

# Action on Inclusion – Creating an Inclusive Workforce

Our Journey so far

SSHR Panel

24 May 2023



# The role of Action on Inclusion – Creating an Inclusive Workforce

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## 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.



Development of Action on Inclusion



# Feedback that has informed Action on Inclusion

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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 our 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

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- 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.
- 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.



# 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:

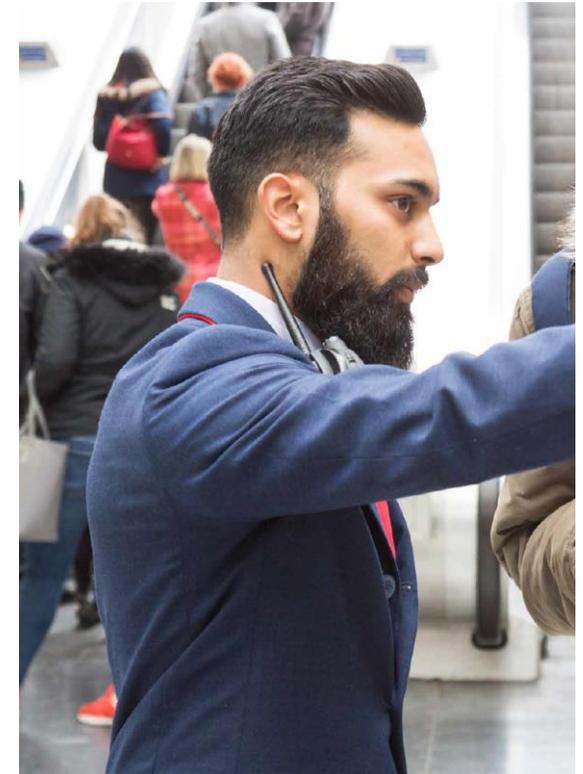
- Supporting all of our people to ensure everyone feels they belong and can be themselves everyday
- Exposing our leadership teams to diverse thought and experiences to help develop more empathetic and inclusive Leaders
- Embedding a zero-tolerance culture to all forms of discrimination
- Improving our 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

## 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

## 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
- 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:

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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** – 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

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- 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.

## 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

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- 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.