

Our equality objectives

November 2021

Contents

3 Commissioner's foreword

4 Chief People Officer's message

5 About our equality objectives

6 Understanding the issues

7 Objective 1: Customer service

8 Objective 2: Customer information

9 Objective 3: Inclusive infrastructure

11 Objective 4: Safety

12 Objective 5: Health of all Londoners

14 Objective 6: Inclusive decisions, accountable leaders

15 Objective 7: Inclusive partners, suppliers and industry

17 Objective 8: Affordability

18 Objective 9: Stakeholder and community engagement

19 Objective 10: Workforce representation

20 Objective 11: Fairer internal opportunities

22 Objective 12: Inclusive culture

23 Objective 13: Future skills agenda

Commissioner's foreword

Through our equality objectives, we will ensure that every person matters in our post-pandemic recovery and beyond

Transport enables people to make the most out of life's opportunities. It builds cities, drives creativity, culture, and economic growth locally and nationally. It creates housing, jobs and apprenticeships, unlocks regeneration and builds social cohesion. Inclusive transport also helps with tackling loneliness and improving mental wellbeing.

For us at TfL, inclusive transport addresses the barriers to anyone being able to travel spontaneously with freedom, safety and independence to their destination of choice, so that everyone can experience the benefits that a city like London has to offer.

The direct impacts of the coronavirus pandemic have changed our lives more than any other event in recent history. However, these impacts have not been felt equally and have widened existing inequalities. We know certain communities have been disproportionately affected by health impacts of the virus – older people, those with underlying health conditions, people from minority ethnic backgrounds and those living in areas of higher deprivation.

Our new equality objectives provide us with the opportunity to reset our priorities and address the inequalities felt across the Capital, so that London can become a more inclusive, cleaner and greener city.

We have a proud history of keeping London moving, and now it's our job to move London forward. We have made great progress on equality and diversity in recent years, but we still have a long way to go. It's clear that a successful transport recovery must be an inclusive one.

Public transport is essential for making London open and accessible for everyone. London is the region of England with the highest poverty rates, with a child poverty rate of 38 per cent. In-work poverty rates are also particularly high in London, with more than one in five working households and 24 per cent of people of pensionable age living in poverty. We will continue to advocate fearlessly for the ability to provide a fully inclusive and accessible integrated transport network for all.

The pandemic has had a catastrophic impact on our finances, which in turn will impact on our ability to progress all the changes we would like to see in the short term. But with the appropriate sustainable financial support to help us recover our financial independence, and by intensifying and prioritising efforts in key areas we can still deliver significant improvements that help to narrow social and economic inequalities.

This includes seeking the views of Londoners on our future approach to step-free access should the Government provide funding for new programmes. It also includes launching the Elizabeth line, which will further improve levels of step-free access and help level-up economic opportunity by increasing the number of people who are able to access employment destinations across London. We will also explore how we prioritise investment in locations to deliver the greatest social benefits and identifying how we improve inclusivity through connectivity.

A car-led recovery will deepen existing health inequalities by creating more air pollution, road danger, physical inactivity and resultant health inequalities, leading to greater levels of social and economic exclusion. But we also recognise that until public transport is more accessible, private vehicles can be the only option for some, so we need to focus more on how to embed inclusive design principles in our Healthy Streets approach.

We will work hard to create inclusive and accessible streets which everyone can navigate, and break down the barriers which prevent under-represented groups from enjoying walking and cycling in London.

A sustainable long-term funding deal is critical in securing the inclusive recovery London deserves.

This document sets a clear direction for our future work, to ensure that every person matters in keeping London moving, working and growing.



A handwritten signature in black ink, appearing to read 'Andy Byford', written in a cursive style.

Andy Byford
London's Transport Commissioner

Chief People Officer's foreword

We must work harder to make sure our organisation is as diverse as the city we serve, embedding a programme of wide-reaching cultural change while putting our people at the heart of our decisions

Over the last 18 months we've faced significant adversity. But London's transport network is resilient, and that is largely down to the people who work here. We must never forget the work our colleagues have done to keep this great city moving. Nor must we forget the colleagues who have sadly passed away.

As we go forward, our colleagues continue to be there for Londoners, helping them see the people and places they've missed. They will continue to reassure everyone on the safety, cleanliness and orderliness of our network; making sure services are on time; spreading demand and minimising crowding; and making sure everyone has the information they need to make informed decisions about their journeys.

Like many other organisations, following the callous killing of George Floyd and the abhorrent murders of Sarah Everard, Bibaa Henry, Nicole Smallman, and Sabina Nessa, we took steps to re-examine our role as individuals and as an organisation to effect positive change in diversity and inclusion. Although we did not start from scratch, building on our existing work, we

recognised that we still have a way to go on our journey to changing our culture, and the size of that task is immense. But when it comes to inclusion, we're determined to embed a programme of wide-reaching cultural change, in the same way we have embedded safety at the heart of our culture and operations.

We all have a role to play in including our colleagues and customers. It's about our attitude when we are at work every day – our choices, behaviours and interactions with colleagues and customers. How inclusive our organisation is depends on our personal commitment, our respect for all, our humility, how we share our perspectives and encourage others to do the same. Anyone can be our customer, so we are unapologetic about our ambition to hire, develop and progress great people that reflect the backgrounds and demographics of the city we serve. Let's be passionate about drawing on the differences in who we are, what we've experienced and how we think so that we can provide a transport system for everyone. We must work to make our organisation more inclusive, knowing that this will deliver our long-

term ambitions of improving workforce representation. This will ultimately lead to a more effective, innovative organisation that meets everyone's needs.

For this reason, there has never been a more crucial time to set out our equality objectives. London is one of the most diverse cities in the world, and when we bring our diverse perspectives and experiences to work, it helps us deliver solutions that work for everyone. We need to do all we can to harness the diversity of our city in our own workforce and attract the best talent to help us succeed, to help London succeed. We must also work closely with our commercial partners and third-party suppliers to ensure that, together, we are as inclusive and representative of London as we can be.

To make sure our organisation remains a great place to work, our people need to be at the heart of our decisions. That means listening to our colleagues and learning the lessons of the past 18 months; adapting and looking for new opportunities to do things differently, flexibly, empathetically and of course, inclusively.

The objectives and actions set out within this document will help us achieve our vision for a more inclusive, diverse, equal organisation, with a culture that is deeply proud of who we are, and a workforce deeply passionate about what we do.



A handwritten signature in black ink that reads "Tricia Wright". The signature is fluid and cursive.

Tricia Wright
Chief People Officer

About our equality objectives

Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, we are required to review and publish our equality objectives

Our equality objectives set out our commitments to promoting equality for our customers, colleagues and stakeholders, and our compliance with the Public Sector Equality Duty under section 149 for 2021-2025. This document demonstrates how, as a public authority and in accordance with the Equality Act 2010, we work to show due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

It is against the law to discriminate against someone because of:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

These are called protected characteristics.

Our equality objectives at a glance

Objective 1	Customer service
Objective 2	Customer information
Objective 3	Inclusive infrastructure
Objective 4	Safety
Objective 5	Health of all Londoners
Objective 6	Inclusive decisions, accountable leaders
Objective 7	Inclusive partners, suppliers and industry

Objective 8	Affordability
Objective 9	Stakeholder and community engagement
Objective 10	Workforce representation
Objective 11	Fairer internal opportunities
Objective 12	Inclusive culture
Objective 13	Future skills agenda

Understanding the issues

We are aiming to address the equality issues we currently face, or expect to face, within the next four years, while also positively promoting equality, delivering improvements and fostering good relations

We identified, considered and prioritised the key equality issues in London and our organisation using feedback from customers, colleagues and other stakeholders, as well as research insights and data.

Research and insight

Our report, [Travel in London: understanding our diverse communities](#), brings together all of our research on this topic and has helped us formulate the basis of our equality objectives.

In addition, our internal Workforce Monitoring Report contains data on the diversity of our workforce at every level and we used this to draw out the issues we need to take action on.

Engagement with colleagues

We continually engage with colleagues on equality issues such as any inequalities they may face, or workforce barriers they might experience, to make sure we improve equality in the workplace.

We have engaged with colleagues through our Staff Network Groups. Our Staff Network Groups give colleagues the chance to share ideas and support each other

in developing our equality agenda in all areas of employment. Their aim is to help improve working life, identify common workplace issues for the organisation to address, provide a forum to share ideas and best practices and hold meetings which provide a safe, supportive environment where colleagues views help to shape the equality agenda for the business. Everyone in the organisation is welcome to join any group and attend events. These groups are:

- The Carers, Parents and Guardians Staff Network Group
- The Staff Network Group for Disability
- The Faith Staff Network Group
- OUTbound Staff Network Group
- The Raising Awareness of Culture and Ethnicity (RACE) Staff Network Groups
- The Women's Staff Network Group

Through an analysis of our annual employee engagement survey (that is referred to internally as 'Viewpoint') we have been able to identify issues specific to a particular protected characteristic (where this information has been provided).

In 2020, we held over 150 listening sessions with colleagues from across the organisation titled 'Inspire a Fairer Future'. The experiences and comments shared have also played a key role in the development of our equality objectives.

We have also carried out engagement on our new internal Vision and Values and considered feedback and responses around inclusion as part of the development of our equality objectives.

Customer and stakeholder engagement

We continually engage with our customers and various other stakeholders on improving equality through a number of bodies. These include:

- Youth Panel
- Inclusive Transport Forum
- Valuing People Group – a group for people with learning difficulties

We also work with the Independent Disability Advisory Group (IDAG), which we set up in 2007 to make sure we involve disabled people in the way that we shape and deliver our key priorities.

Throughout the pandemic we have engaged with organisations that represent or work with a wide range of groups representing individuals with protected characteristics. Engagement has covered issues including:

- Impacts of and recovery from the coronavirus pandemic
- Inclusive streets
- Hate crime
- Network accessibility
- Women's safety
- E-scooter rental trial
- Customer information and experience
- London's bus network
- Consultation and engagement processes
- How people pay for tickets

We have reflected on this engagement, and associated stakeholder research and publications, such as Transport for All's Pave the Way report, as we developed these objectives.

Customer service

We must ensure our transport network is inclusive of everyone, with consistent customer service which considers all aspects of diversity and social impact, enabling social mobility through access to opportunity

Information and training

- Continue the development and delivery of our safeguarding, Diversity and Inclusion and Disability Equality training for colleagues
- Provide frontline colleagues with guidance, advice and reminders about how to offer the right level assistance to customers, making them feel welcome and supported

Monitoring customer experience

- Work with stakeholders to identify and agree a suite of indicators to better measure inclusive end-to-end journeys

Our approach to assisted transport

- Continue to deliver and build on the assisted transport vision and roadmap, working in partnership with London Councils and the London boroughs to enhance opportunities for spontaneous and independent travel and greater awareness of the range of travel options available for those Londoners who need additional help getting around London
- Broaden the remit of the travel mentoring service to include active travel options such as walking, cycling and the use of mobility scooters, as well as all public transport modes including the Elizabeth line
- Develop new partnerships between our travel mentoring team and health, social care and education professionals to promote independent travel support through travel mentoring provision
- Work with London Councils and the London boroughs towards establishing greater consistency of the Taxicard offering across London



Everyone should be able to travel spontaneously and with freedom

Customer information

Ensure customers have the information they need to travel, focusing on those who may be currently underrepresented or have more acute barriers. Plus, make sure our marketing and communications are representative of London's diversity

Marketing and communication

- Promote our accessible and inclusive services, raising awareness of our network, making our communications more relevant for and representative of Londoners; build reassurance and confidence in our services post-pandemic and set out the role transport can play in the future of the city
- Promote our travel mentoring services to rebuild confidence in the network amongst older and disabled customers who were previously independent travellers who have become travel hesitant post-pandemic
- Continue our Travel Kind marketing campaign to encourage considerate behaviour towards customers who may need more time when travelling and who may have a disability that isn't visible
- Continue to work with stakeholders and local communities to share relevant travel information to a wide audience

Customer information

- Put up posters in front of our lifts to provide information on the alternative step-free access routes that can be taken when that lift is out of service
- Launch new on-bus signage to welcome customers aboard and raise awareness of services available to make bus travel more accessible. The signage will also remind customers of the considerate behaviours everyone can follow to help each other
- Continuously improve and evolve travel accessibility features in TfL Go app, based on customer insight and feedback, including journey planning options, journey information and live step-free status updates
- Provide online journey planning information in alternative formats

- Carry out an innovation study and on-street trial of how new digital displays can be used at bus stops and shelters to improve the provision of real-time information to customers to make bus travel more accessible
- Develop new on-bus screens and explore the impact of digital bus blinds to provide customers with more accurate and detailed information
- Embed our new inclusive digital design language across digital status boards in stations and within all of our future digital products
- Plan the roll out of our accessible signage standards across the Tube network and, using London Underground's design standards, roll out accessible signage standards on the Elizabeth line
- Update the central London 'Key Bus Route' map to include inclusive and diverse culture and landmarks

Our data

- Improve detail and the accuracy of our accessibility dataset and publish it for third-party use in our Application Programming Interface (API)
- Carry out an innovation study into how our lifts can provide customers and third parties with live step-free information using 'self-reporting' technology to enable our lifts to automatically notify us when they are out of service

Inclusive infrastructure

Improve the accessibility and inclusivity of London's transport vehicles, infrastructure and our estate, prioritising customers and colleagues currently excluded or finding access difficult and unwelcoming

Inclusive design

- Develop and deliver an action plan to embed inclusive design across our organisation, through the development and roll out of training, standards, and other guidance
- Update London Cycling Design Standards with a focus on inclusive infrastructure, including bus stop design
- Develop and deliver a monitoring strategy for new bus stop infrastructure, ensuring accompanied visits with disabled people form a key part of this
- Sponsor, advise on and then embed the world's first 'Design for the Mind' neurodiversity standard

Inclusive vehicles and infrastructure

- Develop our step-free access programme in collaboration with Londoners
- Make Harrow-on-the-Hill, Knightsbridge and Moorgate stations step-free by the end of 2022. Any additional schemes beyond 2022 are subject to appropriate funding being secured
- Install tactile paving at Charing Cross, Piccadilly Circus, Pimlico and St James's Park Tube stations
- Ensure toilets on our network are as accessible as possible
- Involve stakeholders in site visits and operational trials of the Elizabeth line ahead of its opening
- Continue to review new and existing taxi ranks and where possible and necessary make changes to improve accessibility



We will continue to improve the accessibility of our network



- Develop a business case for a programme of retrofitting an Acoustic Vehicle Alerting System (AVAS) to eligible buses, which are technically feasible and where it is cost-effective to do so by 2021/22 and then start the roll out of the AVAS retrofit in 2022/23
- Commence initial design work on the new fleet of London Trams in 2022, working in close partnership with stakeholders to help develop a more inclusive fleet
- Create new priority seating moquettes to be used on all existing vehicles, to be implemented during pre-planned refurbishment programmes, for example the Victoria and sub-surface lines in 2023/2024. Implement a dedicated Priority Seat moquette on 1,000 New Routemaster buses
- Carry out work on our existing, older fleet of vehicles to improve their levels of accessibility and inclusivity

Existing vehicles will be upgraded to improve accessibility

Safety

Ensure travel in London is safe and people aren't disproportionately impacted or deterred from travelling or working on our network because of safety concerns linked to a protected characteristic

Safeguarding and personal safety

- Continue to develop and deliver a programme of action to improve the safety of women and girls using public transport, and when walking and cycling
- Continue to take and communicate a zero-tolerance approach to any form of hate crime through enforcement, engagement and education
- Continue to work closely with partners in local authority housing teams and specialist outreach services to connect rough sleepers on our network with the support they need
- Continue to work directly with schools and young people to promote safe, responsible and respectful behaviour on and around London's transport system

Road danger reduction

- Research how road risk varies for certain groups of Londoners, publish our findings in 2022 and develop plans to narrow road traffic injury inequalities
- Work with delivery companies to understand how to better safeguard people riding for work and encourage delivery companies to subscribe to a common minimum standard to keep riders safe
- Continue to assess and monitor impacts of our e-scooter rental trial, considering the needs of London's diverse communities. Update and publish our Equality Impact Assessment (EQIA) for the trial periodically
- Continue to run Operation Clearway, enforcing against the use of advertising boards on our roads



The safety of our customers is our number one priority

Health of all Londoners

Ensure our transport system and approach to urban planning promotes and improves the health of all Londoners. Take action to close gaps in health inequalities between groups, and support the physical and mental wellbeing of our colleagues

Partnerships

- Work with the NHS in London to identify potential options for healthy travel to be built into daily lives
- Engage and mobilise local and national stakeholders to share best practice and coordinate activities aiming to encourage under-represented groups to take up walking and cycling
- Continue to offer community grants to encourage walking and cycling, reduce inactivity and address social isolation among under-represented, protected and disadvantaged Londoners
- Support boroughs with the delivery of secure residential cycle parking (including cycle hangars) to enable more Londoners to own and have convenient access to a cycle. Continue to require developers to provide secure and accessible cycle parking in new developments, including cycle parking for larger cycles
- Work with boroughs to expand the network of high-quality Cycleways to support a wide range of trips and communities, including routes connecting London's most deprived areas to local town centres and the Cycleway network
- Ensure equality and diversity monitoring is factored into scheme and programme analysis and evaluation and the guidance provided to boroughs covers diversity and inclusion monitoring
- Work with London boroughs to ensure that borough-led Healthy Streets projects address health and other inequalities



A number of schemes will hugely benefit the health of Londoners



Marketing and communications

- Continue to run marketing campaigns that encourage under-represented audiences to walk and cycle and promote products and services that will support people to get started including new infrastructure and online cycle training
- Use inclusive language and imagery, and ensure walking and cycling is depicted as being for all Londoners inclusive of age, disability, ethnicity and/or gender
- Offer free, inclusive online and face-to-face cycle training for adults

Connectivity

- Continue to explore changes to our bus network to improve the experience for customers in the future, particularly in outer London, with a focus on connectivity. This includes considering how we can make bus travel more convenient to key locations, such as town centres, shopping centres and hospitals

We must do more to address pollution and carbon emissions

Inclusive decisions, accountable leaders

Hardwire inclusivity into our decisions and continue to build our leaders' knowledge and understanding of diversity and inclusion to enable them to take personal accountability for making customer-centric, inclusive decisions and drive an inclusive culture

Embedding inclusion

- Put inclusion and equality at the forefront of our decision making by ensuring data on deprivation, diversity and inequality is used to prioritise investment. Work with stakeholders to develop an equity framework
- Develop and deliver an action plan to improve the use and quality of impact assessments as a tool for hardwiring equality, diversity and inclusion into decision making, monitoring and evaluation processes
- Improve the evidence base for policy development. Create new tools to help transport planners to find and use the right equality, diversity and inclusion research, data and evidence when they need it. Build an understanding of travel aspirations of people in protected groups, how their travel patterns would change if those barriers were to be removed, or about their potential suppressed demand

- Design and embed a new sustainability framework which sets out how we maximise social value and achieve Vision Zero to improve the lives of all our colleagues and Londoners
- Integrate social value measurement into existing business cases and benefits management approaches. Embed social value in appropriate commercial, safety, health and environment and project management processes
- Identify better indicators to demonstrate our progress towards a more inclusive transport network. Define measures of success for investment aimed at creating a more inclusive transport network both in transport and wider societal terms
- Develop a strategic framework to identify quantified equality and inclusion outcomes and be able to aggregate cumulative equality impacts associated with decision making around funding or revenue streams, operating changes, capital investment and other policies

Supporting our leaders

- Carry out refresher training for relevant decision makers and senior managers on our Public Sector Equality Duty
- Carry out a programme of EQIA refresher training for senior decision makers
- Ensure all new directors and above meet with our Independent Disability Advisory Group as part of their induction
- Ensure director level or above representation at every Inclusive London Stakeholder Forum
- Carry out engagement on leadership performance scorecard measures and then develop better customer indicators of inclusion

Inclusive partners, suppliers and industry

Through procurement, funding and influence, ensure more of our partner organisations, suppliers and the wider industry have inclusion as a core value. In addition, work with external organisations to learn lessons and embed best practice

Working with partners and suppliers

- We have published our first Sustainability Report, setting out our progress and plans around delivering wide-ranging social, economic and environmental benefit, including through partners
- Identify barriers that prevent small and diverse businesses gaining access to and winning contracts and take action to ensure our procurement processes are accessible and inclusive to London's diverse businesses
- Encourage our suppliers to recruit a workforce that truly reflects London's diversity through industry collaboration, and make sure that inclusion is part of the contractual requirements for all of our suppliers
- Continue to work with and influence partners and suppliers to bring people from underrepresented groups or disadvantaged backgrounds into employment in our supply chains

Corporate partnerships

- Use our existing marketing partnerships guidance to ensure organisations we commercially partner with are assessed and align with our values and ethics. Ensure all partners must comply with the TfL/GLA Sponsorship Policy and the Advertising Policy
- Explore opportunities to work with new partners to address equality impacts and promote inclusion, including new partnerships to support our Safer Travel at Night campaign to tackle safety inequalities particularly facing women, and our partnership with the Black Cultural Archives, promoting Black history in London
- Take action to ban harmful gambling advertisements on the network



We will work with our partners to instil inclusivity as a core value



Working with government and our industry

- Learn from and collaborate with other transport authorities, cities and stakeholder bodies including the International Association of Public Transport (UITP)
- Work with the Rail Delivery Group and Transport Operating Companies to make transport services in London more accessible. Plus, share reciprocal best practice lessons from this shared ambition, including on areas such as turn-up-and-go and tactile paving
- Learn from and collaborate with other cities and regions on shared challenges around access and inclusion – including seeking to better understand how the Urban Transport Group is using its leverage to support more inclusive travel for all customers
- Work with government, and other partners, to advocate for legislation change that would give us and our policing partners appropriate powers. Areas include powers to deal with the increase in the reporting of sexual harassment of women and girls when travelling in London. Work with the Department for Transport (DfT) to understand the role of, and help implement, their Transport Champions. Provide a considered response to the DfT's consultation designed to understand how street and urban design can tackle harassment and assault

Collaboration with government and other partners is essential

Affordability

Ensure we offer value for money for all Londoners and that our fare structure and concessions are fair, clear and well communicated

- Continue to review fare structures and concessions in the context of our funding challenges to find the best way to keep them affordable and fair while helping those who need it most. Ensure robust, evidence-led EQIAs are carried out for any future proposals. Work with stakeholders to identify and mitigate against any equality impacts
- Consider options for how best to introduce a new concession for half-price travel for care leavers
- Identify and address the impacts of road user charging on different groups. Ensure robust, evidence-led EQIAs are carried out and duly considered for any future proposals. In addition, work with stakeholders to identify and mitigate against any equality impacts



We will continue to review fares and concessions

Stakeholder and community engagement

Effectively inform, develop and deliver our strategies, services and programmes, by aiming to carry out representative and proportionate engagement with London's diverse communities. Plus, make sure our approach is accessible and inclusive

Training

- Commission a programme of equality and inclusion training with all stakeholder and community engagement teams

Inclusive stakeholder engagement

- Help to shape an inclusive recovery from the pandemic by delivering a wide-reaching programme of engagement across pan-London policies, projects and programmes, including with IDAG and TfL's Youth Panel
- Improve the inclusivity of our engagement and consultation processes through our new online engagement tool 'Have Your Say'
- Broaden the reach of our Inclusive Transport Forum, making sure there is a diversity of representation from a range of charity, voluntary and community sector stakeholders

- Coordinate quarterly one-to-ones between IDAG and members of our senior leadership team
- Develop a business case for additional tools and techniques for actively engaging underrepresented Londoners and visitors in transport policy, programmes and schemes

Working with boroughs and communities

- Work with planners, sponsors and project teams to embed the principles of engaging with diverse communities at the formative or concept stage of a project, and throughout the project lifecycle
- Develop a community engagement strategy to ensure local engagement is timely, representative and supports the EQIA process and our Public Sector Equality Duty

- Create robust diversity Key Performance Indicators (KPIs) for Healthy Streets officers to ensure groups underrepresented in cycling are prioritised through engagement
- Develop and implement a new consultation diversity and inclusion strategy to enhance representation, set targets and monitor progress
- Ensure that every TfL-backed scheme, both through our own programmes and through Local Implementation Plans, include comprehensive community engagement and monitoring activities that represent the local community, including underrepresented groups

Workforce representation

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

Produce evidenced-based recommendations to address our workforce representation

- Increase the declaration rates of those colleagues from minority backgrounds
- Address our Gender, Ethnicity and Disability pay gaps through annual published reports, local- and organisation-wide action plans and pay disparity reporting
- Continue to address our Gender, Ethnicity and Disability pay gaps through annual published reports and action plans, but with a particular focus on the range of options needed to address those pay gaps that consider and reflect the current financial climate and the constraints that we face
- Ensure that EQIAs are developed by the business to include comprehensive and responsive data sets that they can (and do) act on
- Review colleague experience regularly through annual surveys and focus groups, with all outputs fed into our business strategy and local people plans
- Work closely with our Staff Network Groups to understand the real or potential barriers to inclusion and progression in this area
- Develop a stronger understanding of workforce barriers across protected characteristics by working with academics, external organisations and industry experts
- Review the end-to-end process of exit interviews to ensure we are asking the right questions and that this data is accessible and useable



Increasing diversity at every level in the organisation is vital



Make sure fairness and inclusion is embedded into our recruitment processes

- Better communicate our supportive reasonable adjustments, with the overall goal being to increase the number of applicants who declare a disability
- Work towards achieving disability confident status and becoming a leading company in the transport sector for disabled people
- Promote the benefits and success stories of flexible working and job shares to all hiring managers
- Ensure our top 300 Leaders endorse, and role model our base line of recruitment best practice
- Use anonymous recruitment software for junior to mid-level management roles (excluding graduates, apprentices or pay band 5 and Directors)
- Enhance our creative approaches to recruitment in senior manager hiring to ensure diverse pools of candidates at each stage
- Roll out leadership strengths for all executive roles
- Share an inclusive brand message that focuses on underrepresented groups

Our recruitment process must be fair and non-discriminatory

Fairer internal opportunities

In light of our new internal 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

Enhance line management capability

- Make inclusion a central part of performance and development conversations and set a clear baseline of training on this topic
- Develop awareness and training of neurodiversity and the benefits of this to our organisation
- Launch a diversity and inclusion knowledge hub on our internal Learning and Developing site (that is referred to internally as 'Stay Learning')
- Embed equality and inclusion into our onboarding material to ensure all new colleagues understand our commitments
- Design and develop an internal Diversity and Inclusion website that promotes the benefits of equality and inclusion and clearly signposts the tools and materials available to support them to be the best they can be

- Review our Diversity Dashboards to ensure they are intuitive, informative and engaging for our line managers to understand and act on
- Launch a coaching, mentoring and sponsorship strategy to upskill managers and develop their coaching capability
- Build the confidence of our line managers and employees in having better and more inclusive conversations through our 'Conversation Matters' toolkit

Provide opportunities to get on

- Introduce succession planning and critical roles identification which will enable us to invest in skills that we need in the future and ensure proactive interventions take place
- Design and embed leadership programmes that support our work on succession, for example, 'Getting Ready for Senior Leadership'

- Introduce an 'Our Time' development programme for women and Black, Asian and other minority ethnic employees
- Deliver leader-led promotion of roles via 'Spotlight' sessions which promote Senior vacancies (pay band 5 and above) to those interested in applying
- Collaborate with our Staff Network Groups to deliver career development and skills workshops

Inclusive culture

In response to our annual Viewpoint survey and listening sessions, we will embed a fairer and more inclusive culture, where colleagues feel supported to be their authentic self and where leaders create a people-centric, inclusive environment

Support colleagues to be the best they can possibly be

- Develop mentoring and sponsorship for under-represented groups in the organisation through the creation of a more reciprocal approach to mentoring
- Improve the line manager and employee experience of Performance and Development by using cloud-based technology to become more agile and smarter in our working style
- Ensure the lived experience of our colleagues directly contributes to improvement and actions across our organisation through the engagement and support of our Staff Network Groups

Embed equality and inclusion

- Review our own policies, standards, guidance and practices considering new research or developments on inclusion
- Closely monitor the impact of our new performance ratings on employees to make sure there is no adverse impact on people with protected characteristics

- Develop and deliver a Disability Roadmap and explore the benefits and practicality of Disability Health Passports for colleagues
- Embed the Anti-Racism Leadership Charter (ARLC) across our organisation and review our progress on this every six months
- Review and enhance our current support mechanisms for colleagues to report issues of bullying and harassment and/or discrimination
- Set up Diversity and Inclusion Taskforces and appoint leads with clear roles and responsibilities in all local business areas
- Embed the recommendations of the Staff Network Group review and support our Staff Network Groups to be as successful and impactful as they can be
- Encourage and support conversations around menopause through Staff Network Groups and the Diversity and Inclusion Knowledge hub



Inclusivity must be ingrained into the culture of the organisation

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 ours and the Mayor of London's objectives

Invest in our future talent pipeline

- Investigate what future skills are needed for our organisation
- Undertake research into workforce trends, to enable us to develop a medium term Strategic Workforce Plans (SWPs)
- Design intervention and/or programmes that help colleagues who are ready to move roles explore careers in new subject matters
- Collaborate with procurement and work with supply chain to encourage inclusive best practice and positively drive diversity through the future skills agenda of our third-party suppliers

Drive diversity through our Graduate and Apprenticeship programmes

- Continue to showcase our own diverse talent in our brand, attraction and other recruitment material

- Review our selection process for our 2022 recruitment campaign to ensure that no groups are disadvantaged
- Continue to offer diversity initiatives targeted at Black, Asian and minority ethnic students, such as our Stuart Ross Communications Internship scheme
- Expand our Emerging Leader Programme to a broader range of graduates and apprentices to enable equal access
- Continually review the demographics of those apprentices passing, completing and securing permanent roles
- Provide mental health support, buddies and mentors to ensure an appropriate support infrastructure
- Adapt our programmes from both an inclusion and accessibility perspective to meet the changing work environment



We will continue to offer diversity initiatives and apprenticeships



Seek to drive diversity through our Employability, Schools and Young People Outreach programmes

- Embed our successful 'Route in to Work' programme as a pipeline into our apprentice recruitment process
- Support employability programmes that prioritise access to those with the greatest barriers to employment
- 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 workplace
- Engage with a range of stakeholders in testing/consulting on the design and delivery of our programmes to ensure we engage with young people and target diverse groups
- Continue our Steps into Work and Young People Volunteering schemes
- Continue to focus on working with schools in more deprived parts of London, including those with the highest rates of free school meals and proportion of students from Black, Asian and minority ethnic backgrounds
- Continue to develop and enhance our Enjoyment to Employment programme which aims to turn childhood enthusiasm in transport into careers in the industry
- Offer business challenges to schools and colleges such as Innovate TfL with the aim to increase young peoples' equal access to workplace skills development

We will review the demographics of our apprentices

About Transport for London (TfL)

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' and helping to create a safer, fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made by walking, cycling or using public transport by 2041. To make this a reality, we prioritise sustainability, health and the quality of people's experience in everything we do.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport and making more stations step

free, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, we are helping to shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency, improve air quality, revitalise town centres, boost businesses and connect communities. As part of this, the Ultra Low Emission Zone scheme and more environmentally friendly bus fleets are helping to tackle London's toxic air.

During the coronavirus pandemic we have taken a huge range of measures to ensure the safety of the public. This includes enhanced cleaning using hospital-grade cleaning substances that kill viruses and bacteria on contact, alongside regular cleaning of touch points, such as poles and doors, and introducing more than 1,000 hand sanitiser points across the public transport network.

Working with London's boroughs we have also introduced Streetspace for London, a temporary infrastructure programme providing wider pavements and cycle lanes so people can walk and cycle safely and maintain social distancing.

At the same time, we are constructing many of London's most significant infrastructure projects, using transport to unlock much needed economic growth. We are working with partners on major projects like the extension of the Northern line to Battersea, Barking Riverside and the Bank station upgrade.

Working with Government, we are in the final phases of completing the Elizabeth line which, when open, will add 10 per cent to central London's rail capacity. Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means using data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services.

By working together, we can create a better city as London recovers from the pandemic and moves forward.

