18/03/2026

Strategic Equality Plan Annual Review

Transport for Wales, 2025/26

TRAFNIDIAETH CYMRU
TRANSPORT FOR WALES

Contents

Introduction

The purpose of this annual review is to provide an update on the progress we have made on our **Strategic Equality Plan** over the last year. It demonstrates how we are meeting our duties and our commitment to diversity and inclusion against the objectives set out in the plan.

The Legal Context

As a public body in Wales, we must report annually on how our work, the services we provide, our policies and any decisions that we make as an organisation impact people. We must:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality 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.

This annual review will set out what we've done this year that shows due regard for our duties. It covers the period from December 2024 to December 2025 as required by the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011. Actions in our plan with longer completion targets have not been included in this review.

Progress

Over the last 12 months, we have made some considerable progress in many of our objectives, including:

- Running equality, diversity and inclusion (EDI) Back-to-Basics training.
- Building an Applicant Tracking System, which went live in January 2026, and has bias-reduction features.
- Targeting campaigns and partnerships with community organisations continue to attract underrepresented groups to apply for roles with us.
- Developing our Well-being Strategy.
- Making quiet rooms available in offices
- Embedding accessibility improvements across services supported by user group engagement.
- Ensuring, as of 31 October 2025, all frontline colleagues have completed the mandatory accessibility and inclusion training.
- Rolled out a new uniform supported by standards that guide colleagues in selecting the options that best meet their needs, regardless of gender.

To be transparent, the following tables are the most recent updates from across the organisation. This information is shared during quarterly EDI steering groups, where we monitor progress, discuss challenges for both the Strategic Equality Plan and our Anti-Racism Action Plan.

Update Report

Promote a colleague-centred environment where everyone can thrive

Action	Timescale	Status	Update
Embed our leadership development programmes and continue to grow leaders of the future across travel modes by investing in our colleagues' development.	6 - 12 months	In progress	A Back-to-Basics Manager Programme has been drafted and submitted for review, with Equality, Diversity and Inclusion integrated into its development.
Define our leadership accountabilities through appropriate organisation and job role design.	6 - 12 months	In progress	There is a culture programme in development which will help reinforce behavioural expectations among leaders. A culture survey was undertaken which provides a baseline to identify leadership development priorities. Sessions with the Executive Leadership Team have been completed to review results and plan engagement activities for operational teams.
Ensure our new values are reflected in our Colleague Engagement Charter to enable open and honest communication	6 - 12 months	In progress	The current Colleague Engagement Charter is grounded in our organisational values, and an upcoming update will further strengthen its contribution to our EDI work.

Action	Timescale	Status	Update
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.	6 - 12 months	In progress	EDI principles are being incorporated into communications. However, a comprehensive communications plan for broader EDI activity is not yet in place. Current communications focus primarily on specific initiatives, such as the Anti-Racism Action Plan communications plan and advisory panel recruitment.
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.	12 months	Complete	Our Learning Management System is accessible across all devices, with layouts that automatically adjust to the screen in use. Frontline colleagues in Driver and Conductor roles have been equipped with tablets to support this access.
Implement a strategy for internal social media platforms, highlighting good and bad examples of use.	12 months	Complete	Colleague's use of Viva Engage is guided by our Acceptable Use Guidance, which is used in place of a formal strategy. The platform is promoted to encourage colleagues to share stories linked to EDI events.

Action	Timescale	Status	Update
Share the work of our Colleague Support Networks and promote their successes	1 - 2 years	Complete	Colleague Support Networks are regularly promoted and incorporated into relevant communications. Recent examples include International Men's Day, Carers Week and National Inclusion Week. Each network has its own Viva Engage page to share posts with members and the wider organisation.
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	Ongoing	Complete	EDI updates are provided during All Company Exchanges calls on an ad hoc basis.
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.	Ongoing	On track	Colleague Support Networks lead on events that celebrate and raise awareness of colleagues' lived experiences.
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.	Ongoing	On track	New branded materials have been developed featuring characters with diverse protected characteristics, reflecting the communities served by TfW.

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

Action	Timescale	Status	Update
Ensure all leaders, managers and hiring teams have minimised unconscious bias, ensuring consistency and fairness in our hiring practices.	1 - 2 years	In progress	Once trades unions approve the policy, manager training will be developed in collaboration with the Learning and Development team.
Deliver targeted positive action campaigns and improve TfW's attractiveness to underrepresented communities.	1 - 2 years	On track	We use 'day-in-the life' videos across our advertising and social media channels to attract a diverse range of candidates. We have also collaborated with Diversity Job Boards and supported Network Rail's Track to the Future initiative. The Graduate Scheme has now launched, and all roles have been shared with our community partners to encourage applications from underrepresented groups.
Create an inclusive recruitment procedure (including inclusive language and different flexible employment options) which removes barriers to employment with us for underrepresented groups.	1 - 2 years	On track	We have drafted a policy that will be updated for consultation with the trade unions. We are also working with Colleague Support Networks to ensure the new Applicant Tracking System includes flexible employment options.

Action	Timescale	Status	Update
Develop partnership agreements with organisations who have experience in working with underrepresented groups to guide us on engaging and attracting diverse talent.	1 - 2 years	On track	We are collaborating with partner organisations and the Anti-Racism Advisory Panel to effectively engage underrepresented groups.
Implement a recruitment module that helps with diverse recruitment, providing a better data source for us to benchmark our activities	6 - 12 months	In progress	The new Applicant Tracking System will enable us to collect more comprehensive EDI data, improving our ability to benchmark recruitment activity and target positive action initiatives. It will also introduce redaction features to remove personal information during shortlisting and a mandatory dual-shortlisting process with independent scoring, to further reduce bias.
Implement an accessibility and inclusion strategy and action plan based on an annual review of our organisation.	6 - 12 months	In progress	The Accessibility and Inclusion strategy and action plan were fully developed and ready for sign-off in April 2025. However, progress has been paused to ensure alignment with the Welsh Government's Travel for All initiative.
Deliver accessibility and inclusion training for our frontline teams.	Biannually	Complete	We continue to work with internal and external partners to identify and secure suitable training. As of 31 October 2025, all frontline colleagues have completed the mandatory Access and Inclusion training.

Action	Timescale	Status	Update
Improve accessibility on and to our network and services through effective and continuous engagement with customer user groups.	Ongoing	Complete	We continue to hold monthly meetings with the Access and Inclusion panel. New members were appointed in September 2025 to strengthen representation and better support disabled customers who use our services.
Work with schools and universities to promote virtual work experience opportunities ensuring we target people from underrepresented groups	6-12 months	In progress	We have engaged with schools, colleges and universities across Wales to distribute promotional materials and increase awareness of the early talent programmes and will be ongoing
Define a strategy to enable school children to gain work experience.	12 months	In progress	Our virtual work experience programme is live. Planning is underway to redevelop the in-person work experience strategy. Strategy development is expected to progress in early 2026.
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.	12 months	In progress	School Valued Partnerships have been established with three schools, each supported by a tailored action plan. The schools have been selected because their pupils are from underrepresented groups and provide geographical representation across Wales. Initial workshops have been delivered in two of the three schools.

Action	Timescale	Status	Update
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	1-2 years	In progress	The second 'Routes into Employment' programme for 18–21-year-olds from underrepresented groups has launched, delivered in partnership with South Wales Police and a local charity.
Implement a Pathways strategy and action plan based on an annual review of the initiative	12 months	In progress	A draft brochure for the 'Routes into Employment' pathways programme is being developed.
Ensure governance procedures for the Pathways programmes are fit for purpose and sustainable.	12 months	In progress	A Pathways Programme framework has been mapped, and further development is underway, including the creation of a brochure, to showcase the various pathways across the business and on our website.
Ensure appropriate training for colleagues who support individuals recruited through the Pathways programmes.	6 - 12 months	In progress	Training is being developed concurrently with the Pathways Programme brochure, in collaboration with the Learning and Development team.

Embed an inclusive culture through education, conversation and shared understanding

Action	Timescale	Status	Update
All learning and development opportunities reinforce our inclusive culture. Ensure EDI is embedded in learning outcomes.	2 years	On track	All eLearning modules are designed to be accessible, offering both text and audio options. Sessions are kept to approximately 15–20 minutes to support concentration. The EDI Team has also reviewed our Trauma Training and provided recommendations to improve inclusivity, which have now been implemented. We have created manager guides with a suite of resources, including an "Understanding Neurodivergence" guide.
Our learning and development delivery is accessible and considers different learning needs and styles	6 - 12 months	Ongoing	All in-house eLearning courses include transcripts and subtitles. Our next steps are to review all existing content to identify opportunities to improve accessibility and to update joining instructions so colleagues can flag any support needs in advance.

Action	Timescale	Status	Update
Ensure a range of EDI learning and development opportunities are available to colleagues.	6 - 12 months	In progress	EDI 'Back-to-Basics' training is available for colleagues to book, with sessions scheduled into 2026. Work is also underway to redevelop our EDI mandatory learning. In addition, we have created a range of bespoke EDI training modules for teams across the business.
Develop a suite of educational resources, articles and podcasts to help colleagues educate themselves on injustice, bias and historical realities.	6 - 12 months	In progress	We have several resources available on our Learning Management System.
Ensure that health and wellbeing 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.	12 months	In progress	Ongoing work is underway to identify support needs as part of our Wellbeing Strategy. This includes aligning with frameworks that address all aspects of well-being: physical, mental, career, financial and more. We are working collaboratively with the EDI Team, Colleague Support Networks, and external partners such as Carers Wales to ensure support is inclusive and responsive to colleague needs.

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

Action	Timescale	Status	Update
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	6 - 12 months	In progress	**Driver uniform** – Consultation and garment updates were completed in 2024, ensuring alignment with both brand requirements and colleague needs. Uniforms are now available in men's and women's sizing. **Conductor and station staff uniform** – 70% of the colleague sizing has been completed. In Q1 2026, all new colleagues into the business are going straight into the new uniform, and we will start to take delivery of the new uniform from our suppliers for existing colleagues.
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	6 - 12 months	Complete	All garments are available in both men's and women's sizes, supported by standards that guide colleagues in selecting the options that best meet their needs, regardless of gender.

Action	Timescale	Status	Update
Improve our workplace, prioritising colleague wellbeing and brand recognition.	12 months	In progress	The development of the Wellbeing Strategy encompasses all aspects of wellbeing and will be informed by data from sources such as our Employee Assistance Programme, Occupational Health, absence records and the cultural survey.
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.	6 – 12 months	Complete	The EDI Steering Group was established in September 2025. The Anti-Racism Advisory Panel consisting of colleagues, partners and members of the public was also established in September 2025.
Ensure our colleagues can use the Welsh they have and develop their skills further.	6 – 12 months	Complete	In line with the Welsh Language Strategy, we'll continue to promote opportunities for colleagues through cultural events (such as the Eisteddfod) and increased visibility of Welsh-language learning. We also regularly engage via TfW communication channels, including Viva articles, Welsh Word of the Week, and other relevant resources.

Case Studies

The following case studies outline how our commitments in our Strategic Equality Plan have strengthened organisational capability, improved governance and influenced decision making across Transport for Wales.

Promoting Colleague Support Network success

Over the last year, our colleague support networks have undergone significant change. Network representatives now attend the EDI Steering Group meeting with progress reported to the Board-level People Committee.

We introduced three new networks: Divergent Minds (Neuroinclusive Space), Men's Space and Multifaith Fellowship. We now have eight active networks. In the last year, network membership has increased by 268%, reflecting stronger engagement and increased colleague ownership of inclusion work across the organisation.

Some of the organisational changes shaped by the networks include:

- Development of an "Understanding Neurodivergence" manager's guide to help managers better support their teams.
- Contributed to Inclusive Employers' response to the Supreme Court consultation, ensuring lived experience shaped national-level responses.
- Delivering Men's mental health initiatives, including "Stroll and Share" sessions.

We continue to promote and share these successes throughout our comms channels.

Training

We've introduced a range of training sessions to increase awareness and build confidence of EDI across the organisation, including:

- Our "Back to Basics" training, developed with Learning and Development, helps colleagues understand how EDI shapes the way we work.
- Anti-racism training has been delivered to targeted teams, including the Communications team and the People Senior Leadership Team.
- We have also piloted Neuroinclusion training for operational managers, delivered in partnership with a specialist charity and shaped by Divergent Minds.

These programmes have been well received, and we used feedback to improve them further.

Anti-Racism Advisory Panel

Our Anti-Racism Advisory Panel was established to support the delivery of our Anti-Racism Action Plan and provide independent oversight. The panel includes external experts, customers and colleagues who have lived experience, ensuring our work is shaped by diverse perspectives.

Since its first meeting in September 2025, the panel has helped align organisational language, establish delivery timelines and identify key priority areas. A focus for 2026 will be strengthening messaging around abuse towards colleagues and customers, reinforcing our commitment to creating a safe and respectful environment.

The panel has strengthened accountability and governance by ensuring external expertise and lived experience directly influence our work. This supports the Welsh Government's ambition of creating an anti-racist Wales by 2030.

Challenges, barriers and mitigations

While we've made progress, we've faced challenges. These have included:

Data Limitations

We have incomplete demographic data for our colleagues, limiting the analysis we can undertake and raising the risk of singling out individuals in marginalised groups. We're using our new applicant tracking system to capture demographic data. We are also working on a new learning management system where we can tell our colleagues why this data is important and be transparent on how it is used.

Governance clarity

To ensure we're clear on who is accountable for the work, we've reviewed our Strategic Equality Plan with action owners. This means that some actions will sit in other areas of the business, and wording has been amended.

Communications It's been challenging to reach frontline colleagues with online messaging. We're putting together a campaign to increase engagement and are exploring offline alternatives where needed.

Supporting the networks

Some networks lack leadership. We'll seek to ensure sufficient resources are allocated to Colleague Support Networks to allow them to thrive and lead best practice.

Looking Ahead

In 2026, we'll:

- Enhance internal and external confidential reporting systems for incidents of racism and other forms of discrimination.
- Reestablish a network for racially marginalised colleagues.
- Increase visibility of all network-led contributions through a structured communication plan.
- Survey network members to inform the EDI team what is working well and less well.
- Improve EDI tracking and reporting through our new data systems.
- Run neurodiversity, anti-racism, and reasonable adjustment training for managers in 2026.
- Standardise equality impact assessments and reasonable adjustment processes.