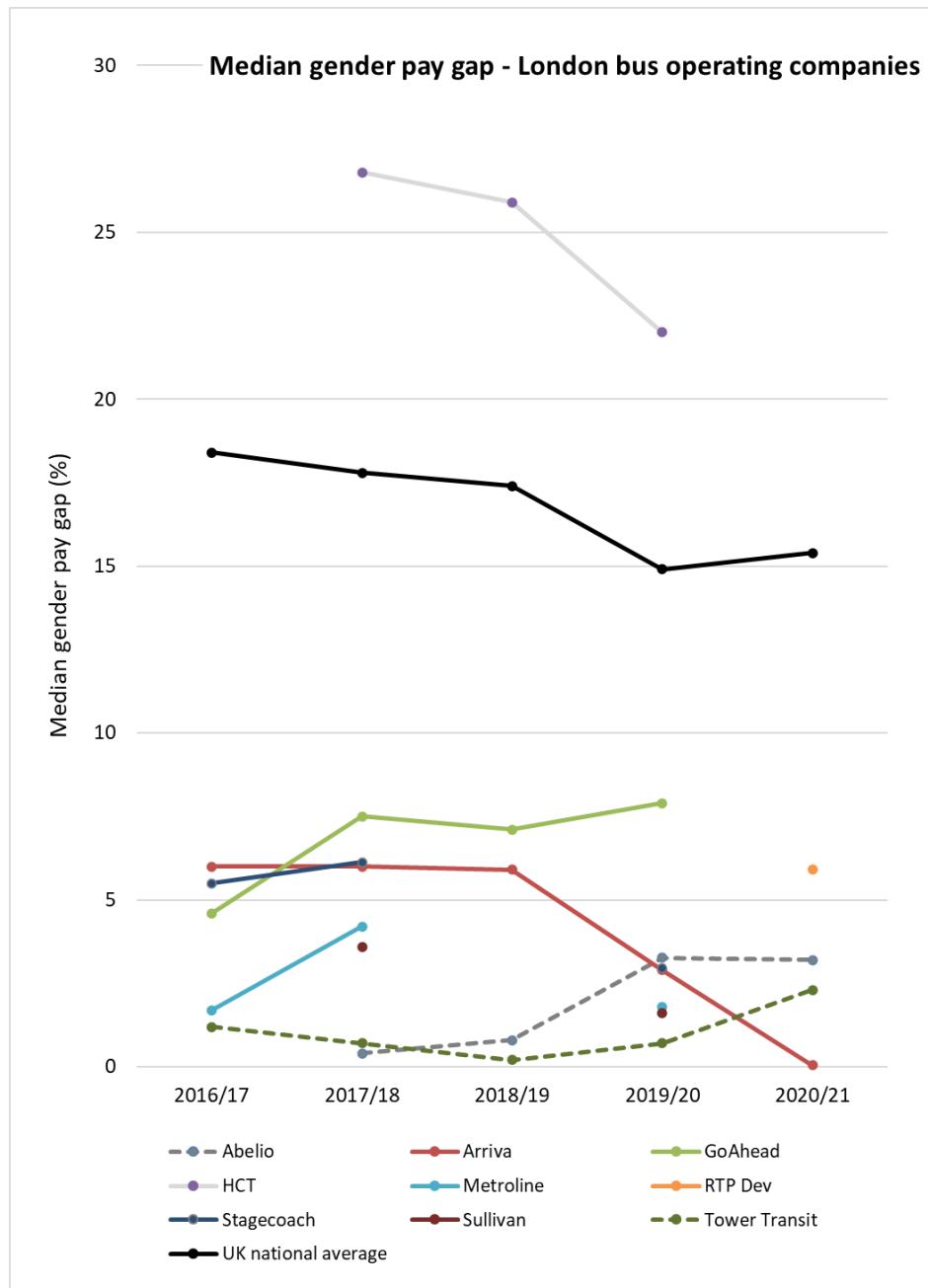
⁷ Based on gender pay reporting data 2020 from Abelio, GoAhead, RATP Dev and Stagecoach.

⁸

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1030718/annual-bus-statistics-year-ending-march-2021.pdf

⁹ <https://careers-goaheadlondon.icims.com/jobs/1177/apprentice---trainee-bus-driver/job?mobile=false&width=1713&height=500&bqa=true&needsRedirect=false&jan1offset=120&jun1offset=120>

As in many industries, the gap largely reflects the jobs that women do, with fewer women in senior roles. On average, across the London bus operating companies, 20% of the bottom quartile of earners, and 10% of the top quartile, are women¹⁰. The chart below shows the gender pay gap of eight of the London operators as well as the national average. This is based on gender pay reporting data that has been required by law from companies with more than 250 employees since 2017.



Source: Data from companies' gender pay gap reporting¹¹. National data from www.statista.com/statistics/280710/uk-gender-pay-gap/

¹⁰ Compiled from individual company's gender pay gap reports 2019/20.

¹¹ Abelio, Metroline, RATP Dev and Tower Transit figures are for London bus. Arriva, GoAhead and Stagecoach figures are for UK bus. Stagecoach 2019/20 was for stagecoach group as a whole. 2018/19 data was not required due to covid and so is missing for several companies. Only a few companies have reported 2020/21 to date.

There is no clear trend, with numbers fluctuating across the years and companies. It is important to point out that this analysis of the data is indicative only. There is some missing data, and data from separate companies is not necessarily fully comparable. For example, some operators report their London bus operations separately whereas others combine businesses. HCT stands out as having a much higher pay gap. This reflects the fact that it is a slightly different business, running social and educational transport and employing care assistants on many of their buses. It is likely that many of these assistants are female and that they are relatively lowly paid. UnoBus data could not be sourced for this report.

Ironically, recruiting more women into entry-level driver roles, where pay scales relate to experience, can cause the gender pay gap to increase. This should be temporary if policies are in place to help retain these female employees. Recruiting women directly into more senior roles will also help address this. However, nationally the pay gap is bigger at more senior levels¹² so, as more women are promoted or recruited to these roles, it will be important for companies to keep this in mind.

3.2 Shift work

Shift work can be a positive option for many employees, allowing them to fit work around family and other commitments. However, if there is a lack of flexibility around patterns, and/or lack of part-time options, shift work can also be a barrier, especially for women. Nationally, eighty-two per cent of bus drivers work full-time, with figures from the Annual Survey of Hours and Earnings in 2020 state that bus drivers work on average 39.0 hours a week (more than the national average of 36.9)¹³. Many operators have traditionally not been open to part-time working. A current advertisement for an apprentice London bus driver states that the role is full-time and '*...you will be required to work the full range of shifts which will include starting early in the mornings and finishing late in the evenings; this will include working weekends and public holidays as required*'¹⁴.

Shift work can have serious health consequences for both men and women. There is evidence that night working may result in higher risk of obesity, diabetes, cardiovascular disorders and cancer, as well as sleep disorders and mental health problems. Although it is an under-researched area, there is growing evidence to suggest that women may be more affected by night shift work than men. Research has found that, on average, women's bodies have greater difficulty in adapting to shift work¹⁵. There is also some evidence to suggest that shift work may negatively affect women's fertility. Studies have suggested that working night shifts is likely to slightly increase the risk of miscarriage; In one study the prevalence of miscarriage increased from 12 per 100 pregnancies in the average population to 13.4 among women working a rotational shift system (which sometimes included nights) and to 18.1 per 100 among those working fixed night shifts¹⁶.

¹²

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2021>

¹³

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1030718/annual-bus-statistics-year-ending-march-2021.pdf

¹⁴ <https://careers-goaheadlondon.icims.com/jobs/1177/apprentice---trainee-bus-driver/job?mobile=false&width=1713&height=500&bga=true&needsRedirect=false&jan1offset=120&jun1offset=120>

¹⁵

https://www.researchgate.net/publication/26645701_Sleep_and_Health_Consequences_of_Shift_Work_in_Women

¹⁶ https://www.nhshealthatwork.co.uk/images/library/files/Clinical%20excellence/Pregnancy_info_shiftwork_A4.pdf

Employers can help mitigate some of these risks with appropriate scheduling, health screening and lifestyle support.

3.3 Women's health

During their working life most women will experience changes to their body that affects their health and wellbeing including painful or heavy periods, pregnancy, breast-feeding, infertility, fertility treatment, pregnancy loss and menopause. Without an open and supportive working culture many women will suffer in silence, affecting their wellbeing and long-term health, as well as their ability to perform at work. According to The Menopause Charity, about 10% of women leave employment because of menopause¹⁷.

Making the working environment more supportive for women, including reasonable adjustments to hours and tasks, could help encourage more women to join and remain working in the bus industry. Providing support during the menopause could help address the lack of women in senior roles.

3.3.1 Toilets

TfL has recognised that driver toilet facilities are not adequate; there are not enough facilities and they are often in a poor condition. This is a serious health concern for all drivers, but women have specific needs during menstruation as well as safety concerns during night shifts that mean lack of appropriate toilet facilities has a disproportionate impact on their wellbeing.

3.4 Ergonomics

The publication of 'Invisible women' by Caroline Criado Perez in 2019 brought to public attention the fact that so much of life, from drugs to piano keyboards, has been designed to fit men. The concept, whereby the 50th percentile man is assumed to represent all humans, is termed the 'default male' by Criado Perez. This includes crash-test dummies; in fact, the preparation work for the Bus Safety Standard was forced to use the 50% male dummy as that was what was available. It is therefore safe to assume that the bus driver cab is also designed with male bodies in mind. While elements of the cab are adjustable to a certain extent, they are likely to fit a wider range of men than women and this may result in an uncomfortable or even unsafe working environment.

In 2021 Tracey Scholes, a bus driver for 34 years claimed that she lost her job when she found she was unable to reach the pedals in a new bus cab design, without creating a significant blind spot. While there is some controversy regarding the details of her dismissal, with her employer claiming that they did offer her alternative arrangements at the outset, the fact that the cab design did not fit her is undebated. Following support from Unite the Union, local politicians and a public petition, arrangements were made for her to drive an alternative vehicle and she returned to work.¹⁸ The fact this was a new vehicle indicates it is a problem that has not yet been fully identified, let alone addressed.

It is worth also noting that the 'default male' design problem is likely to extend to passenger safety. Criado Perez found that, if involved in a car crash, females are 47% more likely to be seriously injured and 71% more likely to be moderately injured due to the design of the vehicle. While the equivalent data is not available for bus passengers it would be worth investigating.

¹⁷ <https://www.themenopausecharity.org/>

¹⁸ <https://www.manchestereveningnews.co.uk/news/greater-manchester-news/victory-bus-driver-who-lost-22783550>

3.5 ‘Macho culture’

It is well recognised that the transport sector is male-dominated and until recently it has been accepted that a woman working in, for example, a bus garage, would have to put up with a certain amount of everyday sexism, if not sexual harassment.

This culture is a key focus of an article in Passenger Transport Magazine by Chloe Leach-O’Connell, the publication of which triggered the establishment of a ‘*Women in Transport: Bus*’ steering group within the Women in Transport network in 2019¹⁹. The article describes women feeling pressure to ‘laugh off’ casual sexist comments that make them feel uncomfortable. In 2021 the All-Party Parliamentary Group for Women in Transport published a White Paper ‘Gender Perceptions and Experiences Working in Transport’. The paper included new research that showed 69 per cent of women working in the sector felt the transport industry has a macho culture and 70 per cent of women perceived the industry to have an image problem²⁰.

This type of working culture is often associated with a lack of trust, lack of openness and a punitive hierarchical management style, which has been shown to prevent reporting of near-misses as well as reducing the likelihood of employees admitting when they need support due to poor mental or physical health.

4 The business case for diversity

Improving the gender balance in the workplace is clearly a good thing in itself, however, employing more women can also have much wider business benefits.

4.1 Better meeting customer needs

More diverse businesses perform better. Having a range of perspectives and life experiences improves decision-making and planning and makes business sense. Companies in the top quartile for diversity have been found to financially outperform those in the bottom quartile²¹. Similarly, having staff that understand the communities they serve brings valuable insights to improve customer services.²²

Nationally, 17-20 year-olds make the most bus trips of any age group and among younger passengers there is an even split between male and female passengers. However, over the age of 30, women make significantly more bus trips than men. Those in lower income groups also make more bus trips than the rest of the population and the biggest ethnic group of bus users is Black (19 per cent of bus trips in 2015-19)²³. Similarly, in London people under 25 years old, women and Black, Asian and minority ethnic Londoners rely of bus more than the general population.²⁴ People with disabilities are less likely to have access to a car and many rely on buses.

¹⁹ <http://www.passengertransport.co.uk/2019/01/lets-talk-about-women-and-buses/>

²⁰ <https://ciltuk.org.uk/News/Latest-News/ArtMID/6887/ArticleID/34258/Cross-party-group-of-Parliamentarians-calls-on-government-and-transport-industry-to-challenge-macho-culture>

²¹

https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx

²² <https://www.womenintransport.com/our-blog/2019/12/12/the-lowdown-on-diversity-and-inclusion>

²³ This was the case in 2019/20. In 2020/21 the number of trips was more balanced across the genders, but this was a reflection of the covid-19 pandemic lockdowns

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/929992/annual-bus-statistics-year-ending-march-2020.pdf

²⁴ <https://content.tfl.gov.uk/bus-action-plan.pdf>

TfL's Bus Action Plan²⁵ puts strong emphasis on improving the inclusivity of the service and in removing barriers facing a diverse range of passengers including women, people with disabilities, Black, Asian and ethnic minority Londoners and parents and carers. Having a workforce that better represents the passenger community can help identify and address these barriers.

4.2 Safety

Professional driving is still largely considered a 'male' job, and this assumption needs to be challenged. Recent research by Rachel Aldred *et al* found that the risk posed by male car and van drivers is around twice that of female drivers. For lorries the risk posed by men is around four times higher. Interestingly, among bus drivers the difference was much less pronounced. Women drivers still appeared to be slightly safer but overlapping confidence intervals mean that we cannot be sure this is a significant finding. The researchers suggest that "...characteristics of the [bus] and training and monitoring requirements may neutralise gender differences in skill or behaviour."²⁶

Table: Other road user fatalities by gender of driver, with sensitivity analysis around distance assumptions (Aldred *et al*, 2021)

Mode	ORU fatalities per bn km		
	All road users	Men (90% confidence intervals by gender)	Women (90% confidence intervals by gender)
Car/taxi	3.25	3.93 (3.85 to 4.00)	2.01 (1.94 to 2.07)
Van	2.59	2.62 (2.50 to 2.74)	1.32 (1.00 to 1.71)
Lorry	17.07	17.25 (16.7 to 17.9)	4.64 (3.23 to 6.33)
Motorcycle	7.63	8.18 (7.46 to 8.94)	0.68 (0.07 to 2.26)
Bus	19.18	19.45 (18.2 to 20.66)	14.35 (11.06 to 18.33)
Cycle	1.09	1.24 (0.96 to 1.56)	0.48 (0.18 to 0.97)

This research suggests there may be a small safety benefit in recruiting more female bus drivers, and in any case the research should help dispel the myth that professional driving is better suited to men.

4.3 Fostering culture of openness and honesty

Having a more diverse workforce could contribute to changing the reported 'macho' culture in the bus industry. If combined with awareness-raising and appropriate training, a shift in employee demographics could help address sexism and racism and challenge assumptions among all staff. A more open and supportive working environment would result in a better and safer working environment for both male and female employees.

5 Addressing barriers – Best practice

To capitalise on the multiple benefits of a more gender balanced workforce the barriers facing women entering or staying in the bus industry must be addressed. Below are some examples of how this has been done in bus companies and in other industries.

²⁵ <https://content.tfl.gov.uk/bus-action-plan.pdf>

²⁶ Aldred R, et al. Inj Prev 2021;27:71–76. doi:10.1136/injuryprev-2019-043534
<https://injuryprevention.bmjjournals.com/content/injuryprev/27/1/71.full.pdf>

5.1 Women's networks

In the rail sector, there is a strong and well-established Women in Rail network, set up to improve diversity in the rail sector, attract more women to careers in rail and support women within the sector. Membership of Women in Rail is free and there are national and regional events, career support, awards and mentoring²⁷. While there is not yet a comparable network for Women in Bus there are a number of new initiatives that are seeking to fill this gap.

5.1.1 Women in Transport

The Women in Transport network²⁸ is a not-for-profit organisation that aims to '*empower women in the industry to maximise their potential*'. Membership costs between £40-60 per year and provides access to events, mentoring and professional development programmes. The Women in Transport network recently collaborated with the All Party Parliamentary Group for Women in Transport to research and launch the white paper 'Gender Perceptions and Experiences Working in Transport'.

5.1.2 Women in Transport Diversity and Inclusion Bus Group

This steering group, part of Women in Transport, was set up in 2019 and meets four times a year²⁹. The group's key objectives are '*to promote the benefits of diversity and inclusion and improve perceptions of the bus industry*', '*to attract a diverse workforce which represents our customer base*' and '*to become employers of choice attracting the skills and talent we need*'. It does not appear to have been very active, possibly due to Covid. This will be clarified during stakeholder interviews (see section 6.4).

5.1.3 Bus operator groups

Several bus companies have set up their own women's networks.

Go-Ahead have established what they believe is the industry's first 'Women in Bus' network. The network provides virtual talks and workshops with the aim to support women to "...feel free to bring their true selves to work"³⁰.

Arriva employees across 14 countries have access to the Global Arriva Inclusion Network. At present the network has around 600 members, with a smaller specific gender network having only 300 members. Through virtual discussion and workshops, it aims to support women with career progression and to make a '*tangible difference to how gender equality is viewed in the workplace*'.³¹

In 2021 **Stagecoach** launched six new employee networks including Women@Stagecoach. Other networks include LGBTQ+, carers and parents' networks. The networks are given '*the freedom to push boundaries, encourage change, support colleagues and be a collective voice to continue to make Stagecoach a great place to work*'.³²

5.2 Recruitment

There are a wide range of recruitment methods that can be employed to increase the proportion of women that apply and are appointed. Targeted advertising and gender-neutral language in job ads, blind CVs (whereby the hiring manager cannot see any markers of gender, age or ethnicity) and

²⁷ <https://womeninrail.org/>

²⁸ <https://www.womenintransport.com/>

²⁹ <https://www.womenintransport.com/bus>

³⁰ <https://www.go-ahead.com/sustainability/case-studies/women-bus>

³¹ <https://www.arriva.co.uk/en/responsible-business/gender-pay#:~:text=Our%20overall%20mean%20pay%20gap,still%20have%20more%20to%20do.>

³² <https://www.stagecoachbus.com/news/south-wales/2021/june/stagecoach-launches-new-employee-networks>

unconscious bias training can all contribute.

Stagecoach piloted methods to increase driver diversity and female applicants increased from 13% to 34%. This included a ‘Women behind the wheel’ recruitment campaign, featuring celebrity Ferne McCann obtaining a bus license³³. The campaign focused on the flexibility and independence of the role as well as the customer service elements of the work.

Go-Ahead has set a company-wide target to increase female employees from 11% to 20% by 2025. Go-Ahead has also committed to 50% of board members being female. The company is also trying to attract more female recruits through their apprenticeship scheme. They are collaborating with TfL on this through a specific ‘Women in Drive’ programme³⁴.

5.3 Women’s health

In the last year several companies have made high profile announcements of specific policies on fertility and menopause. Kellogg’s for example has introduced additional leave for those undergoing fertility treatment, menopause or suffering pregnancy loss. This leave can be taken without a doctor’s note. They are also introducing training for managers in how to talk about these issues with staff³⁵.

Channel 4 is another company that has publicly published its menopause policy. The company’s gender equality network *4Women* found that the policy had a positive impact on how employees felt about working at Channel 4, even among those who had not used the policy³⁶.

³³ <https://www.stagecoachgroup.com/about/managing-the-business/governance/gender-pay-gap-reporting.aspx#:~:text=Stagecoach%20is%20made%20up%20of,the%20UK%20average%20of%2015.5%25> and

³⁴ <https://www.go-ahead.com/sustainability/case-studies/women-bus>

³⁵

https://www.kelloggs.co.uk/content/dam/europe/kelloggs_gb/pdf/KELLOGG_INTRODUCES_NEW_MEASURES_FOR_STAFF_EXPERIENCING_THE_MENOPAUSE_PREGNANCY_LOSS_AND_FERTILITY_TREATMENT.pdf

³⁶ <https://www.channel4.com/corporate/menopause-policy>

6 Recommendations and next steps

This report has presented data and evidence to help explain why so few women work in the bus industry and why companies struggle to recruit and retain female employees. The next step is to consider how TfL could work together with the industry to address this.

The research implies that a Women in Bus network – either a new network or support for an existing network – may be a good way to address the gender imbalance and therefore a worthwhile investment for TfL. While the main objective would be to support more women entering and remaining in the bus industry there would also be significant wider benefits for all employees, passengers, bus operators and TfL.

This section sets out an outline of some of the early initiatives, including quick wins, that such a network could focus on. This is followed by a series of further questions to be addressed in an internal workshop, and a series of stakeholder interviews.

6.1 TfL's Women in Bus network – proposed initiatives

A short list of achievable and impactful initiatives would be needed to accompany the launch of TfL's support to women in the bus industry. These six proposed initiatives are informed by the research in this report and discussions with the Bus Safety Team. The potential impact and feasibility of each will be appraised during an internal staff workshop and during stakeholder interviews.

- 1) **Research into the barriers and opportunities to women working in buses:** This would be most likely to be researched through focus groups with female bus sector employees. This research could be used to further develop the other initiatives in this list, as well as to help identify additional future interventions.
- 2) **Review of bus operator policies regarding women's health:** A review of policies for pregnancy, pregnancy loss, fertility treatment and menopause.
- 3) **Provide best practice guidance on women's health policies:** This may involve TfL as a whole, depending on the organisation's own policies. There is potential to use menopause as a pilot.
- 4) **Provide training for managers on women's health issues.** Again, potentially using menopause as a pilot.
- 5) **Review operators' recruitment approaches.** Focus on initiatives specifically aimed at attracting/ appointing female applicants. This could be followed by new guidance, pilots, a new diversity and inclusion Bus Operators' Innovation Challenge, recruitment targets and/or other new contract requirements.
- 6) **Research into ergonomics.** Both the cab and the passengers' seats are likely to have been designed around the dimensions of the average male. This research would explore the extent to which this impacts the comfort and safety of drivers and the injury risk to passengers. Initial research could include qualitative research with drivers as well as analysis of existing passenger injury data.

6.2 Further research needed

There are however questions that need to be answered before such initiatives can be launched. The following questions will be addressed through the workshop and stakeholder interviews listed below.

- What should be TfL's *key focus* in supporting women in buses?

- Is a women in bus network the best way?
- How active are the existing operator networks and the Women in Transport Diversity and Inclusion Bus Group?
 - Should TfL set up a new network or support/ build on existing ones?
 - Should it start as a London network or be open nationally from the beginning?
- What are the possible funding models (e.g., membership fees, sponsorship, industry contributions)?
- How could we ensure the network is accessible to operational staff, especially those working shifts?
- What other data/ research is available that could help inform interventions?

6.3 Workshop

A workshop will be held with staff from TfL Bus Operations as well as a representative from the TfL Safety, Health and Environment directorate. The aim of the workshop will be:

- To share the findings in this report.
- To agree aims and objectives for TfL's support to women in the bus industry, including the vision for potential Women in Bus network.
- To discuss the further research questions above.
- To appraise the list of six initial initiatives above.
- To agree next steps, including additional recommended stakeholder interviews.

6.4 Interviews

Following the workshop, a series of stakeholder interviews will be arranged with female leaders in the bus industry and representatives of other women's networks. The stakeholder interviews will help to ensure that TfL builds on existing work and does not duplicate efforts. The interviews will also be used to help clarify the most effective area for TfL to focus on.

The exact format of the interviews will be agreed with the Bus Safety Team and a structured questionnaire will be prepared. Potential interviewees include:

Organisation	Name	Role	Contact
Women in Transport: Diversity and Inclusion Bus Group	Sonya Byers	CEO of Women in Transport and Chair of D&I bus group	
Women in Transport: Diversity and Inclusion Bus Group	Caroline Ward	Project lead for Inclusive Employment	
Transport for London	Louise Cheeseman	Director of Bus Operations	
Abellio	Lorna Murphy	Operations Director	
Unite	Carolyn Simpson	Regional women's and equalities officers London & Eastern	
All-Party Parliamentary Group for Women in Transport	Ruth Cadbury MP	Chair	
TfL women's network			
Women in Rail network			
GoAhead Women in Bus			
Women@Stagecoach			

Date: 24 May 2023

Item: Human Resources Quarterly Report

This paper will be considered in public

1 Summary

- 1.1 The Quarterly Report is a standing item on the agenda for this Panel. It provides an update on key activities across the Chief People Office for the period February to May 2023.

2 Recommendation

- 2.1 **The Panel is asked to note the report.**

List of appendices to this report:

Appendix 1: HR Quarterly Report

List of Background Papers:

None

Contact Officer: Fiona Brunskill, Interim Chief People Officer
Email: FionaBrunskill@tfl.gov.uk

[page left intentionally blank]

HR Quarterly Report February to May 2023

24 May 2023



EVERY JOURNEY MATTERS

HR Quarterly Report

February to May 2023

Introduction

This updated Human Resources (HR) Quarterly Report provides an overview of work taking place to make Transport for London (TfL) a great place to work, for everyone.

The report will provide an update on our longer-term approach to people activity, and how we will ensure that TfL is able to attract and retain talent, whilst also improving the wellbeing of our colleagues. The report will also cover updates and achievements since the previous Panel held on the 22 February 2023.

The format of this report will provide an update on

1. Our emerging Colleague Strategy
 - a. Creating a culture of inclusion
 - b. Supporting everyone to achieve their work ambitions
 - c. An attractive and fair employee offer
2. Our TfL Programme



Our emerging Colleague Strategy

Our emerging Colleague Strategy will set out our goals between now and 2030, recognising where we are now and what we will do to make this a great place to work for everyone.

A healthy heartbeat comes from colleagues feeling supported at work. We are building an inclusive workplace where everyone feels safe, valued and able to improve and develop, whatever your role and wherever you are in your career.

Alongside our Trade Unions and Colleague Network Groups, we will design progressive and transparent policies and processes, that better meet the needs of our colleagues.

Our Colleague Strategy will be broken down into three key commitments which we will make to our colleagues:

Creating a culture of inclusion across our organisation

Across our organisation, every one of us has a role to play. Building a safe space for conversations and challenge will ultimately lead to a more effective, innovative organisation that meets everyone's needs and promotes wellbeing in the widest possible sense.

An attractive and fair employee offer

We are working towards a new approach to reward and our overall employment offer. Our employee benefits, policies and ways of working need to help you build your career here, and motivate others to join us.

Supporting everyone to achieve their work ambitions

We will deliver London's future with your skills, ideas, energy and creativity. Great leadership with a continued focus on your ambitions and wellbeing, with everyone having access to opportunities, is at the heart of how we will make TfL a great place to work.

A further update on our emerging Colleague Strategy and how we will launch this is provided as a separate agenda item at this Panel.

Showcasing our Colleague Strategy

On the 20 April, we held our first in person HR Conference since the pandemic. Over 300 colleagues attended the event which was used as a launchpad for our Colleague Strategy.

This event showcased the aims and objectives of the strategy and highlighted the role we all have in bringing this strategy to life. All of our work across the Chief People Office will be aligned to this strategy. The response from our colleagues on the day was overwhelming and we look forward to sharing this with our colleagues across TfL

Creating a culture of Inclusion

Action on Inclusion

Whilst diversity has always been an important focus at TfL, we are moving towards a more inclusion focused approach to positively impact our organisation for our colleagues and customers. We are focused on creating an equitable, high-performing workplace where people from all backgrounds can get the support they need to thrive and grow.

In response to this challenge, we have developed our Action on Inclusion strategy which sets out steps we will take to make TfL a genuinely inclusive employer. This strategy will be published and shared with our colleagues by the summer

Over the past two years, Action on Inclusion was developed through a combination of over 500 listening sessions with our colleagues and emerging data. This has allowed us to create a strategy that matters to our people.



The document comprises of three key themes:

1. Representing our city - How we will ensure our organisation truly reflects the diversity of London
2. An inclusive starting point - Practical steps to improving equity, diversity and inclusion in the workplace
3. Skills and opportunities - How we will develop everyone to be their best at work, ensuring TfL is a great place to work for everyone to thrive

There is an additional agenda item, outlining how this strategy has been developed and its aims on the agenda for this meeting.

Representation at Senior Levels

Diversity without an inclusive culture is not sustainable in the longer term, as diverse talent will leave the organisation if we are not an inclusive place to work.

However, in order to represent London, it is important that TfL represents Londoners at every level of the organisation. This is key to making sure that there is diversity of thought in decision making and in turn will make TfL a more inclusive place to work.

The Senior Leadership Representation measure has been added to the TfL Scorecard for 2023/23 and is a measure of the percentage of colleagues in pay band four and above who have declared to be black or minority ethnic; to be women; to have a disability; to be lesbian, gay or bisexual; or to have a minority faith or belief.

Senior representation can be influenced; by recruitment campaigns, by encouraging more of our colleagues to share their diversity information with us, and by addressing causes of attrition and barriers to progression which may disproportionately affect colleagues with protected characteristics.

Our ambition is to halve the difference in representation between our current senior colleagues and the economically active population of London for five protected characteristics between 2023/24 and 2030.

Reviewing our Policies

We want TfL to be a great place to work where everyone can thrive. An essential part of this is having the right policies in place to support our people. Our policies are also a vehicle by which we can embed an inclusive culture.

Our current policies follow a 'one size fits all' approach. This means we have to apply prescriptive rules without exception, making it difficult to do the right thing by our people and our organisation. Feedback from colleagues and managers have been that our policies are chaotic and confusing and do not demonstrate how we wish to treat our people in line with our Vision and Values.

We are moving to principle-based policies and procedures which means moving away from a reliance on detailed, prescriptive rules that are typically long, rigid and complex that must be applied without exception. We will no longer have a 'one size fits all' approach but instead rely more on high-level, broadly stated rules or principles to set the standards that in the main, allow managers to consider individual circumstances.

We have now gone live with consulting our Trade Union colleagues on updates to our Attendance, Grievance, Discipline and Bullying & Harassment policies, with an ambition to go live with these new policies early in 2024.

Leaver Survey

In February we launched our new Leaver Survey which is being sent to all colleagues who voluntarily left the organisation. This survey will act as our temperature check to see why colleagues are voluntarily leaving the organisation.

Our response rate to date is 44 per cent, with 47 of 106 leavers having now filled out the survey. Whilst this is too soon to provide any detailed analysis, in particular by business area, key themes are already emerging.

The most common reason for colleagues leaving TfL is for a better or new opportunity elsewhere with 30 per cent of leavers citing this as their key reason for leaving. This includes a number of sub reasons, such as a promotion from their current role, a career change, or further development opportunities.

We will aim to bring a more detailed report early in 2024 when we have rich enough data to drill down into some of the reasons and provide the Panel with work we are doing in response to these findings.

Supporting everyone to achieve their work ambitions

Update on our performance and readiness conversations

We have concluded our end of year performance and readiness conversations for the 2022/23 performance year on the 15 May 2023.

These conversations between colleagues and their people leaders identify performance over the previous year, along with their readiness to progress to the next stage of their career. These readiness ratings will be used to inform development plans for our colleagues and be used to other initiatives such as succession planning (below).

The next steps are to do a review into how these conversations have been used across the different parts of TfL, identifying areas where there is lower engagement with this process such as in operational areas. Further detail will be brought back to the Panel when available.

Strategic Workforce Planning

Our Strategic Workforce Planning tool has been trialled and tested within the HR community and will be launched to our people leaders within the coming months.

Our HR business partners have been using the data from the dashboards to support more strategic decision making around our resourcing and graduate and apprentice demand. It has also been providing key evidence on what action we can put in place to support retention.

This data includes retirement profiles for each Chief Officer area. This estimates the number of colleagues anticipated to retire based upon age, length of service and previous trends. The highest anticipated retirement rates are seen in operational areas, with over two per cent of colleagues anticipated to retire each year from 2026 onwards. This retirement profile is significantly smaller for other Chief Office areas with Capital anticipated to have less than 0.2 per cent of colleagues retiring each year by 2026.

A Strategic Resourcing Group has been formed to identify and mitigate any resourcing issues and ensure we are managing our resourcing collaboratively. This group is focusing on supporting the retention of our key skills associated with the critical and hard to fill roles by ensuring robust succession plans are in place and steps are taken to mitigate against the loss of this knowledge and expertise from the business.

Critical Roles and Succession Planning

The identification of our critical and hard to fill roles has been aligned with our action planning cycle which takes place after our End of Year reviews in May and June. It is at this point that the business has committed to having an understanding of the skills associated with these roles which will allow us to understand our future skills needs.

Our Graduate, Apprenticeship and Internship schemes are being used to respond to our longer term critical and scarce skills requirements. Recruitment in 2023 to schemes which are directly addressing green, digital and leadership skills will help ensure we have a pipeline of talent with the skills needed for the future.

Succession plans for the critical and hard to fill roles will be in place by the end of October 2023.

An attractive and fair employee offer

Our Approach to Reward

Our current work on pay management has four main areas of focus:

1. Delivering a consistent approach to pay structuring, pay ranges and pay setting that is more closely aligned to market levels whilst being both affordable and supporting long term financial sustainability.
2. Reviewing how we currently link Reward and individual performance and the elements of our pay frameworks that support this approach (Pay for Performance in TfL, Performance Related Pay in LU and the pan-TfL Senior Manager Reward Framework)
3. Aligned with point two above, review how we might distribute the annual pay review budget differently if we change the performance-based approach to base pay progression as part of the annual pay review process
4. Individual pay progression ‘in role’ – reviewing how we might better manage pay progression so as to optimise pay positioning in future for an individual aligned with personal development and increased contribution.

Our immediate focus is on pay structuring and pay ranges as the foundation of a new approach to pay management where we are working on the design for a Job Families

model that could be applied across the organisation.

In support of this work, we have now formalised the pay management project as a programme within our overarching Change portfolio. Our Reward team has been realigned to better support the dual activities of the project delivery as well as normal BAU work.

Our ambition is to implement the new Job Families approach for the start of the 2024/25 performance year in April 2024, subject to consultation.

brand and moving London forward. Highlighting the opportunity to work in a green organisation, tackling the climate emergency, on world leading projects, improving people's lives.

Career Journey: Offering an employee journey that is flexible, varied and allows career growth while still having a life away from work.

A flexible offer: A core benefits package that enables people to live their own lives outside of work according to their own priorities.

As this work progresses, we will return to the Panel with more detail.

Our Employee Value Proposition

We are operating in a competitive marketplace for talent. People, whether in or out of work, have more options and this has created an unprecedented number of job vacancies, resulting in greater competition. We need a way of standing out from the crowd as a prospective employer and something that clearly communicates what makes TfL unique as a place to work.

We are commencing a piece of work to better articulate why colleagues should work at TfL and progress their careers with us.

Our employee offer is the offer we make to attract prospective employees and retain existing employees; our Employee Value Proposition is how we market it.

As part of our initial work, we have identified three areas of focus which we need to

Our purpose: How we present ourselves to prospective employees and continue to motivate existing employees, focusing on our

Our TfL Programme

Our TfL Programme

The Our TfL Programme (OTP) continues to progress at pace. Work to review and update the scope across the programme has been carried out and sub-programmes are continuing to progress initiatives through design, refining potential efficiencies.

Early benefits have been focused on making it easier to work across TfL for our colleagues. These benefits include the removal of the Financial Commitment Oversight Group, streamlining of headcount controls, and realignment of the Tech & Data senior leadership team.

Work to capture the as-is state across the organisation continues to progress and will be essential in informing OTP design work. Work done to date includes a comprehensive programme of mapping, analysis and engagement in order to develop the activity map for TfL and to identify opportunity areas for improvement.

The programme continues to engage with stakeholders across the organisation, with updates being taken to leadership forums, team meetings and TfL Company Council.

More detail on Our TfL Programme and sub programmes will be provided at an informal session with the Panel.

[page left intentionally blank]



Date: 24 May 2023

Item: Action on Inclusion Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the development of the colleague section of our Action on Inclusion strategy; Creating and Inclusive Workforce.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 The colleague section of Action on Inclusion is the vehicle through which we will deliver the Mayor's Transport Strategy relating to TfL becoming a more inclusive employer.
- 3.2 The purpose of this ambitious strategy is to make TfL a great place to work for all our colleagues which will enable us to attract, develop and retain a diverse workforce, which reflects and is better able to service the diversity of London's population.
- 3.3 Action on Inclusion has been developed over the past 24 months and is a key step on our journey to become a more inclusive workplace.
- 3.4 The slides in Appendix 1 provides an overview of how we have developed this strategy and the key themes contained within this.

List of appendices to this report:

Appendix 1: Action on Inclusion – Creating an Inclusive Workforce

List of Background Papers:

None

Contact Officer: Patricia Obinna, Interim Director of Diversity & Inclusion
Email: PatriciaObinna@tfl.gov.uk

[page left intentionally blank]

Action on Inclusion – Creating an Inclusive Workforce

Our Journey so far

Page 83

SSHR Panel

24 May 2023



The role of Action on Inclusion – Creating an Inclusive Workforce

CONTEXT AND OBJECTIVES

- Action on Inclusion (Colleague) is the vehicle through which we will deliver the Mayor's Transport Strategy relating to TfL becoming a more inclusive employer.
- This update will primarily focus on the development of the colleague part of Action on Inclusion which we've called 'Creating an Inclusive Workforce'.
- The purpose of this ambitious strategy is to make TfL a great place to work for all our colleagues which will enable us to attract, develop and retain a diverse workforce, which reflects and is better able to serve the diversity of London's population.

The Panel are asked to NOTE this update.

KEY THEMES:

- We define inclusion as creating a sense of belonging; so everyone feels they can bring their authentic selves to work and be their most creative and engaged.
- We are prioritising inclusion because everyone has a part to play if we are to positively impact our organisation for years to come and is necessary if diversity is to thrive.
- In the past, we have fallen short of our ambitions to make our organisation a great place for people to work and thrive by concentrating on one-off initiatives. Instead, we will now embed equity, diversity and inclusion in every aspect of our organisation over the coming years to 2030.
- While our Executive Committee has a corporate responsibility (supported by our people leaders) we are focusing on everyone's accountability to create and embed an inclusive workplace. We will deliver this through both a top-down and bottom-up approach, empowering employee-led efforts to drive real change, with everybody understanding their own individual responsibilities.

Our journey so far:

Action on Inclusion has been developed over the last 24 months and is a key step in our ongoing drive to be a more inclusive workplace. These slides seek to provide assurances on how we have developed this strategy, that it is data led and that it has been developed with input from our colleagues.

The role of Action on Inclusion:

- Action on Inclusion is our seven year plan that seeks to demonstrate:
 1. Our **moral** obligation to our workforce by enabling us to set out our commitment to create an inclusive workplace where all colleagues' differences are respected and celebrated and where diversity can thrive.
 2. Our **corporate/organisational** obligation to create a vehicle through which we will deliver the Mayor's Transport Strategy to become an inclusive employer
 3. Our **legal** obligation to ensure that there is protection for those with protected characteristics by our commitment to tackle (and call out) discrimination in all its forms
- It sets our ambitious, long term commitments to attracting and developing diverse talent and being a great place to work.

Page 85

Listening Sessions
Engagement with colleagues to gather further feedback and how they feel and what matters to them.

Developing our Vision and Values
Setting out defining values for TfL which put people at the heart of how we work.

Data and Insights
Work with the latest data and cultural understanding of our organisation to better target interventions to support our colleagues

Societal events
Responding directly to external events and reports from our peer organisations and listening to what our colleagues say.

Development of Action on Inclusion



Feedback that has informed Action on Inclusion

1. [Listening Sessions](#)
2. [Development of our Vision and Values](#)
3. [Inspiring a fairer future](#)
4. [EDI Forum](#)
5. [Viewpoint](#)

As a result of this feedback, we grouped the findings thematically:

- Leadership
- Recruitment
- Confidence to call out poor behaviour
- Explicit racism/sexism/xenophobia still takes place
- Lack of trust in HR Processes

Outputs:

- Our People Leaders Framework – We have for the first time defined what it means to be a people leader at TfL, with inclusive leadership one of the specified leadership strengths.
- Senior Leadership Sponsorship Programme – We have developed and launched a sponsorship programme to better prepare internal colleagues for leadership roles, a key part of this is guidance around inclusion and tackling discrimination.
- Speak up – Established a project group to look at the creation of a confidential helpline, with a view to creating a speak up campaign
- Anonymous Recruitment – Implemented anonymous recruitment software to remove any detail on protected characteristics to remove any potential bias and build confidence for colleagues from diverse backgrounds to apply for opportunities.
- Updating our policies and guidance – We are reviewing all of our HR policies to ensure they are more intuitive and fit for purpose. To date we have launched a new Domestic Abuse policy and new Menopause Guidance.
- Action on Inclusion – Creating an Inclusive Workforce

Responding to societal events & further data sources

- Our colleagues are also heavily impacted by events which take place in wider society which we as an organisation need to be attune with.
- Following the murder of George Floyd and the resurgence of the Black Lives Matter movement, has shone a light on racism and the continued structural disparities our Black, Asian, minority ethnic colleagues still faced in 2020, we created our Anti Racism Leadership Charter which commits signatories to listening, learning and taking tangible action within their respective business areas.
- Following the murders of Bibaa Henry and Nicole Smallman, Sarah Everard and Sabina Nessa, and as a direct result of our colleagues experiences of domestic abuse and safety concerns, we launched our first Domestic Abuse policy and Zero Tolerance to sexual harassment training for those in customer facing roles.
- ^{Page 87}These events and our response to them have also directly informed the development of Action on Inclusion and how we as an organisation support our colleagues.
- We are also exploring quarterly pulse surveys as part of Action on Inclusion in order to take a regular temperature with our people to see how we are doing, but also to enable us to be able to make any adaptations to our approach that may be necessary in order to address any emerging issues.

Further sources of data:

- We will also learn from and take into account D&I reports from peer organisations, including the GLA family. Whilst this strategy is not in response to these, we will always review and learn from them.
- We are currently looking at our case management data (e.g. bullying, grievance cases) to see if there are any trends which we would need to investigate in more detail.
- We are looking at leaver data to identify trends and any disproportionate impacts upon minority groups.

How the strategy is structured

- Action on Inclusion – *Creating an Inclusive Workforce* is built around three central pillars, setting clear objectives for every level of our organisation, which are detailed fully in the Action on Inclusion strategy. These are:
 1. Representing our city
 2. An inclusive starting point
 3. Skills and opportunities
- Each of these three pillars, along with their ambitions up to 2030 are detailed in the following slides.

Page 88



Representing our City

REPRESENTING OUR CITY - To achieve our aim of ensuring our organisation reflects the diversity of London's population at all levels, we are:

- Supporting all of our people to ensure everyone feels they belong and can be themselves everyday
- Exposing our leadership teams to diverse thought and experiences to help develop more empathetic and inclusive Leaders
- Embedding a zero-tolerance culture to all forms of discrimination
- Improving our use of data to help us better understand our workforce, which will in turn aid decision-making and change
- Removing any potential barriers in our recruitment process to make our workforce more diverse while also unlocking barriers to career progression and better internal opportunities

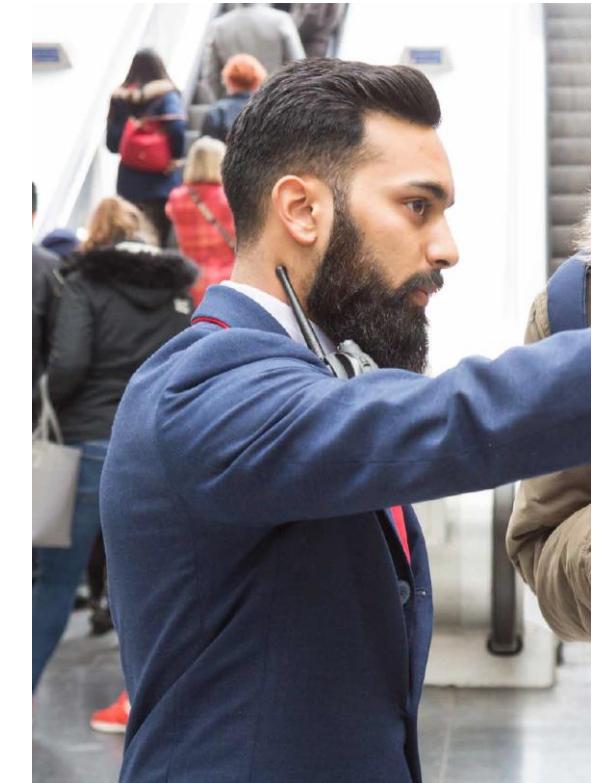
Page 89

OUR AMBITIONS

Representing our city

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

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



* Band4+

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

An Inclusive Starting Point

AN INCLUSIVE STARTING POINT - We have set out the practical steps we need to take to improve equity, diversity, and inclusion in the workplace, with actions targeted towards:

- Creating a better workplace for all by adopting an inclusive approach to design and removing any potential barriers faced by disabled people
- Collaborating with supportive stakeholders to achieve sustained change
- Building inclusivity and equity into all our policies, processes and decisions
- Equipping colleagues and line managers for success by providing the tools and resources for them to support and embed an inclusive culture
- Addressing any potential barriers that prevent colleagues from being their authentic self at work
- Delivering a fair and transparent pay proposition for our people that balances affordability while meeting the challenge of attracting and retaining talent

Page 06

OUR AMBITIONS

An inclusive starting point

Practical steps we will have implemented to improve equity, diversity and inclusion in the workplace:

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



Key

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

Skills & Opportunities

SKILLS AND OPPORTUNITIES – We will develop everyone to be their best at work, ensuring TfL is a great place to work where everyone can thrive. We will achieve this by:

- Improving career progression within the organisation by developing everyone to be their best at work
- Page 91 Helping our colleagues to develop new skills and enabling them to apply these skills to current and future roles
- Investing in our graduate and apprenticeship schemes to cultivate the key skills that are critical for the future of our organisation and industry
- Proactively tackling the issues to realise the potential of people who face barriers into employment
- Reinforcing our obligations in accordance with the Public Sector Equality Duty and ensuring that we consider the impact of change on all our people

OUR AMBITIONS

Skills and opportunities

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

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



Our Launch Plan:

Our proposed launch plan below outlines some of the key events and deliverables by which we will familiarise the strategy with our colleagues and key stakeholders.

- **Senior manager briefings** – will be held face to face following the launch of AOI to introduce the Inclusive Workforce strategy and what their role will be in bringing this to life.
- **On the Move** – Publish an article in our OTM colleague magazine to introduce the document and advertise upcoming roadshow events. Blogs from AOI allies as to why this is important to them
- ~~Pan TfL Roadshows~~^{page 92} – Opportunities for colleagues to engage with the strategy and how they can bring this to life in their respective business areas
- **AOI SharePoint site** – Launch of a new location of all information and comms on Action on Inclusion, FAQs, guidance, latest news and videos from senior leaders.
- **Creating an inclusive workplace training** – We will launch a new inclusivity training course in the Autumn to continue the drumbeat of engagement
- **Dedicated materials for Operational colleagues** – Team talk packs provided to people leaders in operational areas so colleagues unable to make roadshow events are still included and involved.
- **Regular delivery updates** – We will continue to demonstrate progress and maintain the drumbeat with our colleagues through existing communications channel to embed inclusion as part of our day-to-day routine.

How we will measure success & Next Steps

- We will report on our progress regularly to the Board, our colleagues and stakeholders.
- We are developing a new measurement framework that will help us track progress, monitor performance and inform investment decisions, using a key set of metrics relating to the pillars of Action on Inclusion.
- We will use this framework to identify new performance scorecard measures and over time, we will develop targets.

Page 39 of 62

Tracking progress:

- A 'One Year On' progress report will be provided to the Mayor.
- Impact Reports will be provided to the Safety, Sustainability & HR Panel on an annual basis.
- In addition to this, we will keep our stakeholders informed internally via our Colleague Network Groups, employee bulletins and for cascade via our people leaders so that all colleagues are reassured action is being taken.

Our short and medium term plans – next steps

- Our deliverables are set out in short to medium (2023-2026) and medium to long term (2026 onwards).
- The strategy is iterative and will continue to develop and evolve as we respond to data, survey results and colleague feedback.
- Internally, we have prioritised a number of key actions for delivery:
 - Speak Up - Simplify our reporting processes at TfL to make it easier for colleagues to speak out. Promoting the psychological safety of our colleagues, that they feel confident and safe to speak up.
 - Launch our creating an inclusive workplace training course to all colleagues
 - Complete the revamp and streamlining of our Equality Impact Assessment process
 - Implement new programmes to remove barriers to employment, e.g. Steps into work
 - Equip all line managers with knowledge and skills on disability awareness.
 - Launch a D&I ‘one stop shop’ to provide a single site for all colleagues to access guidance, support and best practice.



Date: 24 May 2023

Item: Our Emerging Colleague Strategy

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on our emerging Colleague Strategy. This outlines how we will make TfL a great place to work for everyone to thrive, so that we attract, retain and develop people with the skills to achieve our goals.

2 Recommendation

- 2.1 The Panel is asked to note the paper.

3 Background

- 3.1 Our emerging Colleague Strategy is one chapter of our wider TfL Strategy, and sits beside and links with our other themes: Safety and Security, Customer, Green, and Finance.
- 3.2 The Colleague Strategy has been developed with input from our colleagues who have told us what they value about working here and what we need to focus on to make our organisation a great place to work for everyone to thrive.
- 3.3 The emerging strategy will focus on three key themes that will be covered in more detail in Appendix 1, which outlines how we will make TfL a better place to work from now up to 2030.
- 3.4 Each year the initiatives and interventions that will help us achieve our ambitions will be included in an annual Colleague Roadmap, which will be shared with our colleagues. This will demonstrate tangible actions we will take each year.

List of appendices to this report:

Appendix 1: Our Emerging Colleague Strategy

List of Background Papers:

None

Contact Officer: Fiona Brunskill, Interim Chief People Officer
Email: FionaBrunskill@tfl.gov.uk

[page left intentionally blank]

Our Emerging Colleague Strategy SSHR Panel

24 May 2023



Overview of our emerging Colleague Strategy

- Our emerging Colleague Strategy is one chapter of our wider TfL Strategy, and sits beside and links with our other themes: Safety and Security, Customer, Green, and Finance.
- The Colleague Strategy has been developed with input from our colleagues who have told us what they value about working here and what we need to focus on to make our organisation a great place to work for everyone to thrive.
- ^{Paged 89}The strategy will focus on three key themes which will be covered in more detail in the following slides, which outline how we will make TfL a better place to work from now up to 2030.
- Each year the initiatives and interventions that will help us achieve our ambitions will be included in an annual Colleague Roadmap which will be shared with our colleagues. This will demonstrate tangible actions we will take each year.



Our colleague priorities

Be a great place to work for everyone to thrive so that we attract, retain and develop people with the skills to achieve our goals

Create an inclusive culture

- Remove barriers to employment and progression so our workforce and our senior leaders, those in Band 4 and above, are more representative of our city, and to reduce our ethnicity and gender pay gaps
- Create a psychologically safe workplace, where everyone feels confident about sharing ideas and speaking up when things are wrong
- Achieve zero tolerance to inappropriate behaviour, to reduce experiences of bullying, harassment or discrimination
- Make inclusion and wellbeing guiding principles for everything we do

Provide a fair and attractive employee offer

- Ensure our employee offer focuses on the overall employee experience and responds to what colleagues value most
- Improve how we manage pay, balancing fairness and affordability with meeting the competitive challenge of attracting and retaining talent
- Introduce principle-based people policies, replacing rigid, rule-bound ones
- Make it easier for colleagues to access opportunities for part-time and flexible working where possible across our organisation

Support everyone to achieve their work ambitions

- Build a strong culture of good people leadership across the organisation, where colleagues and leaders have frequent, quality conversations on wellbeing and development
- Embed an operating model that reduces inefficiency and unnecessary bureaucracy, so we can all add more value and achieve our ambitions
- Support everyone to identify and progress their own career
- Build skills for the future by developing diverse talent pipelines and succession plans for all critical roles, and maintaining our position as a leading apprentice and graduate employer



Our 2030 success measures

- Being recognised as one of the best companies to work for in the UK, with employee engagement better than the UK-wide benchmark
- Where we are not already representative of London, we aim to halve the gap



Colleague roadmap for 2023/24

Quarter 1 April – June

- ➔ Publish our Action on Inclusion plan
- ➔ Publish our Pay Gap Action Plan
- ➔ Implement new programmes to remove barriers to employment
- ➔ Complete review of how we report when things aren't right
- ➔ Engage with trade unions on policy development
- ➔ Roll out Our People Leaders framework
- ➔ Finish mapping the activities we do and how they fit in our value chain
- ➔ Amend headcount governance to fill vacancies quicker

Quarter 2 July – September

- ➔ Launch our 'creating an inclusive place to work' e-learning course to all colleagues
- ➔ Launch our revised leavers process

Quarter 3 October – December

- ➔ Refresh how we present and advertise what we offer as an employer
- ➔ Complete review of work-life balance policies
- ➔ Establish succession plans for critical roles
- ➔ Complete the revamp and streamlining of our Equality Impact Assessment process

Quarter 4 January – March

- ➔ Deliver next tranche of rolling improvements to operational colleagues welfare facilities
- ➔ Complete review of reward strategy and approach to pay setting
- ➔ Be ready to start implementing our new policies
- ➔ Launch consistent talent approach, with defined learning, development and recruitment offerings
- ➔ Launch our colleague wellbeing plan
- ➔ Our People Leaders framework embedded into how we develop leaders

Quarter 1 2024/25

- ➔ Start the refresh of our colleague engagement survey
- ➔ Deliver new ways of working through our TfL operating model
- ➔ Improve technical capability to support people management by delivering next phase of myJourney

Our colleague priorities:

- ➔ Create a culture of inclusion
- ➔ An attractive and fair employee offer
- ➔ Support everyone to achieve their work ambitions

Date: 24 May 2023

Item: Responsible Procurement

This paper will be considered in public

1 Summary

- 1.1 We are required to publish a new Modern Slavery statement under the Modern Slavery Act 2015 for the Financial Year 2022/23, outlining what steps we have taken to investigate and mitigate the risks of modern slavery in our business or supply chains. The Statement is required to be approved by the Board before publication; that approval will be sought at the meeting of the Board on 26 July 2023. The draft statement is included as Appendix 1.
- 1.2 TfL was the first public body to become a member of the Ethical Trading Initiative (ETI), an independent body which monitors member NGOs and companies' supply chains in accordance with an ethical code and is a founding member of Electronics Watch an independent monitoring organisation that assists public sector buyers to meet their responsibility to protect the human rights of electronics workers in their global supply chains. The 2022-23 Modern Slavery Statement is our eighth statement presenting our annual progress and plans for continuous improvement, demonstrating leadership in this area.

2 Recommendation

- 2.1 The Panel is asked to note the paper.

3 Modern Slavery Statement

- 3.1 The Centre for Social Justice estimates there are around 100,000 victims of modern slavery in the UK, increasing from 13,000 when the Modern Slavery Act 2015 was first published. Global estimates suggest more than 40 million people worldwide. TfL is committed to identifying risks of modern slavery and forced labour in its supply chains and working with its suppliers to proactively address these risks.
- 3.2 We published our most recent Modern Slavery statement for the Financial Year 2021/22 on TfL's website in September 2022. We are required to produce a new statement for 2022/23 by section 54 of the Modern Slavery Act, to be published by 30 September 2023, following Board approval. A list of the companies within the TfL Group that the statement will apply to is included in the statement and the statement will be considered separately by each of those companies. The 2021/22 TfL statement will be removed from our webpage and archived internally.

4 2022/23 Activity

Procurement and Contract Management

- 4.1 In 2022/23, we continued to manage our high-risk contracts (uniforms, electronics, facilities management, personal protective equipment, electric vehicles, solar panels), evaluated tenders notably the Surface Technology Contract Retender (STCR), brand licensing and continued to embed the standard supplier selection and contract conditions in TTL Properties Limited's (TTLP's) extensive property development portfolio.
- 4.2 TfL is a founding member of Electronics Watch, an independent monitoring organisation that assists public sector buyers to meet their responsibility to protect the human rights of electronics workers in their global supply.
- 4.3 We continued our affiliation with Electronics Watch to monitor and improve working conditions in our electronics supply chain. In April 2022, we joined its Low-Emission Vehicle Programme to address human rights risks in the production of electric vehicle batteries, including the sourcing of rare earth minerals and the production of semi-conductors.
- 4.4 The three-year programme aims to improve working conditions and strengthen workers voices in the supply chains of low emission vehicle batteries by applying the successful worker-driven monitoring model of Electronics Watch.
- 4.5 In 2023/24, with the approval of all TfL's contracted bus operators, we will collaborate with bus manufacturers and Electronics Watch on a confidential basis to establish supply chain transparency.
- 4.6 Electronics Watch monitoring activity has a presence in key countries of the battery supply chain, including the Democratic Republic of Congo, Indonesia, Bolivia, the Philippines, China, Malaysia and Taiwan.
- 4.7 This monitoring activity will enable both TfL, the bus operators and manufacturers to understand more about their multi-tiered supply chains, appropriately act to remedy any violations and take a pragmatic approach to support a fair and just transition to net-zero carbon by 2030.
- 4.8 We have shared this industry-leading approach internationally to the C40 Cities network as a platform to collaborate and share best practice with our peers, who are also addressing supply chain ethics in the transition to net zero carbon cities.
- 4.9 In 2023/24, we will expand our risk-management approach to include requirements in the tender for cycle hire across London which includes e-bikes and therefore poses similar human rights risks and supply chains to passenger vehicles.
- 4.10 The construction sector is a large part of our risk profile and TfL's vast property development portfolio therefore requires thorough due diligence and mitigation activity.

- 4.11 This year we continued to include, evaluate and manage our standardised modern slavery contractual requirements in the suite of developments under the Connected Living London joint venture, the Bollo Lane development and the over-station developments.
- 4.12 Tender questions asked developers how they will set up their construction sites to manage the risk of Modern Slavery, including how they manage recruitment processes with third parties, and points bidders towards best practice material such as the Supply Chain Sustainability School's Awareness Identification Response (AIR) model. Potential developers are also asked how they will ensure core construction materials such as brick, quarry products, steel and timber are sourced to ensure compliance with the ETI Base Code.
- 4.13 TTLP formed a new compliance team within TTLP Asset Management in 2022. The compliance team is tasked with engaging with our tenant customers directly on their statutory compliance, maintenance and documentation.
- 4.14 In March 2022, the compliance team received training in how to spot the signs of modern slavery, delivered by the Supply Chain Sustainability School. The training increased awareness of the issues and how to report concerns via our internal processes or seek further assistance externally. The training was also attended by our TTLP Director of Procurement.
- 4.15 In 2023/24, we will further analyse our customer segments for modern slavery risk to ensure our compliance team are clear on where our risks lie across the estate and how these risks overlap with wider compliance checks the team will undertake.
- 4.16 TTLP has formed Customer Advisory Groups for its retail and arches customers, respectively. The purpose of the Customer Advisory Groups is to provide further engagement between TTLP as landlord and its tenant customers and to discuss and update on important policies and other matters. We will discuss modern slavery at the Customer Advisory Groups in 2023/24.
- 4.18 We will include modern slavery as a topic in our upcoming customer information campaign on compliance and safety.
- 4.19 In 2022/23, we ran a procurement exercise for the relet of our brand licensing contract, for an agency to manage TfL branded products on our behalf. All prospective brands who wish to work with TfL are required to provide evidence demonstrating their adherence to the ETI Base Code, meaning we gain greater visibility of working conditions in the vast and varied supply chain operating under this contract
- 4.20 The STCR contract includes the supply of a number of essential assets to Surface Transport, notably CCTV, Traffic Signals, Variable Message Signs, Overhead Vehicle Detection, etc plus the provision of capital works and maintenance activities across London for the above asset categories.
- 4.21 Bidders were evaluated on their approach to identifying the modern slavery risk in their workforce and how they would establish supply chain transparency, aligning to our affiliation with Electronics Watch.

- 4.22 The successful bidder(s) on STCR will be required to provide an Ethical Sourcing Plan, to be agreed by the contractor and TfL Responsible Procurement Manager. This will be updated on an annual basis for the duration of the contract.
- 4.23 TfL continues to implement the nine principles of the ETI Base Code as the minimum level of performance for suppliers and their supply chain in sectors with a recognised risk of poor working conditions and labour standards.
- 4.24 Through inclusion of direct employment requirements embedded in our cleaning contract, TfL has taken a proactive approach to manage the risks of worker exploitation in the UK cleaning sector. As of March 2023, 95 per cent of cleaning staff (around 2,500) were directly employed by the supplier. All contracted and sub-contracted workers on this contract receive the current London Living Wage rate or above.
- 4.25 Due to the recognised risk and public scrutiny of modern slavery in the supply of personal protective equipment, we have remained informed on global labour issues via industry-level modern slavery groups and have raised issues directly with our Tier 1 supplier. We have considered industry codes, such as the Responsible Glove Alliance, to inform our due diligence approach and have made labour rights issues a standing agenda item at contract review meetings. We will continue to work with our Tier One supplier to improve transparency of these supply chains, as the issues are complex and systemic and will take time and collaboration to fully address.

Supplier and Engagement

- 4.26 This year, we continued our campaign to invite medium and high-risk suppliers to complete the Cabinet Office Modern Slavery Assessment Tool (MSAT) and used contract management to improve the response rate.
- 4.27 As of the end of the financial year, 51 suppliers have been invited with an 80 per cent completion rate, an increase from 50 per cent last year. We have set a Key Performance Indicator for all 51 suppliers to score 70 per cent or above, the threshold to achieve a ‘Green’ status, by March 2024. To date, 61 per cent of those suppliers who have completed the MSAT have hit this threshold.
- 4.28 To support our suppliers in meeting the target, in 2022/23 we arranged two modern slavery due diligence workshops with the Supply Chain Sustainability School, put on free of charge for our suppliers
- 4.29 As part of TfL’s arrangement to provide procurement services to the greater London Authority (GLA), the TfL team has engaged with solution providers on the Retrofit Accelerator for Homes Innovation Partnership to discuss the issue of Uyghur Muslim forced labour in the supply chains of polysilicon. Following the release of the ‘In Broad Daylight: Uyghur Forced Labour and Global Solar Supply Chains’ report from Sheffield Hallam University² a presentation was given to the solution providers providing an overview of the issues highlighted in the report. The solution providers will be encouraged to work on mapping their supply chains and work towards providing transparency and traceability of polysilicon.

- 4.30 In 2023/24, the GLA Group's Central Responsible Procurement Team (CRPT) is providing a bespoke three-hour workshop with the lead Modern Slavery Consultant from the Supply Chain Sustainability School to the solution providers to specifically address the complexities of forced labour risks in polysilicon supply chains.

London Transport Museum (LTM)

- 4.31 LTM's TfL licensed suppliers are contracted via the TfL Brand Agency contract, the recent relet of which includes strengthened contractual requirements and tender questions, referenced above, helping to manage the modern slavery risk of these suppliers. Future licensees used by LTM under this contract will be monitored and required to demonstrate how they adhere to the principles of the ETI Base Code as part of their onboarding under the contract
- 4.32 LTM's catering supplier has a comprehensive modern slavery statement and has taken proactive steps to manage its labour exploitation risks. Aligning to TfL's contract terms, the supplier uses the Sedex Self-Assessment Questionnaire (SAQ) with its supply chain to capture supply chain transparency data and gain greater visibility of working conditions. The supplier is targeting to have all suppliers with completed SAQs by the end of 2025.

Industry Engagement

- 4.33 The CRPT continues to chair the pan-GLA Group practitioner learning group to share best practice and collaborate across the Group in relation to modern slavery due diligence. The group meets on a quarterly basis and has assisted with the roll out of the MSAT campaigns and sharing best practice.
- 4.34 In November 2022, the CRPT presented to Electronics Watch affiliates on the TfL's progress on the Low-Emission Vehicle Programme as well as to the C40 Cities Network, attended by cities across, North and South America and Europe.
- 4.35 The CRPT are also members of the International Working Group on ethical Public Procurement. Key learnings will be incorporated into future relevant procurements across TfL and the GLA group.

Training and Awareness Raising

- 4.36 The Responsible Procurement e-learning module has been completed by over 620 staff members to date which includes an overview of TfL's approach to ethical sourcing and modern slavery risk management.
- 4.37 In Autumn 2022, all Procurement and Commercial (P&C) staff received a one-hour classroom learning on Responsible Procurement, which communicated our approach to managing modern slavery risks, where to go for extra support and how to assess risk using internal and external resources.

- 4.38 We will ensure more detailed training is undertaken by those managing relevant categories, as detailed below. As of 31 March 2023, 56 P P&C staff had completed all modules of the Home Office modern slavery e-learning.
- 4.39 In March 2023, we hosted a lunch and learn session for those colleagues who hadn't previously attended and as a refresher for those who had. This included the newly formed TTLP compliance team, who manage and visit TfL tenants across the estate and therefore play an important role in our risk management.
- 4.40 TfL will continue to use its membership of the ETI, Sedex and Electronics Watch to maintain awareness of best practice and current developments, benchmark with other organisations and externally verify our approach.
- 4.41 In 2022/23, we continued to host workshops via the Supply Chain Sustainability School to suppliers completing the MSAT and will be offering further support to high-risk contracts and suppliers in the year ahead. To date, suppliers from across our supply chain have attended training sessions provided free of charge, covering track maintenance, IT, rolling stock, construction and uniforms.

5 2023/24 Activity

- 5.1 The Responsible Procurement Programme co-ordinates the TfL and GLA Group approach to promoting ethical sourcing practices and addressing the risks of modern slavery including metrics to monitor continuous improvement of internal capacity building and supply chain assurance.
- 5.2 Our priorities for the year 2023/24 will be a combination of quantifiable key performance indicators and ongoing participation in projects, programmes and initiatives:

KPIs:

Training: Build on the overview of modern slavery which all TfL commercial and procurement staff received in 2022 by ensuring staff in relevant risk categories complete the Home Office developed e-learning module.

MSAT: All TfL suppliers who have been assessed to be high and medium risk, to complete the tool and achieve an MSAT score of a minimum 70 per cent by March 2024. We will work with lower scoring suppliers to support improvements to their scores and encourage more suppliers to complete the assessment.

Goals for 2023/24:

Commercial Property: We will further analyse our customer segments for modern slavery risk to ensure our compliance team are clear on where our risks lie across the estate. We will put modern slavery on the agenda at the Customer Advisory Groups in 2023/24. We will include modern slavery as a topic in our upcoming customer information campaign on compliance and safety.

Public Procurement Note (PPN) 02/23: Review the PPN 02/23 guidance on tackling modern slavery in government supply chains and embed learnings from it into future procurements and/or approaches.

Raise Awareness: Continue to raise awareness of modern slavery to our supply chain, assisting suppliers by providing workshops, resources, training materials and bidder briefings. New TfL staff in the Safety, Health and Environment Directorate; Commercial Development and the Capital Delivery and Projects community will be prioritised, through TfL's membership of the Supply Chain Sustainability School.

On-site awareness: Ensure our new and current suppliers and site managers continue to display the Gangmaster and Labour Abuse Authority's worker rights checklist on all construction sites.

Peer Learning: Chair the pan-GLA Group practitioner learning group to share best practice and collaborate across the GLA Group in relation to modern slavery due diligence and to continue to learn and share with the transport industry through TfL's representation on the Department for Transport Modern Slavery Group.

Low-emission Vehicles: Continue to take part in the Electronics Watch Low-Emission Vehicle programme encouraging bus manufacturers and fleet providers to collaborate with us to improve supply chain transparency and working conditions in the mining and manufacturing of minerals used in the production of batteries for electric vehicles.

State-sponsored forced labour: Continue to collaborate with partner organisations such as the ETI and Electronics Watch to progress due diligence issues, such as the treatment of Uyghur Muslims in China, in our supply chains and those of the GLA where TfL provide procurement services, such as the provision of solar panels in the Retrofit Accelerator framework.

London Transport Museum: The LTM Retail Team will work with the CRPT and TfL procurement team to support low scoring suppliers from their MSAT campaign and act on the recommendations provided. This will include providing access to workshops and training resources and monitoring engagement.

6 GLA Group Responsible Procurement Policy

- 6.1 The refreshed and updated GLA Group Responsible Procurement Policy was approved by the Mayor and published in March 2021 and sets the direction for TfL's Responsible Procurement activity. The refreshed Policy includes five themes:
- (a) improving supply chain diversity;
 - (b) embedding fair and inclusive employment practices;
 - (c) enabling skills, training and employment opportunities;
 - (d) promoting ethical sourcing practices; and

- (e) improving environmental sustainability.
- 6.2 The Policy is supported by the [Responsible Procurement Implementation Plan 2022-24](#), which was published in September 2022. It sets out the key actions required to deliver on the commitments of the Responsible Procurement Policy and shapes the work outlined in this Modern Slavery Statement. With regards to modern slavery and ethical sourcing, it commits TfL to:
- (a) improve performance of key suppliers, and those assessed to be medium and to high risk, in eradicating the risks of modern slavery in their organisations and their supply chains by using a risk-based approach to utilise the Cabinet Office MSAT;
 - (b) increase internal awareness and capability to address modern slavery risks for staff through training and learning including the Home Office developed e-learning module and the Supply Chain Sustainability School's Modern Slavery Learning Pathway by April 2023;
 - (c) commercial development arrangements to ensure relevant GLA Group best practice modern slavery due diligence provisions are undertaken by property development companies, consortia and suppliers; and
 - (d) collaborate with partner organisations, such as the ETI and Electronics Watch, to improve supply-chain transparency of the mining and manufacturing of minerals used in batteries for electric vehicles and state-sponsored forced labour risks, such as the treatment of Uyghur Muslims in China, in our supply chains.

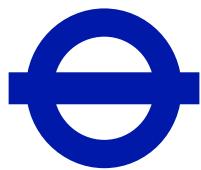
List of appendices:

Appendix 1: Draft Modern Slavery Statement 2022/23

List of Background Papers:

None

Contact Officer: Jadon Silva, Supply Chain Director, Capital
Email: JadonSilva@tfl.gov.uk



Transport for London Slavery and Human Trafficking Statement 2022/23

Period covered by this statement

Transport for London's (TfL) financial year end occurs on 31 March. This statement covers the financial year 1 April 2022 – 31 March 2023.

Organisations covered by this statement

This statement covers Transport for London, its subsidiary company Transport Trading Limited and the following subsidiary companies of Transport Trading Limited:

Crossrail Limited
Docklands Light Railway Limited
London Buses Limited
London Bus Services Limited
London River Services Limited
London Transport Museum Limited
London Transport Museum (Trading) Limited
London Underground Limited
LUL Nominee BCV Limited
LUL Nominee SSL Limited
Rail for London (Infrastructure) Limited
Rail for London Limited
Tramtrack Croydon Limited
TTL Blackhorse Road Properties Limited
TTL Earl's Court Properties Limited
TTL Kidbrooke Properties Limited
TTL Landmark Court Properties Limited
TTL Northwood Properties Limited
TTL Properties Limited
TTL Southwark Properties Limited
TTL South Kensington Properties Limited
TTL West London Properties Limited
Tube Lines Limited
Victoria Coach Station Limited

More information on TfL and its subsidiaries can be found on our website:
<https://content.tfl.gov.uk/tfl-subsidiary-organisation-june-2020.pdf>

Introduction

This Statement is designed to satisfy the requirements of Section 54 of the [Modern Slavery Act 2015](#), by informing our customers, suppliers, staff and the public about TfL's policy with respect to modern slavery, human trafficking, forced and bonded

labour and labour rights violations in its supply chains and the steps taken to identify, prevent and mitigate the risks. This is TfL's eighth annual statement to be published under the Act and relates to the period 1 April 2022 through to 31 March 2023.

1 Our organisation and supply chain

TfL is the integrated transport authority responsible for delivering Mayor of London, Sadiq Khan's, strategy and commitments on transport. We run the day-to-day operation of the Capital's public transport network and manage London's main roads. In a normal year of operations more than 31 million journeys are made across our network each day. Daily ridership is increasing since the lifting of lockdown restrictions in early 2022. Around 80 per cent of the customers that we served before the pandemic are now travelling on our network again, which has increased from around 25 per cent of pre-pandemic levels at the start of 2021/22. Our supply chain required to deliver our services has remained in place throughout. We do all we can to keep the city moving, working and growing and to make life in our city better.

Managing TfL's supply chain sits in our Procurement and Commercial (P&C) function, reporting to the Chief Finance Officer who in turn reports to the Commissioner of TfL. During 2022/23, TfL spent in excess of £5.8bn on goods, services and works required to operate and upgrade services across all transport modes. Our P&C function has around 568 staff.

Our key suppliers represent around 44 per cent of our addressable spend. These suppliers offer a wide range of strategically important goods and services to TfL. A large proportion of our key suppliers are registered in the UK but many of their operations and supply chains are global. Some of our suppliers have complex supply chains with multiple tiers of sub-contracting and, in some cases, such as construction or electronic equipment, we have little visibility over where products are made. Therefore, we are using a risk-based approach, receiving expert advice from the Ethical Trading Initiative (ETI) and Electronics Watch where relevant, prioritising steps to achieve greater supply chain visibility where our risks are highest, recognising that workers in the lowest tiers of supply chains are often the most vulnerable.

2 Policies in relation to modern slavery

In March 2021, the Mayor published the refreshed [Greater London Authority \(GLA\) Group Responsible Procurement \(RP\) Policy.](#)

This document is a high-level strategic policy setting out the GLA Group's plans, ambitions and commitments for ensuring continuous improvement in London, delivered through all the Group's procurement activities, which support the delivery of the Mayor's commitments and strategies. It reflects best practice and demonstrates our procurement activities meeting legislative requirements, including the Modern Slavery Act 2015.

The GLA Group RP Policy commits us to promote ethical sourcing and addresses risks of modern slavery by:

- adopting the nine provisions of the ETI Base Code¹, or equivalent, as the standard we expect of our suppliers to support working conditions that are legal, fair and safe;
- adopting a risk and opportunity-based approach to identify contracts and areas of spend where there may be a high risk of poor working conditions, modern slavery, forced labour, human rights abuses, sourcing from conflict-affected areas or negative impacts on security and crime; and
- seeking to improve transparency within the supply chain by working with suppliers and in partnership with the ETI and Electronics Watch to improve any poor performance identified as part of a process of continuous improvement, reflecting existing and emerging legislation and guidance.

The RP Policy is supported by the [Responsible Procurement Implementation Plan \(RPIP\) 2022-24](#) which sets out the key actions proposed to deliver on the commitments of the RP Policy and shapes the work outlined in this Modern Slavery Statement. It commits TfL, as a member of the GLA Group, to:

- Improve performance of key suppliers, and those assessed to be medium and to high risk, in eradicating the risks of modern slavery in their organisations and their supply chains by using a risk-based approach to utilise the Cabinet Office Modern Slavery Assessment Tool (MSAT).
- Increase internal awareness and capability to address modern slavery risks for staff through training and learning including the Home Office developed e-learning module and the Supply Chain Sustainability School's Modern Slavery Learning Pathway by April 2023.
- Structure commercial development arrangements to ensure relevant GLA Group best practice modern slavery due diligence provisions are undertaken by property development companies, consortia and suppliers.
- Collaborate with partner organisations, such as the Ethical Trading Initiative and Electronics Watch, to improve supply-chain transparency of the mining and manufacturing of minerals used in batteries for electric vehicles and state-sponsored forced labour risks, such as the treatment of Uyghur Muslims in China, in our supply chains.

To support the business in implementing the RP Policy and RPIP, TfL hosts the GLA Group's Central Responsible Procurement Team (CRPT) within its P&C function. The CRPT works with TfL, along with the wider GLA Group, to prioritise and deliver on the commitments of the RP Policy, including how we plan to promote ethical sourcing practices and address risks of modern slavery. The CRPT chairs and co-ordinates a practitioner learning group to share best practice, emerging risks and ensure delivery of the RP Policy.

¹ <https://www.ethicaltrade.org/eti-base-code>

3 Risk assessment and management

The highest risks of people falling victim to modern slavery in our UK-based supply chain include construction workers and those undertaking service contracts in sectors such as cleaning, catering, security and waste management, where low pay, migrant labour and/or indirect labour are prevalent.

The highest risks of poor working conditions and human rights abuses from our global supply chain are associated with the production and manufacture of electronic equipment, textiles and materials used in our construction and infrastructure projects including solar panels. The mining and extraction of conflict and rare earth minerals such as copper, lithium, nickel, tin and cobalt, used in the production of batteries for electric vehicles, is an increasing risk as TfL supports the transition to a net zero fleet. We are working with partners, such as Electronics Watch, to address these risks as outlined in Section 6.

TfL recognises the corresponding source countries and associated sector risks in its supply chains for these categories to be as follows:

Category	Country	Identified Sector Risks
Construction	United Kingdom	Multi-tiered supply chains involving use of labour agencies which could result in poor labour practices due to lack of transparency. Unethical practices including workers being charged unlawful or excessive recruitment fees, workers being misinformed about terms of employment, and the withholding of passports may take place.
Facilities Management: cleaning and catering services	United Kingdom	Low skilled labour; migrant labour; agency labour leading to lack of transparency on employment practices.
Electronic equipment	China, East Asia, Eastern Europe	Labour intensive, often low-skilled work; mining of raw materials in high-risk countries. Poor labour practices including underpayment of wages, delayed payment or wage deductions; physical abuse; working excessive overtime; worker's visa or permit is tied to a single employer; and financial penalties for early contract termination
Uniforms and workwear	Bangladesh, China	Risks include gender inequality; weak protection of workers' rights; poor labour practices including excessive overtime, underpayment or deduction of wages; financial penalties for leaving employer and structural integrity of factories.

Steel and steel components	China, Europe, Japan, India, USA	Country of production where labour rights might not be well protected; low-skilled labour, and dirty, dangerous, or difficult work in mines and smelting plants leading to poor labour conditions.
Stone	Brazil, China, Europe, India, USA	Country of production - US State Department of Labour highlights multiple countries where child and forced labour exists in quarries; child labour and unsafe working conditions.
Batteries	Cobalt – Democratic Republic of Congo (DRC); Lithium – Chile, Bolivia, China; Nickel – Indonesia, Philippines; Tin – Bolivia; Copper – Chile and semi-conductors – China, Malaysia, Taiwan	Sourcing of minerals present the greatest risk to human rights abuses. Political instability or conflict particularly in the DRC; weak protection of civil liberties and workers' rights; safe and healthy working conditions in mines can be poorly regulated and protected, particularly in artisanal mines.
Personal Protective Equipment (PPE)	China and Malaysia	Similar risks to those for uniforms and workwear, compounded by the rapid increase in global demand as a result of coronavirus resulting in pressure on manufacturers to produce large quantities in short timeframes.

TfL mitigates and manages these risks through our due diligences processes. A summary of our activity this year is outlined below.

4 Due diligence

Through robust procurement and governance processes, including the use of a RP checklist for each tender in developing an approach to market and a spend category risk assessment, our P&C staff can identify categories and contracts which are likely to present a high risk of human rights abuses and poor working conditions.

All relevant procurements include a question at supplier selection stage on compliance to Section 54 of the Modern Slavery Act 2015. TfL continues to include award criteria and contractual requirements in contracts where a significant risk of human rights abuses is identified.

We obtain assurances from our supply chain directly through our suppliers as part of the tendering process and then via online platforms such as the Supplier's Ethical Data Exchange (Sedex), where we access independently verified audit reports of factories as part of our contract management processes.

We have undertaken a risk assessment of our supply chain and invited medium and high-risk suppliers to complete the MSAT. We held a supply chain engagement event to encourage completion of the MSAT and hosted two due diligence workshops through our membership with the Supply Chain Sustainability School to support our suppliers in improving their policies, practices and processes in preventing modern slavery in our supply chains.

The following section highlights this year's interventions at the procurement and contract management stages. We have reviewed our contract pipeline and undertaken work to include requirements in future contracts with the expectation that the range of categories and number of contracts will increase as our approach continues to mature.

Examples of how TfL manages these matters

Electronic equipment

TfL is a founding member of Electronics Watch - an independent monitoring organisation that assists public sector buyers to meet their responsibility to protect the human rights of electronics workers in their global supply. Electronics Watch contract conditions, where suppliers are required to disclose the factories where goods and key components are produced are included in our tenders for electronic equipment. For certain tenders, bidders are also asked to outline how they would work towards establishing supply chain transparency over the duration of the contract to assist with monitoring and improving labour conditions at sites of production.

Our frameworks for one of our ticketing payment solution - Oyster Cards - and ICT hardware included Electronics Watch contract conditions. We work closely with Electronics Watch and our ICT reseller to improve the level of supply chain information that is shared with us, including going into component level factory disclosures as we recognise the risk increases further down our supply chain. We engage with Electronics Watch affiliates in Europe to learn from their experiences with brands and use our combined purchasing leverage to request greater engagement and transparency from them. Since our affiliation with Electronics Watch in 2015, the level of factory disclosures and engagement from brands has improved greatly, demonstrating the role that public procurement has in driving industry change with regards to human rights due diligence.

Low emission vehicles and charging infrastructure

In April 2022, we joined the Electronics Watch Low-Emission Vehicle Programme to address human rights risks in the production of electric vehicle batteries, including the sourcing of rare earth minerals and the production of semi-conductors. The three-year programme aims to improve working conditions and strengthen workers voices in the supply chains of low emission vehicle batteries by applying the successful worker-driven monitoring model of Electronics Watch to the electric vehicle market. The model goes beyond traditional audit programmes to put workers and rights holders at the centre of monitoring activity, helping us to gain a true understanding of working conditions in our supply chain.

TfL's Corporate Environment Plan and the 2023 Business Plan commit us to have a zero-emission bus fleet, currently around 9,000 buses, by 2034 at the latest with the possibility of delivering this by 2030. The Mayor of London, through his Responsible Procurement programme and his chairing of the C40 Cities Climate Leadership Group, is committed to ensuring the transition to a zero-carbon London is fair and just which includes tackling the significant human rights risks in electrifying the bus fleet.

The first step in human rights due diligence begins with supply chain transparency which we recognise as a particular challenge in the vehicle battery market. In 2022/23 we engaged with the Managing Directors from all eight of TfL's bus operators, who procure, own, and operate buses used on TfL's network, with a view to collaborating with bus manufacturers and improving their supply chain transparency.

In 2023/24, with the approval of all our bus operators, we will collaborate with bus manufacturers and Electronics Watch on a confidential basis to establish supply chain transparency. This information will inform the Electronics Watch monitoring activity which has a presence in key countries of the battery supply chain, including the Democratic Republic of Congo, Indonesia, Bolivia, the Philippines, China, Malaysia and Taiwan. This monitoring activity will enable TfL, its bus operators, and manufacturers to understand more about their multi-tiered supply chains, appropriately act to remedy any violations and take a pragmatic approach to support a just transition to net zero.

We have shared this industry-leading approach internationally to the C40 Cities network as a platform to collaborate and share best practice with our peers who are also addressing supply chain ethics in the transition to net zero carbon cities. International collaboration on these global issues remains key and the low-emission vehicle programme allows us to join up discussions with other transport bodies in Europe where we share supply chains and leverage our procurement power to make a meaningful impact.

With the increasing level of private electric vehicle ownership, TfL went to market for Electric Vehicle Infrastructure Delivery which seeks to align and simplify how charge points are procured across London. The call-offs under this framework will be 15 years in length meaning that, while the charge point market may not currently be mature in its human rights due diligence, we have leverage as a contracting authority to expect improved levels of supply chain transparency and due diligence over the life of the contracts. We have included requirements to this effect and will monitor delivery in the years ahead, taking a holistic approach to managing modern slavery risks in the electrification of London's vehicles.

In 2023/24 we will expand our risk-management approach to include requirements in the tender for cycle hire across London which includes e-bikes and therefore poses similar human rights risks and supply chains to passenger vehicles.

Property developments and construction sites

The construction sector is a large part of our risk profile and TfL's significant property development portfolio therefore requires thorough due diligence and mitigation

activity. Standardised tender questions and contractual requirements have been produced and included across the property portfolio which to date has included the Connected Living London Joint Venture, the Bollo Lane development and the over station development sites in Bank, Paddington and Southwark. Tender questions ask developers and potential Joint Venture partners how they will set up their construction sites to manage the risk of modern slavery, including how they manage recruitment processes with third parties, and points bidders towards best practice material such as the Supply Chain Sustainability School's Awareness Identification Response model. Potential developers are also asked how they will ensure core construction materials such as brick, quarry products, steel and timber are sourced to ensure compliance with the ETI Base Code.

These tender requirements will then be followed up with the successful bidder who is required to produce an ethical sourcing and modern slavery action plan, building on any feedback received at the tender stage as well as documenting the main products originating from source countries where there is a documented risk of modern slavery.

On our construction sites where we are the principal contractor, we have displayed the Gangmasters and Labour Abuse Authority worker checklist posters explaining the rights as a worker in the UK and where to find more information. These are translated into Romanian, Bulgarian and Polish and are being displayed on site noticeboards and in welfare units. Where we are not principal contractor, we have encouraged our suppliers to do the same and will continue to do so in the year ahead.

Managing our commercial property estate

Transport Trading Land and Property (TTLP) is our subsidiary commercial property company which has plans to deliver 20,000 homes over the next ten years and currently manages around 1,300 commercial tenants. We formed a new compliance team within TTLP Asset Management in 2022. The compliance team is tasked with engaging with our tenant customers directly on their statutory compliance, maintenance and documentation. The compliance team has created a clear enforcement regime and as members of staff who regularly visit our estate, their role in identifying possible instances of modern slavery is an important one.

In March 2022, the compliance team received training in how to spot the signs of modern slavery, delivered by the Supply Chain Sustainability School. The training increased awareness of the issues and how to report concerns via our internal processes or seek further assistance externally. The training was also attended by our TTLP Commercial Director. A refresher course was offered to our property surveyors, who had been previously trained in September 2021. Both the compliance team and property surveyors regularly visit our commercial property customers and premises, and the training enables them to spot and report the signs of modern slavery on our estate.

In 2023/24 we will further mitigate the risk of modern slavery on the TTLP commercial property estate by setting clear expectations and issuing helpful information to our tenant customers. We will further analyse our customer segments for modern slavery risk to ensure our compliance team are clear on where our risks

lie across the estate and how these risks overlap with wider compliance checks the team will undertake.

TTL has formed Customer Advisory Groups for its retail and arches customers, respectively. The purpose of the Customer Advisory Groups is to provide further engagement between TTL as landlord and its tenant customers and to discuss and update on important policies and other matters. We will discuss modern slavery at the Customer Advisory Groups in 2023/24.

To further raise awareness of modern slavery, we will include modern slavery as a topic in our upcoming customer information campaign on compliance and safety.

Brand licensing

In 2022/23, we ran a procurement exercise for the relet of our brand licensing contract, for an agency to manage TfL branded products on our behalf. The products can range from textiles through to games and children's toys, some of which are sold in the London Transport Museum. As a result, we need to ensure products sourced from high-risk countries or that have an inherent risk, such as textiles, meet our ethical standards which align to the ETI Base Code, before production begins. All prospective brands who wish to work with TfL are required to provide evidence demonstrating their adherence to the Base Code meaning we gain greater visibility of working conditions in the vast and varied supply chain operating under this contract. Prospective suppliers were asked to demonstrate their process for engaging with brands on their ethical sourcing activity and how they would share this information with TfL as part of future brand proposals.

Surface Technology Contract Retender (STCR)

The STCR contract includes the supply of a number of essential assets to Surface Transport, notably CCTV, Traffic Signals, Variable Message Signs, Overhead Vehicle Detection devices, etc. plus the provision of capital works and maintenance activities across London for the above asset categories. Modern slavery risks were identified in the supply of these assets and in the labour provision in London.

In 2022/23 we continued the evaluation of bidders approaches to identifying the modern slavery risk in their workforce, and their supply chains workforces which as a minimum, included: management practices and governance structure; risk assessment and due diligence procedures, including the use of auditing; communication with suppliers and supply chain; policies / contract requirements and supply chain training. They were also asked to disclose how far down the supply chain they would disclose factory locations and commit to improving supply chain transparency over the life of the contract, as part of the Electronics Watch terms and conditions.

In 2023/24 the successful bidder(s) will be required to provide an Ethical Sourcing Plan to be agreed by the contractor and TfL Responsible Procurement Manager and will be updated on an annual basis for the duration of the contract.

Facilities management (cleaning and security services)

Through inclusion of direct employment requirements embedded in our cleaning contract TfL has taken a proactive approach to manage the risks of worker

exploitation in the UK cleaning sector. In March 2023, 95 per cent of the around 2,500 cleaning staff were directly employed by the supplier. All contracted and sub-contracted workers on this contract receive the current London Living Wage rate or above and TfL have committed to providing free travel to around 5,800 workers including cleaners, catering and security staff from April 2023.

Uniforms

We continue to work with our supplier of TfL uniforms on a programme of supplier development and assurance. Our supplier completed the ETI's Enhanced Expectations Survey, for their factories in Bangladesh and China, and were not deemed to be a risk as a result.

In 2023/24 we are undergoing the relet of our uniforms contract and have strengthened the requirements to include commitments to publish factory locations on the Open Apparel Registry and engagement with ETI development programmes where relevant. This ensures transparency for this at-risk supply chain, that we can adhere to the reporting requirements of our ETI membership and appropriately manage the risk of state-sponsored forced labour in our textile supply chains.

Workwear and laundry

This contract replicated the approach to ethical sourcing included in TfL's uniform contract where, following contract mobilisation each factory is required to undergo an annual, independent, third-party social audit against the nine principles of the ETI Base Code. The contract conditions include a time-bound corrective action plan for each factory to address any areas of non-compliance identified in the annual audit. Audit results are viewed, and corrective action plans tracked online through the Sedex system.

Personal protective equipment

Due to the recognised risk of modern slavery in the supply of PPE, we have continued to work closely with our Tier 1 supplier who previously shared evidence of the due diligence processes of their two key suppliers, which included manufacturing factories to be audited at least every two years (Sedex Members Ethical Trade Audit or SA8000 Social Accountability audits) and compliance to their Ethical Standard Code of Conduct, as well as other due diligence initiatives. We have remained informed on labour issues in the PPE supply chain via industry-level modern slavery groups and have raised any issues directly with our Tier 1 supplier. We have considered industry codes such as the Responsible Glove Alliance to inform our due diligence approach and have made labour rights issues a standing agenda item at contract review meetings. We will continue to work with our main supplier to improve transparency of these supply chains, as the issues are complex and systemic and will take time and collaboration to fully address.

Modern Slavery Assessment Tool

This year, we continued our campaign to invite medium and high-risk suppliers to complete the MSAT and used contract management to improve the response rate. As of the end of the financial year, 51 suppliers have been invited with an 80 per cent completion rate, an increase from 50 per cent last year. We have set a Key Performance Indicator for all 51 suppliers to score 70 per cent or above, the

threshold to achieve a ‘Green’ status, by March 2024. To date, 61 per cent of those suppliers who have completed the MSAT have hit this threshold.

To support our suppliers in meeting the target, in 2022/23 we arranged two modern slavery due diligence workshops with the Supply Chain Sustainability School put on free of charge for our suppliers. These three-hour workshops trained suppliers in best-practice due diligence, risk assessment, supply chain mapping and other key areas to support any gaps in their MSAT responses.

Solar panels

As part of TfL’s arrangement to provide procurement services to the GLA, the TfL team has engaged with solution providers on the Retrofit Accelerator for Homes Innovation Partnership to discuss the issue of Uyghur Muslim forced labour in the supply chains of polysilicon. Following the release of the ‘In Broad Daylight: Uyghur Forced Labour and Global Solar Supply Chains’ report from Sheffield Hallam University² a presentation was given to the solution providers providing an overview of the issues highlighted in the report. The solution providers will be encouraged to work on mapping their supply chains and work towards providing transparency and traceability of polysilicon.

In 2023/24, the CRPT are providing a bespoke three-hour workshop with the lead Modern Slavery Consultant from the Supply Chain Sustainability School to the solution providers to specifically address the complexities of forced labour risks in polysilicon supply chains. This will support providers on addressing this challenging and emerging issue and address the need for London’s transition to a zero-carbon city be fair and just for workers in our supply chains.

Industry engagement

The CRPT continues to chair the pan-GLA Group practitioner learning group to share best practice and collaborate across the Group in relation to modern slavery due diligence. The group meets on a quarterly basis and has assisted with the roll out of the MSAT campaigns and sharing best practice from TfL’s engagement with the Department for Transport modern slavery group and other industry bodies such as the ETI, Sedex and Electronics Watch.

The CRPT continues to utilise its networks to collaborate and share knowledge on socially responsible procurement, a key part of continuously improving our approach and sharing successes and challenges with our peers. In November 2022, the team presented to Electronics Watch affiliates on the TfL’s progress on the Low-Emission Vehicle Programme as well as to the C40 Cities Network, attended by cities across, North and South America and Europe. The CRPT are also members of the International Working Group on ethical Public Procurement. Key learnings will be incorporated into future relevant procurements across TfL and the GLA group.

² <https://www.shu.ac.uk/helena-kennedy-centre-international-justice/research-and-projects/all-projects/in-broad-daylight>

London Transport Museum

London Transport Museum (LTM) assessed their top 20 retail suppliers approaches to modern slavery by inviting them to complete the MSAT. All 20 suppliers completed the assessment, with a wide range of scores, evidencing a breadth of maturity in combatting modern slavery. LTM continues to promote training materials and workshops to their retail suppliers to help improve their MSAT scores and develop their risk management approaches.

LTM's TfL licensed suppliers are contracted via the TfL brand agency contract, the recent relet of which includes strengthened contractual requirements and tender questions, referenced above, helping to manage the modern slavery risk of these suppliers. Future licensees used by LTM under this contract will be monitored and required to demonstrate how they adhere to the principles of the ETI Base Code as part of their onboarding under the contract.

LTM's catering supplier has a comprehensive modern slavery statement and has taken proactive steps to manage its labour exploitation risks. Aligning to TfL's contract terms, the supplier uses the Sedex Self-Assessment Questionnaire (SAQ) with its supply chain to capture supply chain transparency data and gain greater visibility of working conditions. The supplier is targeting to have all suppliers with completed SAQs by the end of 2025.

5 Training and Awareness Raising

This year we continued to focus on training and raising awareness in our P&C department and our Capital Delivery and Projects teams, as these are the business areas identified from our risk assessment in section 3 of this statement.

Procurement and Commercial

To ensure that modern slavery and ethical sourcing risks are considered in the early stages of procurement when developing business cases and category management strategies, RP training is available to the P&C teams. The RP e-learning module has been completed by over 700 staff members to date which includes an overview of TfL's approach to ethical sourcing and modern slavery risk management.

In Autumn 2022, all P&C staff received a one-hour classroom learning on Responsible Procurement which communicated our approach to managing modern slavery risks, where to go for extra support and how to assess risk using internal and external resources. This means all procurement staff have received an overview of internal approaches and we will ensure more detailed training is undertaken by those managing relevant categories, as detailed below. As of 31 March 2023, 56 P&C staff have completed all modules of the Home Office modern slavery e-learning.

On-site staff

Due to the need for high volumes of low-skilled labour with relatively short delivery deadlines using tiered supply chains, the UK construction sector is identified as

a high-risk by the Gangmasters and Labour Abuse Authority. To ensure our staff working on our construction and project sites are aware of the signs of modern slavery and know what to do if they do see suspicious behaviour we have previously trained staff via the Supply Chain Sustainability School for colleagues from Safety, Health and Environment and Property Management. In March 2023 we hosted a lunch and learn session for those colleagues who hadn't previously attended and as a refresher for those who had. This included the newly formed TTLP compliance team who manage and visit TfL tenants across the estate and therefore play an important role in our risk management.

TfL will continue to use its membership of the ETI, Sedex and Electronics Watch to maintain awareness of best practice and current developments, benchmark with other organisations and externally verify our approach.

Awareness raising

Further awareness raising across the organisation continued this year, building on existing activity. Previously, 100 colleagues from our Technology and Data team attended a lunch and learn session delivered by the CRPT to highlight the risks to staff outside of P&C. We have also increased our organisation-wide communications, previously marking Anti-Slavery Day with an internal blog post as well as producing a dedicated site for staff to access resources and learn more about the issues and our approach to managing them. We will continue to ensure the risk of modern slavery is highlighted to relevant category teams and that refresher training is offered as our approach continues to develop and mature.

Supply chain

Upskilling our supply chain to help manage our shared risks is a key priority for us, recognising that some suppliers are further on their journey than others. In 2022/23 we continued to host workshops via the Supply Chain Sustainability School to suppliers completing the MSAT and will be offering further support to high-risk contracts and suppliers in the year ahead. To date, suppliers from across our supply chain have attended training sessions provided free of charge, covering track maintenance, IT, rolling stock, construction and uniforms. Feedback has been positive and we will build on this engagement as we continue to rollout the MSAT and support suppliers to develop their practices, policies and processes.

6 Reporting, key performance indicators (KPIs) and Goals for 2023/24

The Responsible Procurement Programme co-ordinates the TfL and GLA Group approach to promoting ethical sourcing practices and addressing the risks of modern slavery including metrics to monitor continuous improvement of internal capacity building and supply chain assurance.

Our priorities for the year 2023/24 will be a combination of quantifiable key performance indicators and ongoing participation in projects, programmes and initiatives:

KPIs:

Training: Build on the overview of modern slavery which all TfL commercial and procurement staff received in 2022 by ensuring staff in relevant risk categories complete the Home Office developed e-learning module.

MSAT: All TfL suppliers who have been assessed to be high and medium risk, to complete the tool and achieve an MSAT score of a minimum 70 per cent by March 2024. We will work with lower scoring suppliers to support improvements to their scores and encourage more suppliers to complete the assessment.

Goals for 2023/24:

Commercial Property: We will further analyse our customer segments for modern slavery risk to ensure our compliance team are clear on where our risks lie across the estate. We will put modern slavery on the agenda at the Customer Advisory Groups in 2023/24. We will include modern slavery as a topic in our upcoming customer information campaign on compliance and safety.

Public Procurement Note (PPN) 02/23: Review the PPN 02/23 guidance on tackling modern slavery in government supply chains and embed learnings from it into future procurements and/or approaches.

Raise Awareness: Continue to raise awareness of modern slavery to our supply chain, assisting suppliers by providing workshops, resources, training materials and bidder briefings. New TfL staff in the Safety, Health and Environment Directorate; TTLP and the Capital Delivery and Projects community will be prioritised, through TfL's membership of the Supply Chain Sustainability School.

On-site awareness: Ensure our new and current suppliers and site managers continue to display the Gangmasters and Labour Abuse Authority's worker rights checklist on all construction sites.

Peer Learning: Chair the pan-GLA Group practitioner learning group to share best practice and collaborate across the GLA Group in relation to modern slavery due diligence and to continue to learn and share with the transport industry through TfL's representation on the Department for Transport Modern Slavery Group.

Low-emission Vehicles: Continue to take part in the Electronics Watch Low-Emission Vehicle programme encouraging bus manufacturers and fleet providers to collaborate with us to improve supply chain transparency and working conditions in the mining and manufacturing of minerals used in the production of batteries for electric vehicles.

State-sponsored forced labour: Continue to collaborate with partner organisations such as the ETI and Electronics Watch to progress due diligence issues, such as the treatment of Uyghur Muslims in China, in our supply chains and those of the GLA

where TfL provide procurement services, such as the provision of solar panels in the Retrofit Accelerator framework.

London Transport Museum: The LTM Retail Team will work with the CRPT and TfL procurement team to support low scoring suppliers from their MSAT campaign and act on the recommendations provided. This will include providing access to workshops and training resources and monitoring engagement.

This Statement has been approved and published by the TfL Board and will continue to be reviewed at least once annually.

Howard Carter, General Counsel

XX XXXX 2023

For TfL Board

On XXXXXX the TfL Board approved the draft TfL Slavery and Human Trafficking Statement 2023 and authorised the General Counsel to agree the final form of the Statement.

[page left intentionally blank]

Safety, Sustainability and Human Resource Panel

Date: 24 May 2023

Item: Safety, Health and Environment Assurance Report

This paper will be considered in public

1 Summary

- 1.1 The purpose of this report is to give the Panel an overview of the effectiveness of the risk controls for Enterprise Risk 1 (ER1) – ‘Inability to deliver safety objectives and obligations’, Enterprise Risk 3 (ER3) – ‘Environment including climate adaptation’ based on second line of defence audit work by the Quality, Safety and Security Assurance (QSSA) team and third line of defence work by the Internal Audit team. Information is also provided on Enterprise Risk 6 (ER6) – ‘Deterioration of operational performance’ and Enterprise Risk 4 (ER4) – ‘Significant security incident’ as they correlate to ER1.
- 1.2 Reporting has been aligned with the revised Enterprise Risks which were implemented from Quarter 3 of 2022/23 (18 September to 10 December 2022) (Q3), previous audits have been retrospectively aligned to the new risks.
- 1.3 Appendix 1 provides a list of audits undertaken in Quarter 4 of 2022/23 (11 December 2022 to 31 March 2023) (Q4). Audit reports issued are given a conclusion of ‘well controlled, adequately controlled, requires improvement or poorly controlled’. Individual findings within audit reports are rated as high, medium or low priority.
- 1.4 Performance data is provided on progress against the audit plan, audit ratings, rating trends by Enterprise Risk and business unit and progress against actions, with comparisons provided across the last two years.

2 Recommendation

- 2.1 The Panel is asked to note the paper.

3 Annual Quality, Safety and Security Assurance Audit Plan

- 3.1 The annual QSSA audit plan contains a series of second line of defence audits that address ER1, ER3, ER4 and ER6.

3.2 The 2022/23 annual audit plan was finalised in March 2022 in consultation with the Safety, Health and Environment (SHE), Operations, Maintenance, Engineering Directorates and Security teams to identify where assurance is required or where there are performance or compliance concerns. Each audit has an identified sponsor within TfL to whom assurance is provided, typically a management system or risk owner or an assurance function. The audit plan is reviewed every six months to provide greater flexibility and an agile approach to meet changing business demands. The audit plan for Quarter 1 (1 April to 24 June 2023) and Quarter 2 (25 June to 16 September 2023) of 2023/24 has been agreed and for the first time is directly aligned with the TfL Management System. Further planning for Q3 and Q4 will take place in Q1.

4 Work of Note this Quarter

- 4.1 There has been no change of note to the causes, controls or ratings of ER1, ER3, ER4 and ER6 in Q4.
- 4.2 Internal Audit have one audit in progress on the reporting and procurement of a digital monitoring and assurance system. There were no ER1 Internal Audit reports issued in Q4.
- 4.3 A total of 31 second line QSSA audits were delivered in Q4, taking the total to 89 per cent of the annual plan for 2022/23, exceeding the 85 per cent target for year end (see Appendix 1 for the full detail of audits completed in Q4).
- 4.4 One audit was concluded as ‘poorly controlled’ in Q4 and has an agreed and tracked action plan in place:
- (a) Management of Civil Engineering Deep Tube Project Asset Data for New Assets: The management arrangements for registering new assets were not working effectively. This prevented new assets being inspected within the timescales defined by engineering standards.
- 4.5 Seven audits were concluded as ‘requires improvement’, all have agreed and tracked action plans in place:
- (a) Management of Engineering Safety Critical Licensing: There were a few non-conformances with key requirements of the management system, notably recording hours of work, identifying safety critical workers in staff files, communicating working time limits and implementation of a drug and alcohol testing regime;
 - (b) Capital Delivery Systems Management of Construction (Design and Management) Principal Designer Duties in Asset Renewals Programme: Whilst there was satisfactory evidence of Client and Principal Designer engagement, formal documents relating to assessment and appointment of Principal Designers were not sufficiently evidenced. Improvements to the current procedures and SHE and Project Manager engagement are required. A programme of actions has been agreed between the Principal Engineering Lead (Tunnels) and the Maintenance Lead.
 - (c) DLR Annual Safety Audit – Worksite Access Method Statements and Fire Management. A number of non-conformances in relation to the fire

management and Temporary Approved Non-Compliances requirements were identified;

- (d) Handover of Tram Fleet Asset Information from Projects to Maintenance Teams. There have been some improvements since the 2020 audit with the management of risks, reporting, and maintenance of master document lists. Non-conformances were raised with the Pathway Stage Gate process which were raised in the 20 724 audit, and the provision of records for maintenance instructions, training, and equipment. All actions have been closed out.
 - (e) Three Payment Card Industry Data Security Standards (PCI DSS) compliance audits were concluded as requires improvement.
- 4.6 Thirteen audits were concluded as ‘Adequately Controlled’ or ‘Well Controlled’, with eight Integrated system audits which are not rated (as they cover multiple subjects and risks).
- 4.7 The breakdown of the audits completed in Q4 by risk is as follows:
- (a) 15 audits were completed against ER1: eight Integrated Systems Audits of London Underground (LU) (not rated) and seven topic audits;
 - (b) 11 audits were completed against ER4 (10 of which were PCIDSS compliance audits);
 - (c) five audits were completed against ER6; and
 - (d) no audits were undertaken against ER3 in Q4.
- 4.8 Audit planning for the 2023/24 programme has been completed using the SHE Management System structure and strategic risks to inform the sessions. The use of the management system structure is to ensure all areas of risk controls are considered and any gaps in recent assurance identified.

5 Cancelled and Deferred Work

- 5.1 Four audits were deferred in Q4 to the 2023/24 plan in agreement with the audit sponsor. Unless specified otherwise below, the deferral moves 2022/23 work that has not been started, into the 2023/24 programme:
- (a) PCI DSS Compliance Audit: contactless payment ‘TR3’ card reader: deferred to align the assurance with project delivery dates;
 - (b) Novacrost Management of Data Security;
 - (c) Management of TfL Supplier Cyber Security Risk; and
 - (d) Project Management of Redundant Assets.

6 Performance and Trends

- 6.1 In total QSSA completed 90 assurance assignments in 2022/23 (an increase from 86 in 2021/22 and 56 in 2020/21):

- (a) 53 audits against risk ER1 (this includes 30 Integrated Systems audits covered in (b) below);
 - (b) 30 ‘Integrated Systems’ audits (assessing LU operational and maintenance teams’ compliance with a range of management system requirements including SHE, competence and finance);
 - (c) Four 4 audits against risk ER3;
 - (d) 11 audits of TfL asset quality and compliance with internal or industry standards against ER6; and
 - (e) 22 audits against ER4 comprising of 19 PCI DSS compliance audits and three audits against TfL standards or legislation.
- 6.2 Of these audits, eight were concluded as ‘well controlled’, 31 ‘adequately controlled’, 13 ‘requires improvement’ and seven ‘poorly controlled’. Given the audit plans for 2021/22 and 2022/23 are bespoke for each year, the results are generally consistent across the years. The most notable difference is the increase in poorly controlled audits from five to seven and the increase in well controlled audits from six to eight. Four of the ‘poorly controlled’ audits are of competence management systems or environmental risk assessments, effectively raising the same findings in separate reports for separate teams.
- 6.3 The largest difference is the reduction in the number of ‘requires improvement’ audits from 17 to 13. There were three PCI DSS ‘requires improvement’ audits in 2022/23 compared to none from the previous year which accounts for the majority of the increase seen this year. Trends from the 30 Integrated Systems (not concluded) are routinely provided quarterly to the Operations leadership team.
- 6.4 For the past two years we have codified individual audit findings with actions which allows for greater trend analysis (see graph below). Due to the nature of our assurance work being at the second line of defence, the most commonly occurring findings relate to non-compliances with TfL management systems, industry standards or legal requirements. These non-compliances predominately manifest as missing / incomplete records or ineffective procedures which are both primary sources of evidence for an auditor. Competence and training records were the third most common findings in 2022/23 which reflects the increased assurance in the area this year following initial findings last year. There are minor changes to the ranking of categories when comparing ‘well’ and ‘adequately controlled’ audits with ‘requires improvement’ and ‘poorly controlled’ audits, with missing asset data, risk assessment and monitoring featuring more in the latter group.



6.5 Work continues to improve the management of actions, particularly overdue actions with management teams and the Chief Officers. There has been a significant improvement in the management of actions in 2022/23. At the end of Q4 there were 35 overdue actions out of 92, with only six more than 100 days overdue. This compares with 68 overdue out of 107, with 45 over 100 days overdue for the same time as last year. The number of actions closed on time has stayed relatively constant in the past six months ranging between 29-32 per cent (23-32 actions). There has been a slight increase in actions extended from 17-20 per cent (14-22 actions).

7 SHE Directorate Assurance Update

- 7.1 In Q4, as part of the Digital Assurance initiative, the pan-TfL digital assurance tool (iAuditor) was made available in a second tranche of TfL business areas. This follows on from the tool being made available in the first tranche of business areas in Q3.
- 7.2 This initiative is focused on ensuring TfL has the capability to capture outcomes of SHE assurance activities, including Planned General Inspections, local management SHE checks etc. in a consistent and structured way. The tool will include templates that enable local managers and SHE to seek/ provide assurance against any topic in the SHE Management System.
- 7.3 The data captured will be visible to key stakeholders and used to inform SHE risk management across the organisation.
- 7.4 Business areas the system was made available to, in Q4:
- Capital Projects (selected areas/ projects);
 - Construction;

- (ii) DLR RSRP;
 - (iii) Piccadilly Line Upgrade;
 - (iv) Silvertown Tunnel project;
- (b) SHE Directorate;
 - (c) TTL Properties Limited;
 - (d) London Taxi and Private Hire;
 - (e) Compliance Policing Operations and Security (CPOS);
 - (f) Rail for London Infrastructure (Elizabeth line);
 - (g) LU Skills Development; and
 - (h) LU Asset Performance Delivery – Estate Management
- 7.5 In Q1 the focus will be on making the tool available to any additional business areas that need access. For the remainder of 2023/24 we will be carrying out an embedding and optimising exercise, working closely with individual business areas to ensure SHE assurance data is being gathered, and used effectively within the SHE risk management process.

List of appendices:

Appendix 1: QSSA Audits Completed in Q4 against ER1, ER3, ER4 and ER6

Appendix 2: QSSA Audit Data

List of Background Papers:

None

Contact: Mike Shirbon, Head of Quality, Safety and Security Assurance
Email: Mike.shirbon@tube.tfl.gov.uk

Appendix 1 – Quality, Safety and Security Assurance Audits Completed in Quarter 4 of 2022/23

ER1 Inability to deliver safety objectives and obligations

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Asset Performance Delivery	22 791	London Underground (LU) Test Train Operators Competence Management	To assess the competence management system compliance with Office of Rail and Road Guidance and internal standards	Adequately Controlled	The majority of the requirements of the LU Competency Management System have been satisfied. There were some elements that need strengthening.
TTLP	22 784	TTL Properties Limited (TTLP) Property Management: Assurance of tenants safety compliance	To seek assurance that tenants statutory and contractual compliance with health and safety requirements is being assured by the TTLP Property Management team.	Adequately Controlled	The Compliance team were assured of tenants' compliance through a managed inspection programme. The assurance of fire risk assessments has improved as a result
Engineering and Asset Strategy	22 735	Management of Engineering Safety Critical Licensing	To provide assurance that engineering employees undertaking safety critical tasks are suitably managed in accordance with legislation and TfL Standards.	Requires Improvement	There were a few non-conformances with key requirements of the management system, notably recording hours of work, identifying safety critical workers in SAP, communicating working time limits and implementation of a drug and alcohol testing regime.
Project & Programme Delivery	22 768	Capital Delivery Systems Management of CDM Principal Designer duties in Asset Renewals Programme	To seek assurance that Principal Designer roles responsibilities for the Structures and Major Asset Renewal Programmes projects are being appropriately allocated and documented in keeping with the Construction (Design and Management) Regulations, Guidance and TfL Standards.	Requires Improvement	Whilst there was satisfactory evidence of Client and Principal Designer engagement, formal documents relating to assessment and appointment of Principal Designers were not sufficiently evidenced. Improvements to the current procedures and SHE and Project Manager engagement are required

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Rail & Sponsored Services	22 765	DLR Annual Safety Audit - Worksite Access, Method Statements and Fire Management	To provide assurance that the DLR Management System is compliant across a sample of critical business processes	Requires Improvement	A number of non-conformances in relation to the fire management and Temporary Approved Non-Compliances requirements were identified.
Asset Performance Delivery	22 763	LU BCV/SSL Institution of Railway Signal Engineers (IRSE) Signalling Competence	Annual audit of LU IRSE Agency for compliance to IRSE requirements	Well Controlled	The requirements of the IRSE standard for competence of signalling staff were fully evidenced.
Rail & Sponsored Services	22 767	London Overground (LO) change management - infrastructure maintenance	To provide assurance that the revised LO change assurance process has been successfully implemented and is operating effectively for infrastructure changes.	Well Controlled	LO was found to be managing and controlling the infrastructure management change process in accordance with the revised procedure. Significant improvements have been made to ensure compliance.

Integrated Systems Audits

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Asset Performance Delivery	22 775	Cockfosters Fleet Depot Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	76.6 per cent conformance, 49 green, 2 amber 13 red (compliant, minor non-conformance, major non-compliance)
Asset Performance Delivery	22 774	Northern Track Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	51 per cent Conformance, 23 Green, 6 Amber, 16 Red (compliant, minor non-compliance, major non-compliance)
Customer Operations - LU	22 781	Stratford Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	69.6 per cent conformance, 39 Green, 0 Amber, 17 Red (compliant, minor non-compliance, major non-compliance)

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Customer Operations - LU	22 801	LU Brixton Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	57 per cent Conformance, 32 Green, 0 Amber, 24 Red (compliant, minor non-compliance, major non-compliance)
Customer Operations - LU	22 800	LU Neasden Traincrew Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	40 per cent conformance, 14 Green, 00 Amber, 21 Red (compliant, minor non-compliance, major non-compliance)
Customer Operations - LU	22 799	LU Kilburn Park Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	72 per cent Conformance, 41 Green, 0 Amber, 16 Red (compliant, minor non-compliance, major non-compliance)
Customer Operations - LU	22 798	LU Warren Street Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	67 per cent Conformance, 37 Green, 1 Amber, 18 Red (compliant, minor non-compliance, major non-compliance)
Customer Operations - LU	22 797	LU Hammersmith Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	47 per cent Conformance, 27 Green, 2 Amber, 28 Red (compliant, minor non-compliance, major non-compliance)

ER4 Significant security incident

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Customer Operations - LU	22 746	Payment Card Industry Data Security Standards (PCI DSS) Compliance: CPAY Pin Entry Devices (PEDs)	To seek assurance that the CPAY PEDs within the Ticket Vending Machines on the LU stations are operating in compliance with the PCI DSS and additionally TfL's contractual obligations to its Acquiring Bank.	Adequately Controlled	Contactless PEDs were found to be compliant to the PCI DSS. The PED devices are implemented and maintained within a secure PCI Point to Point Encrypted environment.

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
London Transport Museum (LTM)	22 787	Payment Card Industry Data Security Standard Compliance Audit: London Transport Museum Friends (Chip & PIN)	To seek assurance that LTM Friends is operating in compliance with the PCI DSSv.3.2.1 and additionally TfL's contractual obligations to its Acquiring Banks.	Adequately Controlled	The 'Friends of the LTM' (Chip and PIN Machine) was found to be compliant to the PCI DSS.
Rail & Sponsored Services	22 757	Payment Card Industry Data Security Standard Compliance Audit: London Cable Car	To seek assurance that the London Cable Car is operating in compliance with the PCI DSSv.3.2.1 and additionally TfL's contractual obligations to its Acquiring Banks.	Adequately Controlled	The IFS Cloud Cable Car was found to be compliant to the PCI DSS.
Technology & Data	22 786	Payment Card Industry Data Security Standard Compliance Audit: CPAY (Pass Agents)	To seek assurance that the Pass Agents team is operating in compliance with the PCI DSS and additionally TfL's contractual obligations to its Acquiring Banks.	Adequately Controlled	The Pass Agents/ Bulk Sales was found to be compliant to the PCI DSS.
TTLP	22 758	Payment Card Industry Data Security Compliance Audit: TfL Film Office	To seek assurance that the Film Office is operating in compliance with the PCI DSS v.3.2.1 and additionally TfL's contractual obligations to its Acquiring Banks.	Adequately Controlled	The TfL Film Office was found to be compliant to the PCI DSS. There are no observations raised and no management actions required.

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Chief Finance Officer	22 789	Payment Card Industry Data Security Standard Compliance Audit: Financial Services Centre(FSC)	To seek assurance that controls and systems are in place that meet the requirements of the PCI DSS.	Adequately Controlled	The FSC was found to be compliant to the PCI DSS.
Chief Customer and Strategy Officer	22 788	Payment Card Industry Data Security Standard Compliance Audit: Lost Property Office (LPO)	To seek assurance that controls and systems are in place that meet the requirements of the PCI DSS.	Adequately Controlled	The LPO was found to be compliant to the PCI DSS. There was one management action raised.
Pan TfL	22 734	Consultancy: ISO 27001 Distance to Go Audit	To provide consultancy services on how closely TfL's Cyber Security team's management of cyber security risk is aligned to ISO 27001 and what key activities would be required to meet the standard.	Memo	The review addressed key elements of the management system required to meet the requirements of ISO27001. Each of these elements is addressed in turn by a separate section in the report. A conclusion is provided at the end of each section indicating what clauses of ISO27001 apply and whether the associated requirements are 'Met', 'Partially met' or 'Not met'. A list of recommendations has been provided to the management team.
Rail & Sponsored Services	22 803 U	Payment Card Industry Data Security Standards Compliance Audit: London Cycle Hire Front End	To seek assurance that London Cycle Hire Scheme (LCHS) is operating in compliance with the PCI DSSv3.2.1 and additionally TfLs contractual obligations to its Acquiring Banks	Requires Improvement	Cardholder data is processed by TfL and Service Provider staff in a secure and compliant manner however, further work is required to strengthen the required controls to address the security risk assessment process as applicable to PCI DSS.
Technology & Data	22 756	Payment Card Industry Data Security Standards Compliance Audit: Visitor Centre (TOMs)	To seek assurance that the Visitor Centres (VC) is operation in compliance with the PCI DSS and additionally TfL's contractual obligations to its Acquiring Banks.	Requires Improvement	Cardholder data is processed by TfL VC staff in a secure and compliant manner however, the Service Provider has not maintained the device asset register.

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Technology & Data	22 785	Payment Card Industry Data Security Standard Compliance Audit: CPAY (mobile apps and website)	To seek assurance that the TfL Website and Mobile Apps are operating in compliance with the PCI DSSv.3.2.1 and additionally TfL's contractual obligations to its Acquiring Banks.	Requires Improvement	The mobile app, customer contact centres and website payment channels were found to be compliant to the PCI DSS. However, further work is required to address the findings from the September 2022 'Contactless (CPAY) and LCHS PCI DSS Backend Assessment'.

ER6 Deterioration of operational performance

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Asset Performance Delivery	22 736	Thales Jubilee and Northern Lines Signal Design Authority Services	To seek assurance that design authority services are provided by Thales in accordance with the Technical Support and Spares supply Agreement (TSSSA)	Not Rated	The core elements of this amended contract are being fulfilled. The Design Authority service requirements are relatively new, (TSSSA Amendment 2022) and the service delivery and TfL expectations are in the process of being aligned. Many of the issues relate to harmonisation of processes operated by each party with a view to improving overall service delivery.
Asset Performance Delivery	22 730	Management of Civil Engineering Deep Tube Project Asset Data for New Assets	To seek assurance that deep Tube civil engineering asset data is being actively identified and recorded in the asset database, for new assets	Poorly Controlled	The management arrangements for registering new assets were not working effectively. This prevented new assets being inspected within the timescales defined by engineering standards.

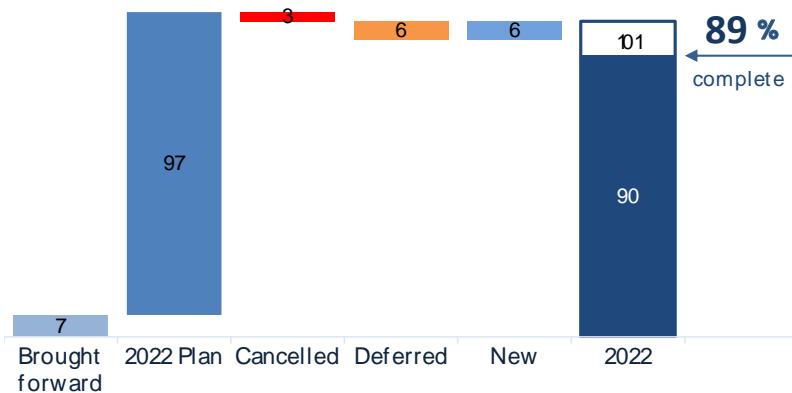
Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Asset Performance Delivery	22 733	Removal of PCB Containing Components	To seek assurance that the removal of Polychlorinated Biphenyls (PCB) components is being undertaken as agreed with the Environment Agency.	Adequately Controlled	Adequately controlled - The PCB removal programmes were found to be adequately managed by the comms, power, fleet, signals and SHE environment teams with a target to be PCB free by end of 2023. Progress is reported quarterly to the Environmental Agency by TfL SHE Environment team.
Rail & Sponsored Services	22 721	Handover of Tram Fleet Asset Information from Projects to Maintenance Teams	To follow up on previous 'Poorly Controlled' conclusion audit - To seek assurance that asset data is routinely updated following changes to Tram fleet assets to ensure they can be maintained	Requires Improvement	There have been some improvements since the 20 724 audit with the management of risks, reporting, and maintenance of master document lists. There were non-conformances raised with the Pathway Stage Gate process which were raised in the 20 724 audit, and the provision of records for maintenance instructions, training and equipment.
Rail & Sponsored Services	22 772	DLR Rolling Stock Maintenance Compliance: B92, B2007 and Engineering Vehicles	To provide assurance that DLR rolling stock vehicles are being maintained in accordance with engineering standards with the correct records maintained regarding people, plant and process.	Well Controlled	All of the areas reviewed during the audit met the requirements of the standards. A robust and well managed approach to the maintenance of DLR rolling stock was evident throughout

[page left intentionally blank]

Appendix 2 : Quality Safety Security Assurance Audit Summary

Q4 2022/23

Audit Progress against year plan 2022/23

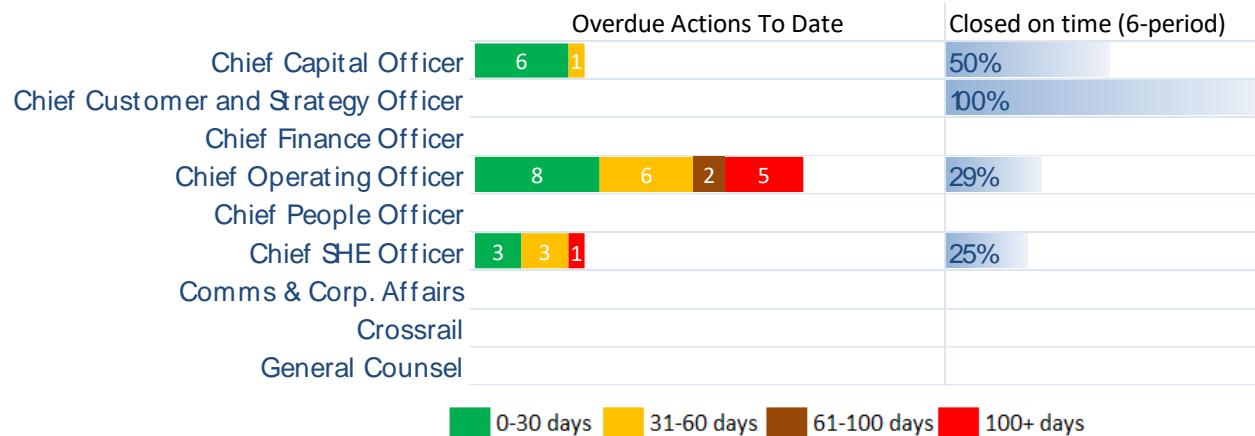


Open Audit Actions - Overall TfL Performance (6-Period trend)

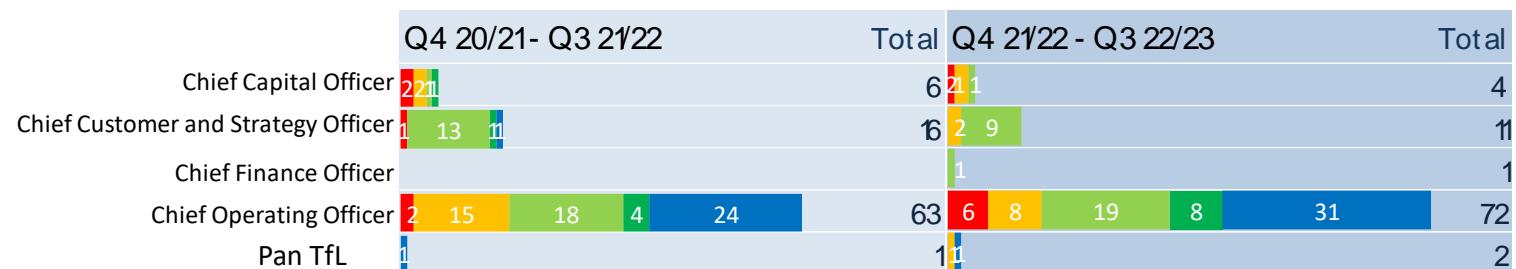
Measure	No.	%	6-period rolling trend
No. Actions Closed on time	32	30%	
No. Actions Extended	17	20%	

35 Overdue
Out Of
92 Open

Action Management - Overdue Action by Directorate by Overdue Days



Audit Conclusion Trends by Chief Officer Team (over 4 quarters)



Audit Conclusion Trends by Enterprise Risk (over 4 quarters)



 Poorly Controlled
  Requires Improvement
  Adequately Controlled
  Well Controlled
  Not Rated

Date: 24 May 2023

Item: Enterprise Risk Update – Environment including Climate Adaptation (ER3)

This paper will be considered in public

1 Summary

- 1.1 This paper provides an overview of enterprise risk 3 (ER3) "Environment, including climate adaptation". This risk covers TfL failing to meet its environmental obligations and commitments, and the potential impacts of climate change on TfL's infrastructure and operations.
- 1.2 ER3 is a newly defined risk, encompassing risk causes and mitigation actions previously part of ER1 "Failure to prevent SHE incident or meet commitments". The risk plan and status were endorsed by the Executive Committee Strategy, Safety and Business meeting on 9 February 2023. In line with the enterprise risk schedule, ER3 will be reviewed annually.
- 1.3 A paper is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.**

3 ER3 – Background

- 3.1 Our environmental risks are encompassed by two distinct, but interlinked, components: that TfL will fail to fulfil our environmental commitments and obligations, and that the effects of climate change will result in significant impacts on our assets and operations in both the short and long term.
- 3.2 TfL's environmental obligations include compliance with all relevant environmental legislation, including the Environment Act 2021, and our role in delivering the Mayor's environmental objectives set out in the London Environment Strategy.
- 3.3 We are already experiencing the physical impacts of climate change on our network, as evidenced by recent flooding and heatwave events. The asset climate risks identified in TfL's 2022 submission under the Department for the

Environment, Farming and Rural Affairs Adaptation Reporting Power will be incorporated into our Enterprise Risk Management framework, as subsidiary risks to ER3.

- 3.4 The Executive Committee's Sustainability sub-group oversee the control and mitigation of ER3, reporting to the Executive Committee. The sub-group will also lead the development and management of the environmental Level 1 Enterprise Risks supporting ER3.

4 ER3 – Mitigation and Control

- 4.1 The Corporate Environment Plan establishes TfL's overarching strategic framework for the management of our environmental commitments and obligations. In March 2023 we published our Climate Change Adaptation Plan, setting out the actions we will take in the years to 2030 to improve our readiness for the impacts of climate change.
- 4.2 We continue to deliver initiatives to improve our environmental performance and support the Mayor's environmental objectives. These include expansion of the Ultra Low Emission Zone to all London boroughs from 29 August 2023, transition of the bus fleet to zero emission by 2034, measures to improve energy efficiency and reduce carbon from TfL buildings, and installation of Sustainable Drainage Systems (SuDS) to help alleviate flood risk.
- 4.3 Through the GLA Group's Climate Budget, we will annually set out both the funded and unfunded initiatives to reduce carbon emissions from our operations and support the Mayor's ambition to be net zero by 2030.
- 4.4 Our resilience processes provide a consistent and structured approach to the management of extreme weather impacts. They involve using twice-daily weather reports and forecasts up to five days in advance of weather incidents that could affect our transport network.
- 4.5 We are updating environmental management processes as part of the SHE Management System programme. Environmental management instructions and guidance will be updated in June 2023 and will be regularly reviewed and updated. We have also strengthened environmental requirements for capital projects as part of Pathway, including updated through the Environmental Evaluation, and introduction of the Carbon and Resource Plan product to support management of whole lifecycle carbon impacts in construction.
- 4.6 Appropriate skills and competency in environmental management across the organisation are a key control measure for ER3. Our expanded roll out of Carbon Literacy training across the organisation underpins more detailed and role-specific environmental training.

5 Reporting of Environmental Risk

- 5.1 We will make full disclosures of our climate risks and opportunities under the Taskforce on Climate-Related Financial Disclosures (TCFD) in our Annual Report and Statement of Accounts from the 2022/23 report, following initial disclosures in the 2021/22 report. The disclosures set out our governance, strategy, risk

management, metrics and targets covering our climate-related risks and opportunities. ER3 represents TfL's overarching climate risk.

- 5.2 In future years we will also make disclosures on our nature-related risks and opportunities under the Taskforce on Nature-Related Financial Disclosures framework.

6 Risk Status

- 6.1 The overall Control Effectiveness rating of ER3 is "Requires Improvement".
- 6.2 The initiatives described above will mitigate the risk in the short to medium term. As we build more detailed understanding of the environmental risks to the network, in particular from climate change, the overall scale of risk severity will be updated.

List of appendices to this report:

A paper containing exempt supplemental information is included on Part 2 of the agenda.

List of Background Papers:

None

Contact Officer: Lilli Matson, Chief Safety, Health and Environment Officer
Email: lillimatson@tfl.gov.uk

[page left intentionally blank]

Safety, Sustainability and Human Resources Panel



Date: 24 May 2023

Item: Members' Suggestions for Future Agenda Discussions

This paper will be considered in public

1 Summary

- 1.1 This paper presents the current forward programme for the Panel and explains how this is put together. Members are invited to suggest additional future discussion items.

2 Recommendation

- 2.1 **The Panel is asked to note the forward programme and invited to raise any suggestions for future discussion items.**

3 Forward Plan Development

- 3.1 The Board and its Committees and Panels have forward plans. The content of the plans arise from a number of sources:

- (a) Standing items for each meeting: Minutes; Matters Arising and Actions List; and any regular quarterly reports. For this Panel these are the Health, Safety and Environment Quarterly Report and the Human Resources Quarterly Report.
- (b) Regular items which are for review and approval or noting such as the Health, Safety and Environment Annual Report.
- (c) Items requested by Members: The Deputy Chair of TfL and the Chair of this Panel will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

4 Current Plan

- 4.1 The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

List of appendices to this report:

Appendix 1: Safety, Sustainability and Human Resources Panel Plan.

List of Background Papers:

None

Contact Officer: Howard Carter, General Counsel

Email: HowardCarter@tfl.gov.uk

Membership: Dr Lynn Sloman MBE (Chair), Dr Nina Skorupska CBE (Vice Chair), Kay Carberry CBE, Bronwen Handyside, Dr Mee Ling Ng OBE, Mark Phillips and Marie Pye.

Abbreviations: CCSO (Chief Customer and Strategy Officer), CFO (Chief Finance Officer), CCO (Chief Capital Officer), COO (Chief Operating Officer), CPO (Chief People Officer), CSHEO (Chief Safety, Health and Environment Officer), D (Director), Director of Risk and Assurance (DRA)

13 September 2023		
Safety, Health and Environment Quarterly Report	CSHEO	Standing item
Workplace Violence and Aggression	CSHEO	To note
Road Risk - Speed	CSHEO	To note
Decarbonisation	CSHEO	To note
Operations progress with Corporate Environment Plan	CSHEO	To note
Human Resources Quarterly Report	CPO	Standing item
Action on Inclusion Update	CPO	To note
Update on Our People Leaders	CPO	To note
Occupational Health Research	CPO	To note
Safety, Health and Environment Assurance Report	DRA	To note

15 November 2023		
Safety, Health and Environment Quarterly Report	CSHEO	Standing item
Programme to Strengthen SHE Culture	CSHEO	To note
Vision Zero Road Risk Annual Update	CSHEO	To note
Green Infrastructure and Biodiversity	CSHEO	To note

Capital progress with Corporate Environment Plan	CSHEO	To note
Human Resources Quarterly Report	CPO	Standing item
Approach to Reward	CPO	To note
Approach to Talent	CPO	To note
Safety, Health and Environment Assurance Report	DRA	Standing item
Enterprise Risk Update: Inability to deliver safety objectives and obligations (ER1)	CSHEO	Standing item

21 February 2024		
Safety, Health and Environment Quarterly Report (to include resilience, assurance and compliance issues)	CSHEO	Standing item
Road Risk – Infrastructure	CSHEO	To note
Capital Safety Strategy	CSHEO	To note
Ultra Low Emission Zone update	CSHEO	To note
Adaptation Update	CSHEO	To note
Human Resources Quarterly Report	CPO	Standing item
Wellbeing strategy	CPO	To note
Safety, Health and Environment Assurance Report	DRA	To note
Enterprise Risk Update - Attraction, Retention, Wellbeing and Health of our Employees (ER2)	CPO	To note

Regular items

- SHE Quarterly Report – standing item
- HR Quarterly Report – standing item
- SHE Assurance Report – standing item

Agenda Item 18

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

[page left intentionally blank]

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

[page left intentionally blank]