

SEPTEMBER 2021

# Diversity at TfL

Marcia Williams

*Diversity, Inclusion and Talent  
Director*

## Appendix 1



## 2 Executive summary

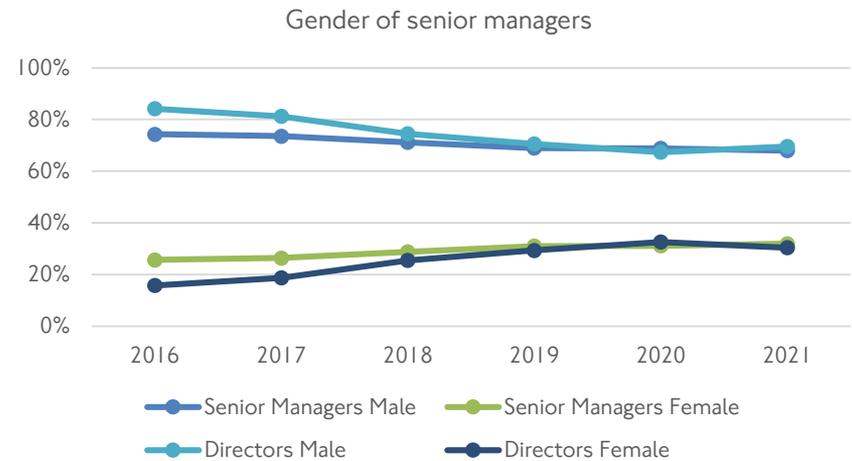
- We are committed to delivering on equality and fairness in our recovery from the pandemic
- We know that London's diversity is one of its greatest assets and there is work to do to make our workforce better represent the city we serve, especially at senior levels
- The environment that we are operating in is uncertain, and this is having an impact on our ability to attract and retain leaders
- We are taking action to address the lack of diversity within the organisation - this spans from building diverse pipelines for our future leaders up to supporting those ready for a leadership role
- We won't stop there – this year, we are launching our **Action on Inclusion** strategy to ensure we continue with a relentless pursuit of inclusive leadership, cultures, behaviours and ways of working across our organisation. We are also:
  - Working with colleagues across the organisation to **define our Vision and Values** to define who we are and set out future direction
  - Measuring our success on **how included our colleagues feel** with a new TfL Scorecard
  - **Addressing issues around race equality** and challenging ourselves to do better by translating the Anti-Racism Leadership Charter into concrete actions to support our colleagues



### 3 Current context

- We know that to succeed in our ambition to deliver a sustainable and inclusive recovery, our workforce must better represent the city we serve – at all levels – and be known for equality of opportunity.
- We are competing in a buoyant employment market - this, paired with the increasing uncertainty that we face as an organisation means that now, more than ever, we need to focus our efforts on attracting and retaining top talent.
- In recent years, we have experienced higher attrition rates in our director population which has negatively impacted the demographic representation of this population.
- Our current statistics at a senior level show that we must act now to ensure we make an immediate impact and continue to build a longer-term pipeline of more diverse people joining our organisation. This would have a positive impact on our pay disparity reports
- The Commissioner’s Vision and Values initiative is at the heart of our drive to rebuild morale and confidence amongst our talented workforce, given the major impact of the pandemic on all sinews of our business.

Diversity of senior managers and directors since 2016:



# 4 Current context cont.

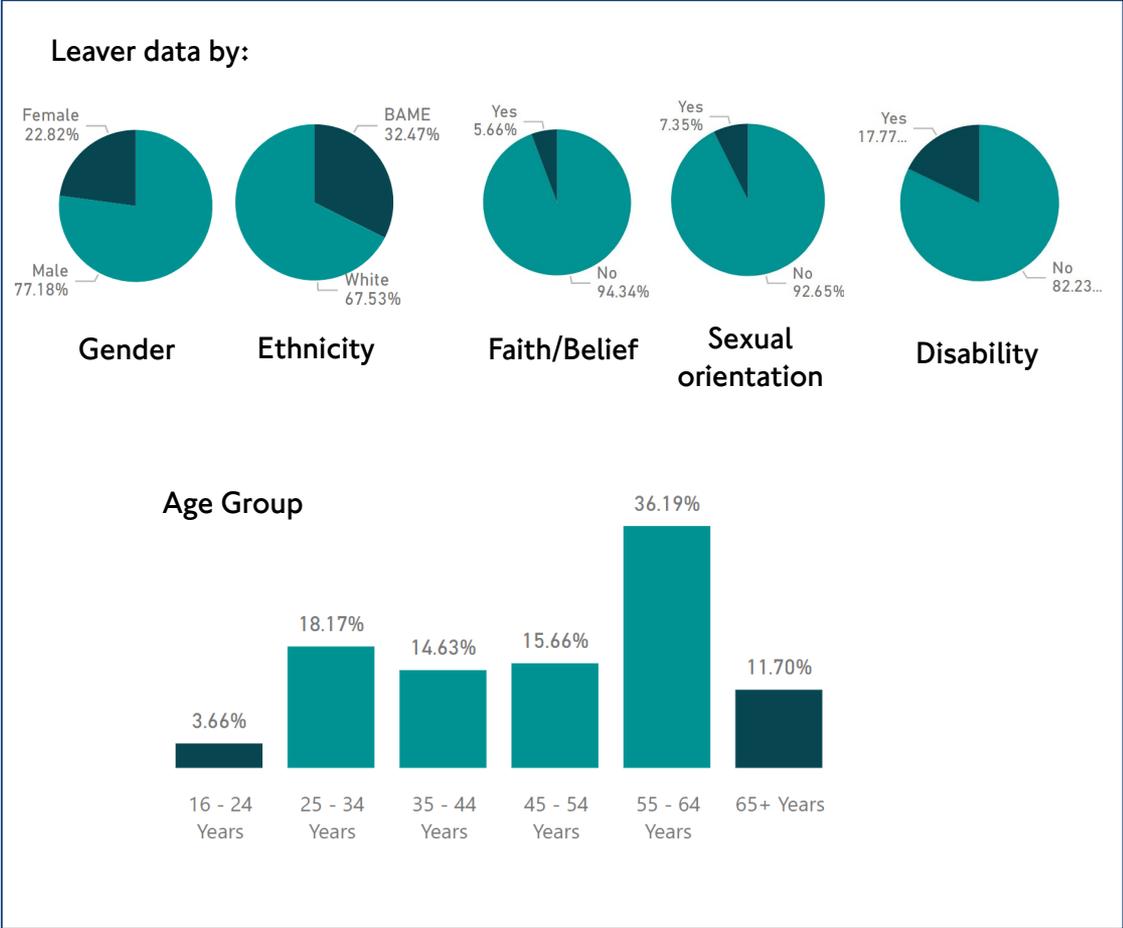
**Current minority population % Vs Economically Active London population**

-  **24% female population (46%)**
-  **5% disabled population (11%)**
-  **38.77% BAME population (36%)**
-  **20.71% minority faith/belief (22%)**
-  **6.47% LGB population (5.1%)**

**Workforce Representation Index**

## 71.25%

The workforce representative figure is a calculation to determine how similar our working population is to that of the economically active population in London (EAL).



## 5 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 people-centric vision and a more diverse and inclusive organisation, informed by and for our colleagues.

### Our Mission

To always keep a people centric focus that helps us to create a great place to work

### Our Vision

A workplace where diversity, equity, and inclusion are at the core of who we are. A culture that is unapologetically inclusive; where we have a deep sense of pride, passion and respect for the lived experiences of our colleagues and customers. An environment where our colleagues have a sense of belonging, bring their authentic selves to work and where psychological safety is our priority.

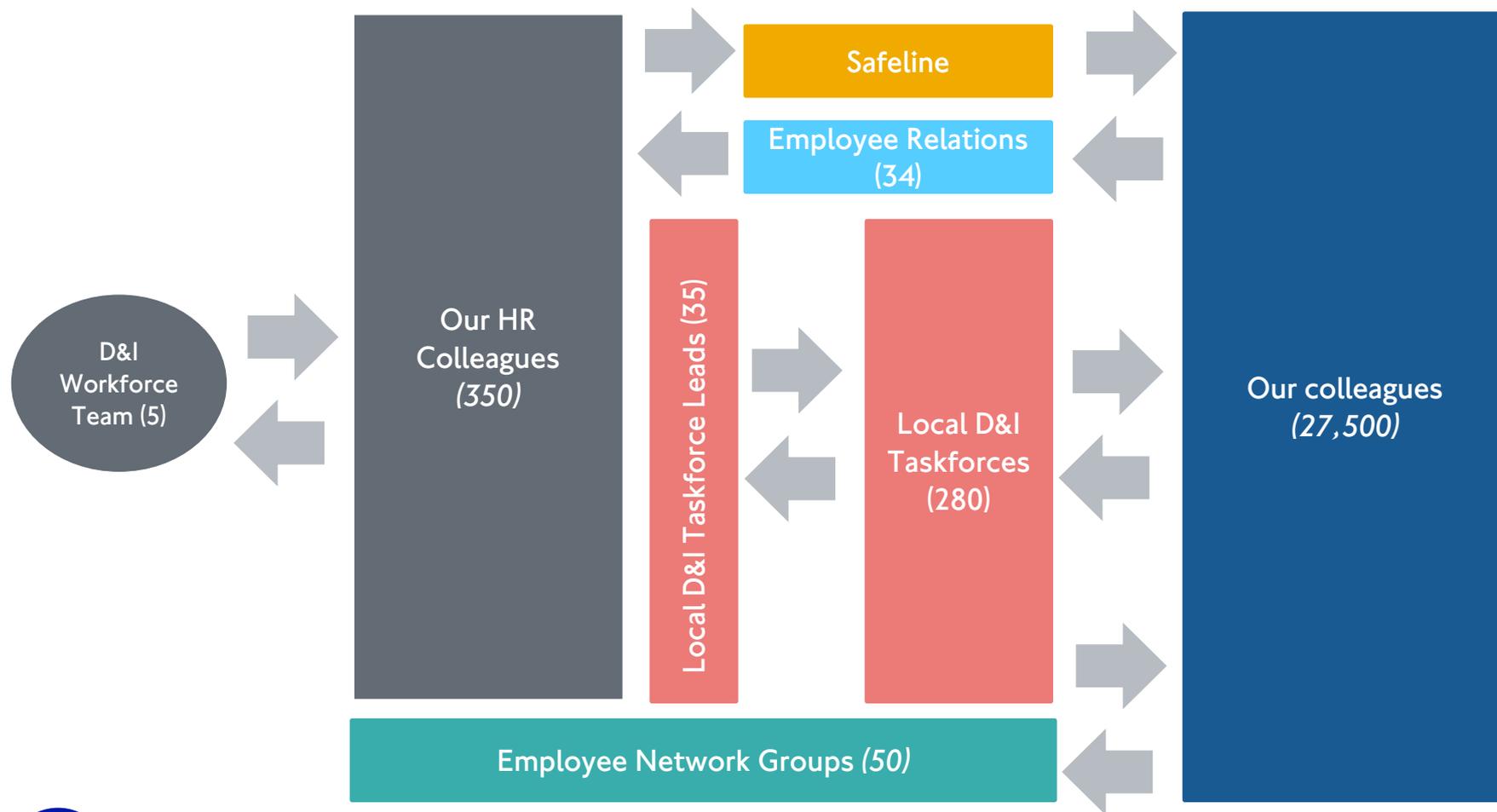
### Our Purpose

To instil and inspire the personal commitments needed at every level to be curious, speak openly, and lead by example in our diversity, equity, and inclusion agenda. We will drive change in our organisation at both a local and strategic level by ensuring an unwavering commitment to a fair and inclusive workplace for everyone. Our intent is that every aspect of our employee lifecycle is designed and safeguarded to protect fairness and eliminate discrimination.



## 6 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.



# A summary of our Workforce Equality Objectives

We are required under regulations to periodically review and publish our equality objectives.

These are our Workforce Equality Objectives for 2021 - 2025

## Workforce Representation

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

## Fairer Internal Opportunities

In light of our new Vision and Values, we will ensure an unwavering commitment to enhancing the recruitment, retention, and career development of our internal talent, with the overall aim of being an employer of choice  
We will ensure that all opportunities have an impact on our representativeness

## Inclusive Culture

In response to our annual Viewpoint Survey and Listening Sessions, we will create and embed a fairer and more inclusive culture where colleagues at all levels feel engaged and supported to be their authentic self. All leaders will be accountable to create a people centric, inclusive environment where there is a deep sense of pride, passion and respect for the lived experiences of others

## Future Skills Agenda

Explore and invest in the future skills of our organisation to ensure we create a diverse talent pipeline that will enhance our ability to meet our objectives and the Mayor of London's



# 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.

They'll benefit from more clearly defined roles and responsibilities, a new SNG reporting structure with a greater level of senior sponsor involvement, and clear outcomes and objectives for the SNGs.

One output of the review was an acknowledgment and recognition of the time and effort they put in to achieve the aims and objectives of their group. As a result, SNG committee members will now receive 10% and 20% time off their day job to dedicate to SNG activity and the voluntary positions will be recognised in their P&D.

The six SNG's and other Specialist Interest Groups will sit under an umbrella term of Employee Network Groups (ENGs) as endorsed by the Executive Committee and senior leadership team. The Staff Network Groups will be defined by protected characteristics (see below):

- Outbound
- RACE
- Women's Staff Network group
- Faith Staff Network Group
- The Staff Network Group for Disability
- Carers, Parents and Guardians



# 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 Transport for London's (TfL) 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 to any race related inequalities that may exist within the organisation.

## Anti Racism Leadership Charter Commitments

**Commitment One:** I will be an anti-racist leader and role model for inclusive behaviours, promoting and creating a culture where trust, respect and psychological safety are the norm. I commit to implementing the Personal Anti-Racism Manifesto

**Commitment Two:** I will be open-minded and will listen so I can better empathise and act on colleagues' experiences of racism. I will educate myself about racism as well as inequality, discrimination, stereotypes and bias, including the intersections with other inequalities

**Commitment Three:** I will take personal accountability for the creation and delivery of a local race equality action plan, aligned with our Action on Inclusion strategy, and I will report on progress through our formal governance systems

**Commitment Four:** I will proactively take action through my local race equality action plan to increase the diversity of my team, at all levels. I will focus on using a truly inclusive approach to talent management, including fair and accessible development and secondment opportunities, to ensure this is achieved.

**Commitment Five:** I will challenge my leadership team to be anti-racist. This means tackling racism head on and being inclusive line managers. I will build these commitments into their performance and development reviews



### Top 300 Signatories

262 have signed the ARLC

### Six Month Review

To coincide with Black History Month in October

### Key Suppliers

Siemens Pilot  
Further roll out to our top 60 suppliers



# Considerations for fair and inclusive Hybrid working

## Where are we now?

### Key findings from the baseline survey

- Only 29% felt positive about returning to work in the office, with 24% feeling neutral
- Team **cohesion** and **collaboration** most rated **purpose of the office**
- 94% working in a home environment without much difficulty
- Around 76% want to WFH 3+ days a week in future
- 81% find working from home easy or very easy, 14% were neutral and 5% find it difficult or very difficult

### What our leaders have told us previously (interviews conducted by Estates in July 2020)

- As an organisation we should become more **outcomes focused**
- Need to invest in **technology**
- Need to **ensure wellbeing** of our people
- Purpose of the office has changed, need less desks, **more collaboration space**
- **Physically coming together is vital** for creativity, innovation, team building

## Future considerations

- **Divided Workforce** – We may end up seeing a divided workforce of those who physically can and want to come into the office, based on age and caring responsibilities. Research suggests women are more concerned than men about the increased household responsibilities.
- **'Present privilege'** – We aim to mitigate for the fact that those present in the office may be involved in spontaneous discussions which may give them better access to project work.
- **Career Progression** – We aim to ensure that a colleagues preference to work from home more than their peers does not impact on their career progression opportunities in favour of those present in the office.

We are seeking to work with employees to accommodate their preferences, whether that is to come into the office every day for wellbeing reasons, or for them to come in only 20 per cent of their working time. The purpose of the transition period is to support staff in adjusting and in finding out what works for them and their teams, in dialogue with their line managers.



## 11 Actions to improve inclusion across the workforce

### Voice Signatures

Tech and Data, and our Outbound SNG have been working on adding voice signature functionality to emails for internal colleagues. A simple gesture of others, pronouncing a name correctly and addressing you how you wish to be addressed certainly helps foster inclusion, feeling valued and a sense of belonging.

### Trans and Non Binary Guidance

We are currently revising our guidance for lines managers in best practice on creating inclusive workplaces for Trans and Non Binary colleagues. This will detail the support available to both employees and line managers. We are also working with colleagues in T&D to ensure our processes support trans and non binary colleagues.

### Mandatory Training

L&D have recently completed a review of all mandatory training across TfL, to develop a baseline (including D&I) for our colleagues. This mandatory learning will be an expectation as part of the individuals development and will help to protect TfL, provide awareness to all employees and ensure knowledge of and promote adherence to legislative requirements.

### D&I One Stop Shop

We are currently designing and developing a Diversity and Inclusion One Stop Shop which will be the hub of all D&I data and material. This hub will sit on our Platform Site and aims to provide D&I information in an engaging and intuitive way.

### Power BI Lunch and Learns

We recently held a number of lunch and learn sessions to help colleagues understand how to use the Diversity and Inclusion Power BI Dashboards. These interactive sessions helped to better understand where inequalities exist across the whole employee lifecycle and what priority areas they needed to focus on.

### Local D&I Taskforces

We have been working closely with our HR Business Partnering Teams and our Managing Directors to establish local Diversity and Inclusion Taskforces. Taskforces enable colleagues to support the D&I agenda, help drive actions and initiatives at a local level and help track progress.



## 12 Investing in our people - developing 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. We are already underway with introducing a number of key changes to our existing talent model:



In March 2021, the Conversations Matters model was launched pan-TfL to increase the frequency and quality of performance conversations, with three conversational ingredients 'Open, Brave and Connected' to promote a fair and consistent approach where colleagues feel comfortable to speak about performance and development.



A more inclusive model for talent management, being piloted in May 2021, using 360 feedback to better enable colleagues to achieve their potential, understand their strengths and plan their next steps for their career and learning journeys. The conversations underpinning this will help us identify people who are at risk of leaving the business – giving us a better opportunity to try and retain them.



Informed by our diversity, readiness and succession planning data, newly introduced Talent Forums are being held by local business areas to make considered and strategic decisions to develop strong, motivated and diverse teams to address their current and future skills needs.



Stay Learning - a central hub for learning and development that enables colleagues to take ownership of their own personal development and promotes all learning options from online courses, research and reading, to trainer led learning. The site is accessible to all TfL colleagues from all devices.



## 13 New initiatives to build diverse pipelines

We recognise that our leaders and managers play a critical role in spotting our peoples 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:

- Introducing **succession planning and critical roles** identification from July 2021 to **invest in skills** that we need in the future and ensure **proactive interventions** take place
- Launching a **coaching, mentoring and sponsorship** strategy across the business to upskill managers, develop leaders' coaching capability and develop mentoring and sponsorship for under-represented groups
- Creating a more **reciprocal mentoring approach**, providing opportunities for senior managers and colleagues from under-represented groups to work as equal partners to share experiences
- The **Apprentice and Graduate Alumni Group** provide a platform for those that are keen to advance in their careers through knowledge sharing events
- The **Graduate and Apprentice Committee** provide opportunities to expand their innovate and collaborate with others, through challenging and innovative initiatives such as the TfL wide Hackathon Events

### Hackathon Events – addressing our key challenges

- Pan-TfL Graduate and Apprenticeship schemes work together to generate solutions to important and real-life problems faced by TfL
- One of the focus areas of this year's event is how we create **safe spaces** where colleagues feel that they can speak out against bullying, harassment and all forms of discrimination
- Each group presents their solution to a Dragons Den style judging panel consisting of senior leaders within TfL, ideas are then considered and scoped if successful



# 14 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:

## Attracting diverse talent

Through our recruitment process and approach

**Creative Assessment Approaches**  
Offering a more inclusive route to interviews & more diverse pools of candidates

**Seeking external advice**  
Adding diversity of thought, challenge & robustness to senior recruitment

**Diversity Reviews**  
Held at each stage of recruitment process to enable panels to assess demographic diversity and diversity of thought

## Supporting internal mobility

Utilising internal channels

**Working with Staff Network Groups**  
Informing career development content and skills workshops

**Leader-led promotion of roles**  
'Spotlight' session promoting vacancies to those interested in applying for roles

**Working with GLA family**  
Sharing leadership opportunities; collaborating on campaigns and providing advisory and recruitment expertise

**Our Time** - We have been active participants in both of the previous programmes aimed at mid level emerging women leaders. Evaluation and subsequent employment data shows that the sixteen women who have taken part have achieved a high rate of promotions, with almost all of them now in a senior management role.

We also provided the largest number of sponsors from amongst our own leaders, so they have impacted on the diversity in other GLA bodies and are currently working with the GLA on the design of the next programme for both women and BAME individuals; we want to further embed the sponsorship model into strengthening our coaching strategy.

**Our Time**  
Supporting future leaders



## 15 Actions to create a more diverse leadership team cont.

We strive to enable people the opportunity to move into senior roles within the organisation and there are a number of interventions in place to enable this:

- Enhancing our search process and seeking **expert external advice**, adding **diversity of thought, challenge & robustness** to senior recruitment
- We have adapted a **creative approach** to senior manager assessments that have enabled a **more inclusive route** to interviews and a more **diverse pool of candidates** at interview stage
- **Diversity reviews** are held at each stage which enable panel members to **assess demographic diversity and diversity of thought**
- We have introduced leadership strengths and video interviews focusing candidate approaches to situations relevant to the role. A recent senior recruitment campaign saw **55% diversity of candidates** invited to video interview



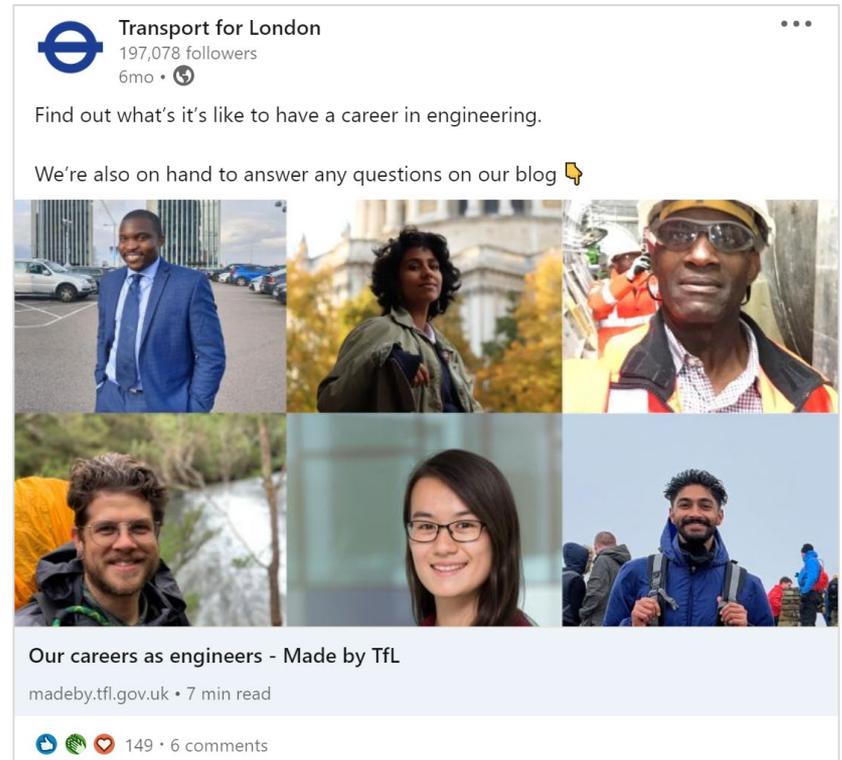
A multiple stage recruitment process was used for our current recruitment of the Director of Diversity, Inclusion and Talent role and allowed us to demonstrate a 80% of gender and ethnicity diversity at shortlist stage



## 16 Actions to improve diversity across the wider workforce.

We have adapted and developed our marketing and attraction techniques to utilise opportunities at application stage to attract candidates from under-represented groups:

- Working in partnership with external organisations and grassroots groups to **reach more candidates from these under-represented groups**
- Working with business areas that have specific issues of under-representation to **use targeted campaigns to improve diversity**
- Sharing inclusive branded messaging across social platforms and groups with targeted activity to **focus on underrepresented groups**
- Liaising with internal staff network groups for targeted role promotion to underrepresented groups and increase visibility
- **Gender neutralised and jargon free copywrite** in job adverts with clear distinction between essential and desirable skills



A senior managers recruitment campaign in Finance that aimed to address underrepresentation of Black, Asian and ethnic minority staff **successfully recruited 60% of external hires from BAME backgrounds**



# 17 Actions to improve diversity across the wider workforce cont.

We are utilising a number of techniques to ensure our recruitment process is fair and promotes equality and inclusion:

- **Anonymous recruitment software** for Band 1-4 & operational equivalent roles to remove any bias from the recruitment process by presenting decision makers only with information that is relevant to determining job suitability such as skills, knowledge and experience
- **Working with Staff Network Groups** to run employability workshops for internal staff
- Advising managers on the benefits of **diverse interview panels**
- **Inclusive Recruitment Checklist** for Hiring Managers to clearly outline best practice for inclusive recruitment, so hiring managers can easily ensure that they are running the most open, fair and consistent recruitment possible.



# 18 Building diverse pipelines from the outset

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.



*"Learning 21<sup>st</sup> century skills in the real world"*

**Apprentice and graduate hires in 2020/21**

- Female apprentice hires have risen from 20% in 2018 to 39.5% in 2020 and graduates rose from 18% in 2018 to 32% for graduate offers made due to start in September 2021
- BAME hires for apprentices had decreased slightly for 2020 hires sitting at 34% but for graduate offers made due to start in September 2021 we have achieved 48%
- We have achieved 50/50 male/female in LU Fleet Level 3 Engineering, 100% female in LU Non Destructive Testing Level 3 Engineering, and 33% female in LU Signals Engineering starts in April 2021 which came from a base of 0 females in 2018

*"The students always bring a different perspective and a lot of enthusiasm to the team. Many helped us develop greater awareness of how others with no experience of working with us understand what we do. Helped us all become more patient in explaining things we often take for granted."*  
**Hannah, Health, Safety, Quality and Environment Manager**



## 19 Building diverse pipelines from the outset cont.

As part of our work to increase diversity, we have continued with our Stuart Ross Communications Internship. The 11-month internship was set up in 2006 to address the lack of diversity in the public relations industry. Due to its success, in 2020, new internships were created in public affairs, marketing and communications to increase diversity in sectors where there is a lack of representation.



*Pictured above, from left to right, previous interns Press Officer Joshua Burrell, Senior Advisor to the Managing Director Sylvia Mannah and Tuminu Onogoruwa*

- In 2020, we hired five paid Interns via the Stuart Ross Communications Internship
- In 2021, we are recruiting for a further five interns
- Since the scheme was set up, 39 people have taken part and have gone on to great careers in the industry
- It's still one of the only schemes of its kind in the country



*“Experiencing and working on high-profile projects in one of the busiest and top in-house press office in London attracted me to apply for this internship. Managing all communication aspects of transport and related issues around transport does promise a huge springboard opportunity and platform to do more”*  
**Melvin**, Stuart Ross PR internship



## 20 Addressing pay disparity

Addressing disparity of income across, for example, gender, race and disability remains a core priority. We acknowledge there is more progress to be made in this area, particularly when comparing TfL to wider GLA family.

Examples of initiatives to address this include:

- Gender, ethnicity and disability pay gap reporting and analysis
- Inclusive leadership being a clear focus of our new approach to talent management
- More robust Diversity and Inclusion governance with clear accountabilities and indicators to measure progress in response to our actions and support

4: Representation of equalities groups at different pay levels as at 31 March 2021\* \*\*

	<£20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		>£100,000		
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	
<b>Gender</b>																					
Female	12	60	399	39	2,061	34	1,018	27	1,711	20	568	17	251	16	97	19	39	20	39	25	
Male	8	40	625	61	3,986	66	2,770	73	7,032	80	2,837	83	1,573	84	412	81	157	80	116	75	
<b>Total</b>	<b>20</b>		<b>1,024</b>		<b>6,047</b>		<b>3,788</b>		<b>8,743</b>		<b>3,405</b>		<b>1,824</b>		<b>509</b>		<b>196</b>		<b>155</b>		
<b>Ethnicity</b>																					
Black, Asian and minority ethnic	8	40	464	45	2,449	40	1,242	33	2,848	33	879	26	400	22	78	15	17	9	12	8	
White	9	45	331	32	2,269	38	2,026	53	4,762	54	2,094	61	1,213	67	368	72	151	77	127	82	
Not stated	3	15	229	23	1,329	22	520	14	1,133	13	432	13	211	11	63	13	28	14	16	10	
<b>Total</b>	<b>20</b>		<b>1,024</b>		<b>6,047</b>		<b>3,788</b>		<b>8,743</b>		<b>3,405</b>		<b>1,824</b>		<b>509</b>		<b>196</b>		<b>155</b>		
<b>Disabled/Not disabled</b>																					
Disabled	2	10	48	5	225	4	114	3	211	2	101	3	45	2	28	5	3	2	3	2	
Not disabled	14	70	605	59	3,853	64	2,142	57	5,232	60	1,931	57	932	51	283	56	126	64	112	72	
Not stated	4	20	371	36	1,969	32	1,532	40	3,300	38	1,373	40	847	47	198	39	67	34	40	26	
<b>Total</b>	<b>20</b>		<b>1,024</b>		<b>6,047</b>		<b>3,788</b>		<b>8,743</b>		<b>3,405</b>		<b>1,824</b>		<b>509</b>		<b>196</b>		<b>155</b>		



# What's next?



**Identify Pan TfL D&I Priorities** - Analyse data from the Inspire a Fairer Future Listening Sessions and local D&I Action Plans from across the organisation, with the aim being to collate common themes and issues that we need to address at a TfL level and produce an Action Plan based on those findings

October



**Launching our Action on Inclusion strategy** – to communicate the short-term actions we are taking in response to the pandemic and ensuring that a commitment to delivering an inclusive recovery is hard-wired into our short and longer term plans; through a relentless pursuit of inclusive leadership, cultures, behaviours and ways of working across our organisation

2022



**Defining our Vision and Values** – based on what our colleagues tell us, to help set out our future direction and define who we are as an organisation; making it easier for London to move, work, and grow and for TfL to be a more flexible, responsive, fully integrated transport authority. Following feedback from colleagues and the Executive Committee, the project team are now working on a final version that will be shared soon.

September



**Disability Roadmap** - Developing and delivering a Disability Roadmap and exploring the benefits and practicality of Disability Health Passports for internal colleagues

2022



**Review Safeline** – We will review and enhance our current support mechanisms for colleagues to report issues of Bullying and Harassment and or/ discrimination

December



**Measuring success with inclusivity** – through our new TfL scorecard that underlines our ambition to have a more inclusive culture

October



**Pre-Employment programmes** - Design and implement a new 12 week pre-employment intervention that incorporates traineeships and a deliverable model for those over 25 with barriers into the work-place.

2022

