

# Strategic equality plan

2024-28



TRAFNIDIAETH CYMRU  
TRANSPORT FOR WALES





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# Introduction

## Elle Elliot, People Director

I am proud to present our Strategic Equality Plan, 2024-28. This plan builds on the work that we have already done to make Transport for Wales (TfW) more inclusive. It is important to acknowledge and celebrate how far we have come even while we acknowledge that there is still far to go.

At TfW we value diversity and believe that it makes us stronger, more resilient and engages our workforce positively. While we have a duty to produce a Strategic Equality Plan every four years—and we have produced this plan to meet these requirements—it is more than that. Our plan reflects who we are and who we want to be, and our ongoing commitment to social responsibility.

One of our aims is to be an employer of choice for the communities we serve, within Wales and beyond. This requires building an inclusive workplace where all our colleagues feel they belong.

We aim to:

- Identify and address barriers to equity within TfW and our supply chain.
- Continue to promote a culture of diversity, equity and inclusion across all levels of the business.
- Ensure that we meet legal requirements and standards.
- Enhance our reputation as an equitable and inclusive employer.

This plan sets out our objectives for the next four years. The 2024-28 plan is the next step on our journey to being Wales's favourite way to travel.







# Over the next four years, we'll:

## Promote a colleague-centred environment where everyone can thrive

Leadership – we'll sustain a culture where leaders practice inclusivity through development, coaching and mentoring.

Communication – we'll ensure we use inclusive communication methods that engage all colleagues.

Recognition – we'll ensure people feel valued for their contribution and who they are.

Talent Management – we'll recognise diverse talent and ability and make job progression clear.

## Engage with the communities we serve to diversify our workforce and improve customer service

Recruitment and attraction – we'll embed an inclusive recruitment framework to attract a diverse workforce which represents the communities we serve.

Accessibility and Inclusion – we'll ensure accessibility and inclusion is embedded in our organisation and the customer experience.

Outreach – we'll encourage people from underrepresented and socioeconomically-disadvantaged communities towards a career at Transport for Wales.

Pathways – we'll ensure our Pathways projects are sustainable and fit for purpose.

## Embed an inclusive culture through education, conversation and shared understanding

Inclusive learning and development – we'll embed inclusivity in our learning and development.

Increase understanding of EDI – we'll increase the organisation's understanding of specific equality, diversity, and inclusion initiatives through targeted learning and development.

Challenging inappropriate behaviour – we'll be clear what is expected and not tolerated.

Inclusive support – we'll embed inclusive and diverse support mechanisms.

## Ensure our structures, systems and decision making have diversity and inclusivity at their heart

Facilities, resources, and equipment – we'll create an accessible working environment that is fit for TFW.

Data – we'll ensure our data is robust and use it to measure our progress on equality, diversity and inclusion.

Regular equality review – we'll ensure the decisions and actions we take are informed by comprehensive equality reviews and our EDI structure supports all our inclusion work.

Welsh language – we'll integrate Welsh culture and Welsh identity throughout our equality, diversity and inclusion activities.



# Equality, diversity and inclusion context in Wales

## Public Sector Equality Duty

As a public body, Transport for Wales are bound by the Public Sector Equality Duty. This plan sets out how we'll meet our statutory obligations under this duty. These are defined within the [Equality Act 2010](#).

Transport for Wales's approach is to embed our commitment to equality in all areas of our work. Our Strategic Equality Plan, 2024-28 outlines our organisational commitment to promoting equal opportunities and diversity in employment and service delivery.

## Socio-economic Duty

The Equality Act 2010 also contains the Socio-economic Duty which came into force in Wales in March 2021. The overall aim of the duty is to deliver better outcomes for those who experience socio-economic disadvantage.

## Welsh language

In line with the Welsh Language Act 2011, Transport for Wales will integrate its Welsh culture and Welsh identity through equality, diversity, and inclusion activities. See our [Welsh language strategy](#) for more information.

## Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of Wales.

The act details the ways specified public bodies must work and collaborate to improve the well-being of Wales.

## Anti-racism Wales

The Welsh Government have worked with people from across Wales to create the [Anti-racist Wales Action Plan](#). The plan confronts structural and systemic issues, and promotes fairness and justice for everyone, with an aim to be an anti-racist nation by 2030.

TfW published its own [Anti-racism action plan](#) in September 2023 which aligns closely to the Welsh Government plan. We all have a part to play to help make Wales a place where everyone feels safe and valued.





## Objective one

Promote a colleague-centred environment where everyone can thrive



# Leadership

**We'll sustain a culture of leaders who prioritise inclusivity through development, coaching and mentoring.**

We'll do this by ensuring that every leader and manager will play their part in creating an inclusive environment through the right behaviour, language, skills and knowledge.

What will success look like?	Responsibility	Timescale
Embed our leadership development programmes and continue to grow leaders of the future across travel modes by investing in our colleagues' development.	Executive Leadership Team, Senior Leaders, Learning and Development Team, People Team	6 – 12 months
Implement a reciprocal mentoring programme that develops our leaders and managers to understand and appreciate the impact of different lived experiences in the workplace. Colleagues have said that leaders are the key to embedding EDI and they need the tools to do so.	Executive Leadership Team, Senior Leaders, Learning and Development Team, EDI Team	1 – 2 years
Define our leadership accountabilities through appropriate organisation and job role design.	Executive Leadership Team, People Team	6 – 12 months



# Communication

## We'll ensure we have inclusive communication that engages all colleagues.

We'll do this by ensuring that all people, in all roles, and locations, have the same ability to provide and receive communications in a variety of forms. We'll ensure communication is inclusive in its language and the mediums used to deliver it are accessible so that it reaches everyone.

What will success look like?	Responsibility	Timescale
Embed a One TfW, multimodal travel communication strategy that consistently delivers a transparent and clear message network wide.	Executive Leadership Team, Corporate Governance and Compliance	6 – 12 months
Apply a range of communication methods and ensure they are diverse and suitable for all and ensure all colleagues have access to electronic devices such as phones and tablets where suitable when at work	Communications Team, Learning and Development Team	12 months
Work in partnership with trades unions to promote openness in communication in the interest of the wellbeing and inclusion of all TfW colleagues.	Communications Team, Trades unions	Ongoing
Expand the provision of digital screens and notice boards at key areas and maximise other opportunities for the broadcasting of relevant communication and information.	Communications Team	Ongoing
Implement a strategy for internal social media platforms, highlighting good and bad examples of use.	Communications Team	12 months





What will success look like?	Responsibility	Timescale
Ensure our new values are reflected in our Colleague Engagement Charter to enable open and honest communication	Communications Team	6 – 12 months
Develop a concise and inclusive communication plan that uses updated language and a clear message of our commitment to equality, diversity and inclusion including our commitment to embedding anti-racist practices in our communications work.	Communications Team, Colleague Support Networks and EDI Team	6 – 12 months
Share the work of our Colleague Support Networks and promote their successes.	Communications Team, Colleague Support Networks	1 – 2 years
All Company Exchanges provide colleagues with updates on the progress of our equality, diversity and inclusion work and allow colleagues the opportunity to give feedback	Executive Leadership Team, Communications Team	Ongoing
Produce a programme of communications events which will celebrate the lived experience of our colleagues, for example what it's like to be Black and Welsh.	Communications Team and EDI Team	Ongoing
Continue to show diverse representation in marketing. We'll ensure that marketing materials, outreach campaigns, and external communications reflect the diversity of the communities served by Transport for Wales.	Brand and EDI Team	Ongoing



# Recognition

**We'll ensure people feel recognised and valued for the work they contribute to and who they are.**

We'll do this by embedding consistent systems of feedback across the organisation and ensuring colleagues are recognised.

What will success look like?	Responsibility	Timescale
Develop a One TfW strategy with the aim to highlight opportunities within TfW.	Executive Leadership Team, People Team	3 years +
Promote a One TfW approach to ensure reward across all modes and functions is recognised fairly.	Communications Team, People Team	3 years +
Encourage peer-to-peer recognition of achievements and provide the mechanisms to promote One TfW.	Executive Leadership Team, Senior Leaders, Communications Team	3 years +
Define a strategy that identifies a definable range of options to reward achievement.	People Team	3 years +
Introduce a consistent organisational-wide personal development plan process.	People Team	2 – 3 years
Evolve the annual personal development review process and embed a consistent One TfW approach.	People Team	2 – 3 years
Regularly review the performance evaluation process to ensure transparency, fairness and the absence of bias. Assess and address any disparities or inequalities that may emerge from the use of existing policies.	People Team	2 – 3 years



# Talent management

## We'll recognise diverse talent and ability and make job progression clear.

We'll do this by ensuring diverse talent can progress through the organisation by developing a talent management strategy that demonstrates succession and talent opportunities at all levels.

What will success look like?	Responsibility	Timescale
Develop a talent management strategy that demonstrates succession and talent opportunities at all levels.	People Team, Learning and Development	1 – 2 years
Embed an inclusive and equitable recruitment process for our Early Talent Programme, working with a diverse range stakeholders to attract people from underrepresented groups. This will ensure we have a workforce that represents the communities we serve.	Early Talent Team and Recruitment Team	1 – 2 years
Review our Graduate and Apprenticeship schemes and ensure underrepresented groups are developed via the Early Talent strategy. Encourage a greater uptake of apprenticeship opportunities for people from underrepresented ethnic groups by being proactive with outreach and community engagement.	Early Talent Team	1 – 2 years



## Objective two

Engage with the communities we serve to diversify our workforce and improve customer service





# Recruitment and attraction

**We'll embed a recruitment framework that is inclusive for all and enables us to attract a diverse workforce which represents the communities we serve.**

We'll do this by creating promotional recruitment campaigns, eliminating recruitment barriers and creating sustainable community partnerships to diversify our workforce.

What will success look like?	Responsibility	Timescale
Ensure all leaders, managers and hiring teams have minimised unconscious bias, ensuring consistency and fairness in our hiring practices.	Recruitment Team, Line Managers and Hiring Teams	1 – 2 years
Deliver targeted positive action campaigns and improve TfW's attractiveness to underrepresented communities.	Recruitment Team and EDI Team	1 – 2 years
Create an inclusive recruitment procedure (including inclusive language and different flexible employment options) which removes barriers to employment with us for underrepresented groups.	Recruitment Team	1 – 2 years
Develop partnership agreements with organisations who have experience in working with underrepresented groups to guide us on engaging and attracting diverse talent.	Recruitment Team and EDI Team	1 – 2 years
Implement a recruitment module that helps with diverse recruitment, providing a better data source for us to benchmark our activities	People Team, Recruitment Team	6 -12 months





# Accessibility and inclusion

**We'll ensure accessibility and inclusion is embedded in our organisation and the customer experience.**

We'll do this by introducing an industry-leading accessibility and inclusion proposition across our business for our customers.

What will success look like?	Responsibility	Timescale
Implement an accessibility and inclusion strategy and action plan based on an annual review of our organisation.	Accessibility and Inclusion Manager	6 – 12 months
Deliver accessibility and inclusion training for our frontline teams.	Accessibility and Inclusion Manager and Learning and Development Team	Biannually
Improve accessibility on and to our network and services through effective and continuous engagement with customer user groups.	Accessibility and Inclusion Manager and the Accessibility and Inclusion Panel	Ongoing





# Outreach

## We'll encourage people from underrepresented and socioeconomically-disadvantaged communities towards a career at Transport for Wales.

We'll do this by developing a consistent approach to our outreach work that reaches out to all parts of Wales highlighting the range of employment options available at Transport for Wales.

What will success look like?	Responsibility	Timescale
Define a strategy to enable school children to gain work experience.	Early Talent	12 months
Strategically target schools with student populations underrepresented at TfW including race, religion, disability, and economic deprivation and create a comprehensive careers education programme at TfW.	Early Talent,	12 months
Explore and implement outreach methods to a diverse range of community groups who we can work with to attract young talent from underrepresented groups at TfW.	Community Engagement, Early Talent.	1 – 2 years
Work with schools and universities to promote virtual work experience opportunities ensuring we target people from underrepresented groups.	Early Talent	6 – 12 months
Work with local authorities and community organisations to provide job opportunities.	People Team, Communications Team, Community Engagement.	1 – 2 years



# Pathways

**We'll ensure our Pathways projects—encouraging employment from underrepresented groups—are sustainable and fit for purpose for the organisation and the communities of which we are part.**

We'll do this by expanding our current Pathways work and ensuring it is supported by a clear strategy, governance and training for colleagues.

What will success look like?	Responsibility	Timescale
Implement a Pathways strategy and action plan based on an annual review of the initiative.	Pathways Programme	1 – 2 years
Ensure governance procedures for the Pathways programmes are fit for purpose and sustainable.	Pathways Programme	12 months
Ensure appropriate training for colleagues who support individuals recruited through the Pathways programmes.	Pathways Programme and Learning and Development Team	6 – 12 months

## Objective three

Embed an inclusive culture through education, conversation and shared understanding







# Inclusive learning and development

## We'll embed inclusivity in our learning and development.

We'll do this by ensuring equality, diversity and inclusion is a core component of all our learning and development. This includes our commitment to ensuring anti-racist principles are built into all learning and development material.

What will success look like?	Responsibility	Timescale
All learning and development opportunities reinforce our inclusive culture. Ensure EDI is embedded in learning outcomes.	Learning and Development Team, EDI Team	2 years
Our learning and development delivery is accessible and considers different learning needs and styles.	Learning and Development Team	6 – 12 months



# Increase understanding of EDI

**We'll sustain a culture of leaders who prioritise inclusivity through development, coaching and mentoring.**

We'll do this by providing bespoke, subject-specific EDI development via face-to-face, online and self-directed learning.

What will success look like?	Responsibility	Timescale
Ensure a range of EDI learning and development opportunities are available to colleagues.	Learning and Development Team, EDI Team	6 – 12 months
Develop a suite of educational resources, articles and podcasts to help colleagues educate themselves on injustice, bias and historical realities.	Learning and Development Team, EDI Team	6 – 12 months



# Challenging inappropriate behaviour

## We'll be clear what is expected and not tolerated.

We'll do this by ensuring all colleagues are clear about what appropriate language and behaviour looks like.

What will success look like?	Responsibility	Timescale
Implement a code of ethics so that all colleagues are clear what is expected of them at TfW and put methods in place to escalate colleagues who do not follow this code.	Corporate Governance and Compliance	2 years
Ensure we are clear about appropriate behaviour at work through mechanisms such as induction and personal development reviews.	People Team	2 – 3 years
Identify issues around colleague retention from underrepresented communities by ensuring a robust exit interview process is in place to enable us to analyse trends and act on any issues that arise.	People Team	12 months



# Inclusive support

## We'll embed inclusive and diverse support mechanisms.

We'll do this by ensuring our internal and external support mechanisms are tailored to our diverse community of colleagues.

What will success look like?	Responsibility	Timescale
Ensure visible leadership support for Colleague Support Networks by dedicating resources and time to attend monthly meetings. Members of the networks will be released from their day job for two hours per month to focus on EDI work, in a similar way that trade union representatives do.	Executive Leadership Team, Senior Leaders, People Team	1 – 2 years
Ensure health and well-being support for our colleagues is an inclusive experience. Ensure there is specific tailored support for underrepresented groups and for topics that are raised by colleagues through different forums.	Health, Safety and Wellbeing, People Team, EDI Team	12 months



## Objective four

Ensure our structures,  
systems and decision making  
have diversity and inclusivity  
at their heart





# Facilities, resources and equipment

## We'll create an accessible working environment that is fit for a diverse community.

We'll do this by reviewing our current provision to our colleagues and customers, and continuing to make changes to our facilities, resources and equipment.

What will success look like?	Responsibility	Timescale
Ensure our uniform and equipment meets the needs of our colleagues and brand requirements, recognising that variety of options is key to our future recruitment and retention.	Standards and Presentation, People Team, EDI Team	6 – 12 months
Improve the option of uniforms for all our colleagues, in particular for women and non-binary colleagues, that will be designed with fit and personal needs in mind and not gender.	Standards and Presentation, People Team, EDI Team	6 – 12 months
Improve our workplace, prioritising colleague well-being and brand recognition.	People Team, Health, Safety and Wellbeing	12 months
Provide spaces where colleagues can practice their faith, take part in cultural practices, and have a quiet space to manage a range of different personal circumstances. This includes multifaith rooms, quiet rooms or parental rooms that can be used by all colleagues where we have the capacity to do so.	Customer Operations, Facilities Team, EDI Team	2 – 3 years
Ensure a range of facility and environment considerations feature within our colleague facilities and workplace plans over the coming years.	Facilities Team	2 – 3 years



# Data

## We'll ensure our data is robust and use it to measure our progress on equality, diversity and inclusion.

We'll do this by creating an EDI dashboard to measure and interrogate our equality, diversity and inclusion progress and work to build trust with colleagues, so we reduce our non-disclosure rate.

What will success look like?	Responsibility	Timescale
Establish an EDI Data Dashboard that enables us to report on progress against our objectives	People Team, EDI Team	2 – 3 years
Communicate with colleagues to increase trust in us when disclosing personal information. Reduce our non-disclosure rate to provide a more accurate picture of our workforce.	People Team, EDI Team	2 – 3 years



# Regular equality review

**We'll ensure the decisions and actions we take are informed by comprehensive equality reviews and our EDI structure supports all our inclusion work.**

We'll do this by integrating our decision making, processes, policies, systems and pay structures utilising tools such as Equality Impact Assessments. Revising our EDI structure to engage our stakeholder groups and achieve our inclusion objectives.

What will success look like?	Responsibility	Timescale
Complete an equal pay audit across the business. Continue to review and act on reducing our gender pay gaps. Look to analyse additional pay gaps in the future such as ethnicity and disability.	People Team	3 years +
Transparently communicate salary bandings across rail and group.	People Team	3 years +
Integrate Equality Impact Assessments into our decision-making processes, policy reviews and change management processes.	People Team, EDI Team	2 – 3 years
Review and revise our equality, diversity and inclusion structure to incorporate more stakeholders. Establish an EDI Steering Group and an anti-racism external advisory panel to measure our progress against our Anti-Racism Plan.	Executive Leadership Team, EDI team, Corporate Governance and Compliance	6 – 12 months
Put processes in place to diversify the membership of our board by developing selection criteria that attracts a more diverse candidate pool. This will look at gender, disability, race and ethnicity, and people from socioeconomically-disadvantaged backgrounds. We'll use specialist job boards to target board members from underrepresented groups.	Corporate Governance and Compliance	2 years





# Welsh language

**We'll integrate Welsh culture and Welsh identity throughout our equality, diversity, and inclusion activities.**

We'll do this by embedding the priorities of our Welsh Language Strategy into our broader equality, diversity and inclusion work.

What will success look like?	Responsibility	Timescale
Ensure that our equality, diversity and inclusion work has a distinct Welsh identity.	Welsh Language Strategy Lead, EDI Team	2 years
Increase the use of Welsh in internal processes and activities, normalising everyday usage.	Executive Leadership Team, Senior Managers, Welsh Language Strategy Lead	2 – 3 years
Ensure our colleagues can use the Welsh they have and develop their skills further.	Executive Leadership Team, Senior Managers, Welsh Language Strategy Lead	6 – 12 months



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