

Date: 20 November 2024

Item: Action on Inclusion – 12 Months On

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the delivery of the Action on Inclusion Strategy actions and commitments and the next steps.

2 Recommendation

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

3 Background

- 3.1 In April 2023, we briefed the Board on the development of Action on Inclusion, outlining our proposed approach, launch plan and next steps.
- 3.2 The Action on Inclusion Strategy was subsequently launched at the end of June 2023, outlining our vision, objectives and actions for embedding inclusivity into everything we do.
- 3.3 Our ultimate aim with the strategy is to create an inclusive workplace where everyone can belong, supporting the delivery of the ‘creating an inclusive culture’ pillar of our Colleague Strategy. This will further embed our Vision and Values.
- 3.4 To inform this update, headline measures have been included from Action on Inclusion. Detailed progress is reported against the priorities identified for the first year of implementation.
- 3.5 An update was also provided to the final meeting of the Safety, Sustainability and Human Resources Panel, held on 4 September 2024. As requested at the meeting of the Panel, future updates will include input from the Chief Operating Officer and the Chief Capital Officer to highlight progress within their directorates.

4 Key Achievements Since Launch

- 4.1 ‘I Act On’ colleague posters and video to raise awareness across the business of the key messages were launched in July 2023. As part of the launch campaign, colleagues voluntarily pledged actions they will take to embed inclusion in their local area. We will be revisiting these pledges with these colleagues as part of a proposed report to assess the impact of Action on Inclusion on colleagues’ experiences in their local business areas.
- 4.2 Twelve Action on Inclusion senior leadership in-person briefings were held (198 leaders participated) during August and September 2023, with the aim of briefing

senior leaders on the key messages of the strategy while emphasising the key role that each leader has in creating inclusion in the teams they lead.

- 4.3 These sessions included a deep dive into Allyship to champion the consistent and intentional act of colleagues supporting the rights of other colleagues from under-represented groups, despite not being a member of that group. One of the key messages of Action on Inclusion is that all colleagues have a part to play in creating an inclusive workplace; one way of achieving this is by being an ally who works to promote a culture of inclusion for the benefit of all.
- 4.4 An Inclusion Matters e-learning course was launched in September 2023 and uses the first-hand experiences of our own colleagues to bring to life the importance of inclusion. To date, more than 15,000 colleagues have completed the training, including over 90 per cent of People Leaders.
- 4.5 Becoming an Active Ally Toolkit, launched in September 2023, is designed to support colleagues on their journeys to becoming active allies to other colleagues. To date, over 200 colleagues have accessed this resource. As part of our “12 month on” evaluation of the impact of Action on Inclusion, we reached out to colleagues across the business to understand how they have been demonstrating allyship towards other colleagues in the months since the launch of Action on Inclusion.
- 4.6 Operational People Leader briefings were held in October 2023. These sessions were attended by Centurion leaders in London Underground (leaders with a large number of colleagues reporting into them) so that key messages could be shared with them as soon as possible so that Centurions could, in turn, cascade the key messages under Action on Inclusion to Operational colleagues pending the roll-out of Inclusion Matters training within Operations.
- 4.7 An Inclusion Matters – Disability e-learning course was launched in December 2023 with the aim of raising colleagues’ awareness on disability and the barriers facing people with disabilities, making colleagues aware of what we can all do to help remove those barriers. To date, more than 12,500 colleagues have completed the training.
- 4.8 Disability Awareness for People Leaders training was launched in February 2024. This training was designed in partnership with Business Disability Forum to equip People Leaders with a greater understanding of disability, how to remove barriers, what it means to cultivate a culture of disability inclusion in day-to-day interactions with colleagues with a disability. To date, over 500 colleagues have completed the training.
- 4.9 Improvements to our workplace adjustments process and the introduction of a centralised budget were introduced in April 2024. This process is designed to improve accessibility of adjustments for colleagues and increase accountability and enable monitoring. The newly established Workplace Adjustments team is now fully operational. Their initial focus is on familiarising themselves with the existing processes and providing timely support with the adjustment mailbox queries. Additionally, the team is dedicating time to engage with key stakeholders to ensure a smooth transition into their new roles.

- 4.10 One Stop Shop for all diversity and inclusion (D&I) related matters and information was created and launched in April 2024 so that colleagues can easily find any information and resources they need on any matters relating to D&I to encourage self-education.
- 4.11 A D&I language operations campaign was launched in May 2024. Following the Operational People Leader briefings (paragraph 4.6 above), we were informed that Operational colleagues would welcome posters covering key D&I terminology. Following detailed consultation with Operational colleagues (and working closely with colleagues from Employee Communications), we designed and launched a series of posters to support colleagues giving hints and tips on how to address the behaviours associated with these topics to create a more inclusive workplace.
- 4.12 A new Equality Impact Assessment app was launched July 2024, as a more accessible and user-friendly way for colleagues to consider D&I as part of their decision-making at an early stage of project planning and design. The new app will enable improved data capture and visibility and has now become a standard part of the process for developing an Equality Impact Assessment.

5 Looking Forward

- 5.1 The anniversary of the launch of Action on Inclusion provided an opportunity for us to start considering ways in which we can start to measure the effectiveness and impact of the work that has been undertaken to date to create an inclusive workplace. While it is still early in the lifespan of this seven-year strategy, we are keen to start gauging whether the key messages of the strategy have landed with colleagues so that we can, if necessary, begin to create some thematic data which will inform our future approach/programme of activity.
- 5.2 In January 2025 we will be launching the new employee engagement Viewpoint survey, run by our in-house Engagement team for the first time. As part of the new survey, we will measure our progress towards the creation of an inclusive workplace. We will be asking a series of questions which, taken together, will give us an 'inclusion index'. This will enable us to measure, from year-to-year, how colleagues feel that we are doing against our stated objective of creating a more inclusive workplace where all colleagues, irrespective of their background and lived experience, can achieve their work ambitions.

6 Areas of Focus for the Next 12 Months

Senior Leader Representation

- 6.1 Data shows that senior leaders with protected characteristics are broadly leaving at the same rate as they are joining us. This will make it harder to achieve our Scorecard representation targets if we do not have targeted interventions to address why they are leaving. Data shows that the main reasons for leaving are pay and lack of promotional opportunities. Other key drivers for leavers are the culture, poor leadership and not feeling valued. We are therefore proposing:
- (a) at Band 3 we have a minority gender population of 31 per cent (lower than that of senior managers). We recognise that we must focus on growing this

population so that we have a talent pipeline to support our senior leadership representation targets. Through our new recruitment approach, we will ensure that we are advertising in the right places to ensure we can continue to recruit diverse talent so that, in terms of gender representation, we are recruiting more women than the numbers leaving our business at any given time; and

- (b) with a lack of promotional opportunities being cited as a driver for colleagues leaving TfL, we will look to investigate whether the creation of a pan-TfL work experience programme will assist colleagues to consider alternative roles/careers within the business. We may also encourage colleagues to think about 'development' more broadly, rather than just as a promotion in their current role. We particularly want to develop a work experience programme that engages with our Operational colleagues to showcase the raft of potential opportunities across the business.

Culture and Leadership

6.2 To help address any potential cultural/leadership issues that may be impacting our Black, Asian and Minority Ethnic and Women colleagues to leave within 12 months of joining, we are planning to:

- (a) revise our corporate induction to ensure that we reinforce our Values and our commitment to inclusion through our discussions with new starters, to support an incremental change of culture; and
- (b) we will actively encourage more leader-led activities at a local level by developing an engagement plan to further embed Action on Inclusion across the business. This "nudge campaign", which commenced in October 2024, involves sending all Directors and Band 5s specific D&I/engagement related activities that they can undertake with their teams to build trust and foster a more inclusive environment. Simple examples of the types of "nudges" that could be sent out periodically, to encourage leaders to engage with their people around D&I, are: a communication encouraging leaders to discuss caring responsibilities at a team meeting, or to arrange a team lunch where everyone brings in food that they love or that is part of their heritage to encourage discussion.

A Focus on our Operational Areas

6.3 In addition to the above, which apply across the business, we also have anecdotal evidence from conversations with Operational colleagues and feedback from listening groups that realising the full potential of Action on Inclusion in Operational areas has been challenging. To overcome this, we will develop bespoke interventions. We will therefore:

- (a) use our new employee engagement Viewpoint survey, designed and managed by our internal Engagement team, to gain insights into how all colleagues are feeling about working at TfL. This will particularly be in relation to Leadership, Wellbeing, Safety and Inclusion, with reference to key metrics to inform the most appropriate targeted interventions;

- (b) develop a suite of appropriate face to face training offering that is suited to and accessible for our Operational colleagues, having regard to their rostering requirements and working environments. We are currently working alongside our Operations Leadership team to develop this;
- (c) design and deliver tools that give People Leaders/Line Managers practical advice on how to deal effectively with issues such as banter and microaggressions. This will use the media that our Operational colleagues tell us is most appropriate in the circumstances e.g. via an operations poster campaign with associated conversation cards to facilitate discussion; and
- (d) we will design and deliver Operational D&I training (via facilitated workshops) for use during line closures and/or as opportunities arise while we are developing a full suite of training interventions (as above).

List of appendices to this report:

None

List of Background Papers:

None.

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