

## EDI IN ACTION CASE STUDY: TRANSPORT FOR LONDON

Transport for London (TfL) is a local government body responsible for most of the transport network in London. Donna McGuigan is the head of diversity and inclusion for the workforce at TfL and has been at the company for 5 years. Samuel Gower is the diversity and inclusion manager within Donna's team and has been at TfL for 2 years. The Diversity and Inclusion team looks after inclusion for TfL's 27,000 colleagues, and they deliver on the Public Sector Equality Duty, TfL's own Inclusion strategy, and the Mayor of London's EDI strategy.

### Culture

TfL's approach to creating a diverse and inclusive workforce is to create an open and safe environment where people feel they can bring their authentic self to work, every day.

The organisation has a range of staff network groups who play a key role in building an inclusive culture. Each group has a TfL executive committee sponsor to ensure that the issues raised are discussed at the highest levels of the organisation. The chairs and vice chairs of each group are able to dedicate 20% of their working time to these groups, and each group is given an annual budget. Managers and senior leaders regularly consult and engage with the groups, and they are seen throughout the organisation as invaluable hubs of knowledge and experience.

TfL also includes diversity and inclusion within its corporate induction for each new employee, and offers EDI training which is updated in line with the changing needs of the organisation. For example, the company recently introduced menopause training for all colleagues, whether experiencing the menopause themselves or supporting team members or colleagues who are. This universal approach helps to equip all colleagues to better support one another and create a menopause-friendly workplace. The organisation has also developed voice recognition software for email signatures to ensure that all colleagues can be sure their names are pronounced correctly and this also extends to pronouns. They have found that pronouncing a name correctly or addressing colleagues in line with their individual preferences helps to foster inclusion and a sense of belonging.

It hasn't been plain sailing. Barriers have included the perception that EDI is an HR issue and not necessarily a business issue; reluctance from some people across the organisation to become 'comfortable to be uncomfortable' around EDI because it's seen as an emotive and divisive subject; and a lack of resourcing to achieve all their desired objectives.

One way TfL has been able to raise awareness of EDI with senior leaders is through its Anti-Racism Leadership Charter, which was implemented in February 2021 and all of TfL's top 300 senior leaders were asked to sign the charter. It sets out the commitments that leaders will make to challenge and tackle racism in the workplace. The Charter has encouraged senior leaders and managers to hold open discussions to learn more about the lived experiences of colleagues, and has facilitated conversations across TfL about the organisation's commitments, progress and challenges with EDI.

### Data

This year, in addition to their ethnicity and gender pay gap data, TfL reported their disability pay gap for the first time. In addition to pay gap data, TfL also gathers whole company feedback through an 'annual viewpoint' survey. One result of feedback from the survey, was that TfL produced a trans and non-binary guidance to support colleagues and raise awareness of the barriers faced by LGBT+ employees.

### Recruitment

TfL identified recruitment as a key area to focus on, to help diversify the organisation - particularly in under-represented areas such as technology, which has traditionally been dominated by men. One method TfL uses is anonymised recruitment software (for Bands 1 - 4 and Operational equivalent roles) to remove 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. Diverse panels are encouraged during job interviews to ensure there is a diversity of opinion during the interview process, and TfL has worked in partnership with external organisations and grassroots groups to reach more candidates from under-represented groups.

### **Progression**

TfL acknowledges the need to diversify their senior leadership teams and they are currently working on a programme called 'getting ready for senior leadership.' This draws on the success the company has had with a sponsorship initiative called Our Time, run in partnership with City Hall which was effective at propelling women into senior positions within just a few months. TfL also analyses why strong and valued internal candidates sometimes miss out on Director-level roles in order to help design the right interventions to enable these people to progress. These have included diversity reviews held at each stage of the recruitment process to enable panel members to assess demographic diversity and diversity of thought and introducing leadership strengths, including an inclusive leadership measure and video interviews to give candidates the opportunity to apply their knowledge in real situations that are relevant to the role.

### **Apprentice and graduate routes**

Working with universities and utilising apprenticeships have been an important route for TfL to diversify its workforce. Apprentice hires for women have risen from 20% in 2018 to 33% in 2021 and graduates rose from 18% to 32%. Apprentices from Black, Asian and other minority ethnic backgrounds also increased from 35% to 38% over the same time period and graduates from 27% to 45%.

In just two years, TfL has achieved a 50/50 gender split in London Underground Signals and London Underground Fleet (Level 3) apprenticeships from a base of 0 women. This was achieved through a targeted attraction campaign, introducing a Route into Work employability programme and providing enhanced support through the application process.

