

Date: 14 September 2021

Item: Diversity and Inclusion Update

This paper will be considered in public

1 Summary

- 1.1 The focus of TfL's diversity and inclusion (D&I) work for 2020 was spent responding to the social and equality-related impacts arising from Covid-19. As we recover as an organisation and a city from the coronavirus pandemic, we are now presented with a new set of workforce challenges and its important we continue to place diversity, equality, and inclusion at the core of who we are and everything we do.
- 1.2 This paper, and accompanying appendix, provides an overview of the work delivered and planned, that will help us to ensure our workforce is more reflective of London and that we create and embed a fairer and more inclusive culture where colleagues at all levels feel engaged and supported to be their authentic self.

2 Recommendation

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

3 Background

- 3.1 We know that London's diversity is one of its greatest assets and there is more work to do to make our workforce more representative of the city we serve, especially at senior levels. We are taking action to address the lack of diversity within the organisation – from building diverse pipelines for our future leaders up to supporting those ready for a leadership role.
- 3.2 In recent years, we have seen people become more vocal about their beliefs relating to inequality and injustice. A number of societal events saw a huge response and outcry from our colleagues; The killing of George Floyd led to colleagues sharing their own experiences of perceived racism and discrimination, including in the organisation. The murder of Sarah Everard led to many colleagues, in particular female colleagues, sharing their experiences of sexism and their fears around safety and wellbeing.
- 3.3 Our response to societal events like these have improved and we responded by offering many director led 'listening sessions' across the organisation which were well received. However, we recognise there is still some way to go to ensure we consistently provide the supportive and inclusive environment to which we are committed.

- 3.4 We know that diverse and inclusive organisations perform better. When we bring our diverse perspectives and experiences to work, it helps us deliver solutions that work for everyone. We're more likely to achieve an inclusive transport network if our workforce is representative of the city we serve. Not responding to these societal events at a workforce level would have significant cumulative effects on our colleagues: morale, productivity, which can in turn lead to an increased number of grievances, poor industrial relations and an overall perceived lack of empathy and consideration for these incredibly important issues.
- 3.5 We have recently made the decision to permanently split the accountabilities of the D&I Lead role between the customer and workforce side. This ensures a focus and dedicated senior support behind both incredibly important agendas. We have also allocated two additional (previously temporary project roles) D&I Specialists into the D&I workforce structure. This extra permanent resource will provide more bandwidth to support and deliver our strategic pan-TfL D&I agenda.
- 3.6 A summary of our current D&I priorities are shown below. Further detail on each of these is included in the accompanying appendix.
- (a) **Our new D&I Mission Statement** – We have recently refreshed our D&I Mission Statement, Vision and Values to ensure that we are fully aligned to TfL's five priorities. This will ensure we play our part in helping to create a more diverse and inclusive organisation, informed by and for our colleagues.
 - (b) **Our new D&I Support Model** – We have recently reviewed our D&I Support Model to better reflect the demand from both the business and our HR colleagues. This model ensures that we continue to provide a best in class service; one that is both efficient with our time and more strategic in our outcomes.
 - (c) **Our Workforce Equality Objectives** – As part of our legal obligation under the Public Sector Equality Duty (PSED), we have recently agreed our new Equality Objectives, which will be published externally. PSED is the duty imposed on a public authority when carrying out its functions to, in broad terms, have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, foster good relations and advance equality of opportunity.
 - (d) **Staff Network Group Review** – We've recently undertaken a comprehensive review of our Staff Network Groups (SNGs) focusing on how we can empower the groups to be even more effective and successful at the positive work that they do.
 - (e) **Anti-Racism Leadership Charter** – In February 2021, we launched our anti-racism leadership charter, which has been endorsed and signed by all members of the Executive Committee, as part of TfL's commitment to fighting racism in all its forms. In signing up to the five commitments in the charter and the anti-racism manifesto, our leaders are demonstrating their commitment to diversity and inclusion and are taking collective action within the organisation.

- (f) **Hybrid working** – A great deal of consideration has already been given to our safe return to the office, however we will continue to give due consideration to any disproportionate impacts that our new Hybrid working model may have on certain groups of colleagues.
- (g) **Actions to improve inclusion across the workforce** – An overview of the recent initiatives that are currently being delivered that aim to improve inclusion across our organisation. This will help provide line managers and colleagues with the tools and the insight to ensure we deliver a fair and inclusive workplace for everyone by improving line manager capability.
- (h) **Initiatives to develop our internal talent** – In December 2020, the Executive Committee endorsed a refreshed approach to the way we manage talent within TfL. This approach allows us to invest in the latest technology to increase the transparency of skills in the organisation, support internal mobility, build leadership strengths and provide self-help tools for career planning and better management information that is user-friendly and efficient.
- (i) **Initiatives to build diverse pipelines** – We recognise that our leaders and managers play a critical role in identifying our people’s strengths and nurturing talent. We are now ensuring they focus on developing diverse pipelines of people who can move into more senior roles and take our organisation forwards.
- (j) **Actions to create a more diverse leadership team** – We strive to give people the best opportunity to move into senior roles and mobilise internal talent; as well as understanding our overall employee experience to identify opportunities to improve retention. A number of interventions are in place to remove any bias and add diversity of thought to our recruitment of senior leaders.
- (k) **Actions to create a more diverse organisation** – We are reviewing our recruitment process to ensure it promotes equality and inclusion at all stages of the process: anonymous recruitment software, working with our staff network groups and producing Inclusive Recruitment Checklists
- (l) **Building Diverse Talent Pipelines from the start** – We have a number of skills and employment programmes that take a longer-term approach to support people from diverse backgrounds to build successful careers from school through to higher education. This benefits both the individuals and our wider employees who support these activities.
- (m) **Addressing Pay Gaps** – Considering the underlying reasons for any pay disparity in order to ensure that it is unrelated to gender, race and disability remains a core priority.

4 Legal Implications

- 4.1 Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 we are required to review and publish our equality objectives periodically. The regulations aim to enable the better performance of the public sector equality

duty set out in the Equality Act 2010, which requires public authorities to have due regard, in the exercise of their functions, to specified equality aims.

List of appendices to this report:

Appendix 1 – Diversity and Inclusion Update - Presentation

List of Background Papers:

None

Contact Officer: Marcia Williams, Director, Diversity, Inclusion and Talent

Email: marciawilliams1@tfl.gov.uk