

Annual Diversity and Inclusion impact report

2018/19



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'. We are committed to creating a 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 on foot, by cycle or using public transport by 2041. To make this a reality, we prioritise health and the quality of people's experience in everything we do.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, can help 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 and improve air quality, revitalise town centres, boost businesses and connect communities.

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

We are moving ahead with many of London's most significant infrastructure projects, using transport to unlock growth. We are working with partners on major projects like Crossrail 2 and the Bakerloo Line Extension that will deliver the new homes and jobs London and the UK need. 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 freezing TfL fares so everyone can afford to use public transport, 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. We all need to pull together to deliver the Mayor's Transport Strategy; by doing so we can create a better city as London grows.

Contents

4 About the Diversity and Inclusion impact report

5 Director's foreword

6 About London's diversity

8 Key achievements in 2018/19

10 Customer experience: improving the whole journey

16 Customer information: improving inclusion

22 An accessible network: improving accessibility

28 Travelling safely and securely: improving safety

34 Value for money: improving affordability

36 Health: improving London's streets

38 Workforce diversity and inclusion

66 Supporting current and future employees

80 Promoting an inclusive culture

84 Our business partners

86 Communication and engagement

90 Appendix

About the Diversity and Inclusion impact report

This report provides updates on our progress against the eleven equality, diversity and inclusion objectives listed in our Action on Equality strategy. It covers the period from 1 April 2018 to 31 March 2019.

Action on Equality objectives:



Customer experience

Ensure our services are accessible to more people, and meet the needs of all of our customers



Customer information

Ensure that more customers have access to the information they need to get the most out of travelling in London



Accessible network

Enable more people to enjoy life in the Capital by improving the accessibility of London's transport infrastructure



Travelling safely and securely

Ensure that travel in London is safer – and fewer young people, women and people from black, Asian, minority ethnic communities are deterred from travelling because of safety concerns



Value for money and affordability

Ensure that we offer value for money for all Londoners, with a fare structure that is clear and well communicated



Health

Make sure that our transport system promotes and improves the health of all Londoners



Workforce diversity

Achieve a workforce that is reflective and representative of London's diversity



Support current and future employees

Ensure all future and current employees are supported to make the most of their skills



Promote an inclusive culture

Create a culture where all staff feel engaged



Our business partners

Encourage more of our partner organisations to see diversity as a core value



Communication and engagement

Engage with more of London's diverse communities to effectively inform, develop and deliver our strategies, services and programmes

Director's foreword

Creating a diverse workforce to meet the needs of all our customers



We are committed to keeping London moving, working and growing to make life in our city better. Our ambition is to reduce dependency on cars in favour of increased walking and cycling and public transport use. If TfL is to succeed in delivering this aim, we need to provide an inclusive transport network where everyone can make seamless, safe, affordable and accessible journeys from their front doors to their destinations.

Our focus has been on putting the foundations in place to support the adoption and integration of an inclusive design approach to transport: one that puts our customers at the heart of the design process. These foundations include stakeholder engagement, impact assessment and a solid evidence base. During 2018, we have also been working with teams across TfL to produce the new 'Understanding our diverse communities' compendium of evidence.

This report gives us a rich picture of different travel patterns, behaviours and attitudes towards issues such as accessibility, fares, personal safety, security and customer satisfaction.

We have made great progress in 2018/19 as this report confirms, but are acutely aware of how much more there is to do. We are, therefore, equally focused on recruiting a diverse workforce that is fully representative of the city we serve. This is critical to our ability to deliver our vision as a transport provider.

The approach to our workforce diversity and inclusion issues is evidence-based and has been designed using the latest developments in the sector, including behavioural science, to more confidently establish 'what works'. Maturing our approach in this area means focusing on diversity of thought, background and experience as well as continuing to address issues of under representation, inequality and discrimination. We also understand that we need to harness this diversity by fostering more inclusive workplace cultures, behaviours and ways of working.

A stylized, handwritten signature in black ink, consisting of several overlapping loops and a horizontal base line.

Staynton Brown
Director of Diversity, Inclusion
and Talent



We want to provide a transport service that meets the needs of London's diverse groups and communities

About London's diversity

Key facts about the Capital's diverse population

London's population is growing fast and is expected to rise to 10.5 million by 2041, creating five million additional journeys every day. Our role is to provide a transport service that meets this growing demand and the needs of different groups and communities, wherever possible. Below are some key facts¹ on London's diversity.

Gender

Currently, 50 per cent of Londoners are women and 46 per cent of economically active Londoners are women.

Ethnicity

Forty-three per cent of Londoners and 36 per cent of economically active Londoners are black, Asian and minority ethnic.

Disability

Nineteen per cent of the Capital's population have identified as being disabled, and 11 per cent of economically active Londoners have a disability. Londoners that are over 16 years old with a disability will, by 2020, represent slightly more than 20 per cent of people who are economically active.

Age

Currently, 12 per cent of London's population is aged 65 and over, and 32 per cent is under 25.

Faith or belief

The 2011 Census shows that in London, Christianity is the largest religion at 48 per cent. The second largest is Islam with 12 per cent. Of those who responded, five per cent are Hindu, two per cent Jewish, two per cent Sikh and one per cent Buddhist.

Sexual orientation and gender identity

In 2016, around 5.1 per cent of economically active Londoners identified as lesbian, gay, bisexual and transgender (LGBT+).

¹ Based on Annual Population Survey 2017, Office for National Statistics and Greater London Authority 2019 round of trend-based population projections (central variant)

Key achievements 2018/2019

A short summary of the year's biggest successes

Providing ongoing training

We delivered a range of new and ongoing training to employees working with and on behalf of customers during 2018/19. This includes training on disability, equality, dementia, inclusive design, safeguarding, suicide prevention and equality impact assessment. This training enables us to provide better customer service and to build inclusion into the way we commission, design and deliver future programmes and projects.

Walking and cycling

We continued to deliver our Walking action plan and, in December 2018, we launched our Cycling action plan, setting out our ambition for everyone in London to be able to cycle confidently and comfortably. In January 2019, we announced thirty new local community projects that would receive cycling grants across the capital.

Sustainable and active travel

We supported boroughs with dedicated healthy streets officers and delivered our Active People Plan to ensure that as many Londoners as possible can enjoy the benefits of active and sustainable travel. In 2018/19 we prepared for the launch of the Ultra Low Emission Zone in April 2019 and continued to deliver Low Emission Neighbourhoods and Low Emission Bus Zones in London's boroughs.

Improving accessibility

We also welcomed over 1,000 visitors to our Access All Areas event in March 2019, sharing the progress we have made in

delivering accessible transport, including five new step free stations. We held our first Priority Seating Week and trialed a range of new Priority Seat designs on the Jubilee line. We also improved our ability to provide a consistent service for turn up and go customers on the underground with a new app.

Helping those with cognitive impairments

This year, our focus is on making transport more inclusive for those with cognitive impairments. We carried out our first Design for the Mind audit which will feed into future guidance. At the beginning of 2019, we finalised the update of the Big Red Book, the handbook given to all 26,000 London bus drivers, to include information on how to assist people living with dementia to travel on buses. We also introduced red tabard vests for London Underground station staff, to make them easier to spot for customers needing assistance.

Value for money

In addition, over 3,700 bus shelters were modernised by the end of 2018/19 and, in the same year, 198 warning letters, 189 fixed penalty notices and 38 prosecutions took place for unlawfully obstructing the highway. The Safer Travel at Night campaign in September – which warns the public of the dangers of unbooked minicabs – resulted in 797 deployments of staff, including 122 high-visibility patrols by the Roads and Transport Policing Command, 36 stop sites and 101 night

foot patrols. We also introduced an expanded 'Hopper' fare whereby unlimited pay as you go journeys can be made by bus and tram within an hour of first touching in for £1.50.

An increasingly diverse workforce

We were pleased to see that our workforce became more diverse overall and we made some good progress on recruiting women, disabled people and those from other minority backgrounds, including people from lesbian, gay, bisexual and transgender communities and those from black, Asian and minority ethnic backgrounds. We also increased the number of women and disabled people in senior positions but weren't able to match this with black, Asian and minority ethnic senior leaders – so this remains a key priority for the year ahead.

Engaging with young people

In 2018/19, our National Apprenticeship Week recruitment fair had the largest attendance to date, with over 650 candidates attending – the majority of whom were from a diverse background – to speak with 30 employers from TfL's supply chain. We also worked with more than 500 education institutions including primary, secondary schools and further education colleges. Through our Enjoyment to Employment programme, we were able to communicate to 50,000 children and young people during this year.

2018/19 highlights

We welcomed over

1,000

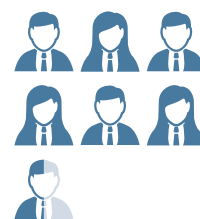
visitors to our Access All Areas event



26,000



Big Red Books – with information to assist people with dementia – handed out to all our bus drivers



Over

650

candidates attended our National Apprenticeship Week

Customer experience: improving the whole journey

What we did to make sure our customers received the highest-quality service

We are proud that most of our customers tell us they are satisfied with our services. As well as travelling on public transport, our customers' journeys also include driving, walking and cycling. We work hard to ensure that the services and information we provide are as accessible as possible and are available to the majority of people. Our aim is to ensure that everyone can use our network, receive a consistent and high-quality service that meets their needs, and that we tackle important issues such as accessibility, affordability and safety.

TfL's approach to accessibility needs to be underpinned by good evidence so, in 2018/19, our diversity and inclusion team worked with employees and groups across TfL to update the Understanding our Diverse Communities compendium of evidence. The 2019 edition gives us a rich picture of different travel patterns, behaviours and attitudes towards issues such as accessibility, fares, personal safety, security and customer satisfaction. Using the data and insights obtained, will enable us to continue to take an evidenced-based approach to decision making.

Progress against our Action on Equality commitments London Underground and Rail

Action: Complete the renovation of Charing Cross station Northern line ticket hall to create a brighter, modern and more open space for our customers.

Status: Completed 2017

Action: Introduce new, fully-accessible, air-conditioned walkthrough trains on TfL Rail services between Liverpool Street and Shenfield.

Status: Completed 2017

Action: Deliver two more services each hour on the Victoria line during the peak periods.

Status: Completed 2017

Action: Recruit at least 650 new station staff to make sure the right level of customer assistance is provided at all London Underground stations.

Status: completed 2017

Action: Run a trial encouraging customers to move down the platform in order to ease congestion and improve both reliability and safety.

Status: Completed

The green lanes trial was implemented at King's Cross St Pancras in mid-July 2018. Success was measured using CCTV to time how quickly passengers got on and off the train as well as noting if fewer trains were delayed due to overcrowding. The trial provided useful findings in terms of the congestion impact, delivery and safety implications of green lanes. There are currently no plans to repeat the trial elsewhere on the network, but the findings will be used to inform future congestion management.

Action: Work with Crossrail to support its engagement with and customer service activities for older and disabled people.

Status: Ongoing

From April 2018 to March 2019, we conducted approximately 110 bespoke trips which built confidence and enabled independent and sustainable travel. These included a number of accessibility events: Access All Areas at ExCel, Havering Borough Annual Accessibility event, Tower Hamlets Accessibility Day, International Day of Disabled Persons, Great Western Railway Community stakeholder

marketplace and Havering Vision among others. At these events, we talked about the station upgrade works, signed customers up to bespoke trips with station familiarisation sessions, and offered turn up and go and on-board familiarisation.

Our nine Travel Ambassadors from the community, each with their own barriers to travel, assisted in making a video for turn up and go. The video will form part of the station staff's disability equality training as well as shape the process we should employ to create a seamless journey for customers with barriers to travel. The Travel Ambassadors were also asked for their input into the Accessible Transport Policy which has now been submitted to TfL and the Office of Rail and Road.

Specifically, for older people, we have two retired Travel Ambassadors. We are also working with Ageless Teenagers, a registered charity in Ilford formed of retired people from an afro-Caribbean background. The charity is delighted to be working with us and we will be supporting their fundraising events and planning bespoke trips across the eastern route.

We have been working with MENCAP branches in Ealing, Southall and Romford and we work alongside the Royal National Institute of Blind People, London Vision (a sight loss organisation), The Yew Tree Centre (for blind, deaf and older

customers), the Sycamore Trust (which supports adults with autism) and Street Pastors (a network of charities that support older people), whose volunteers have recently completed a station familiarisation session.

In November 2018, we held our annual Making Rail Accessible meeting at our head office in Liverpool Street, which was attended by the Barking and Dagenham Borough's Sensory Team, Transport for All, Transport Focus, Travel Ambassadors, Sycamore Trust and others. The next Making Rail Accessible meeting will be held on 20 November 2019.

London Buses

Action: Continue to deliver training to all bus employees, including all 24,700 drivers and private bus operator support staff.

Status: Ongoing

Following the success of the Hello London customer-focused training course that ran between 2016 and 2018, and the current Destination Zero safety-based course, work has begun to develop TfL's next package of bus driver training activity – the diversity and inclusion training programme that will be taken by all London bus drivers. Initial supplier engagement received significant interest, with training due to commence in autumn 2020. We continued to roll out bus driver customer service training throughout the year to ensure drivers meet their obligations on wheelchair priority spaces.

Action: Continue to develop the Customer Experience Programme within London Buses.

Status: Ongoing

Work has continued to embed the key Hello London messages with London's bus operators, including providing training toolkits based on the main course material to be used locally with new starters and employees in driver support roles. In addition, a scheme has been introduced to reward operators who deliver sustained improvements in the quality of customer service provided by drivers.

Training has also been delivered to a number of bus drivers to ensure each garage has a Dementia Friend – an individual who has been trained on dementia – and this will be included in the new driver training programme. In addition, a number of accessibility engagement events have taken place at bus garages across London, bringing disabled people and bus drivers together to help develop a mutual understanding and engagement between these groups.

Assisted Transport Services

Action: Deliver the roadmap and move towards an integrated system for assisted transport in London.

Status: Ongoing

We began delivering the Assisted Transport Services (ATS) roadmap in 2018/19. To raise awareness of the range of accessible

transport options available, we launched a new leaflet that integrates customer information on all accessible journey options, and which is now available on the TfL website. We have also begun exploring how TfL can deliver a digital 'one stop shop' for customers booking ATS services.

A single brand identity for ATS, covering both the TfL run services (Dial-a-Ride, Capital Call and Travel Mentoring) and the London Councils run service (Taxicard), has been developed. The agreement between TfL and London Councils is to use the single identity branding in relation to initiatives and projects piloting innovation or integration in ATS.

TfL board member Anne McMeel acted as the ATS champion and has helped steer the development of the ATS strategy.

Action: Continue to improve contact centre responses and awareness of recurring customer issues.

Status: Ongoing

We have created a dedicated accessibility team within our contact centre to look into recurring customer issues to provide a more focused and specialised response to customers. The team has built close working relationships with key accessibility stakeholders as well as wider business areas, improving information and awareness. This is shared through regular attendance at team meetings, communications and briefings.

The team led on contact centre participation at the Access All Areas event. We were able to meet some of our customers, assist with enquiries face to face and promote our customer service offering.

During 2018/19, we began a program for employees to attend the Disability Equality for Professional Services training course, to gain first-hand experience of some of the challenges faced by our customers, which included best practice for language and terminology. Additionally, Dementia Friends sessions were delivered to approximately 200 employees.

Action: Deliver trans awareness training to contact centre agents.

Status: Completed in 2017/18

Action: Deliver accessibility customer experience training to new subject matter experts in the contact centre.

Status: Completed in 2017/18

Streetscapes

Action: Ensure that proposals to improve Oxford Street for pedestrians considers the implications for all our customers.

Status: Ongoing

Our plans for the transformation of Oxford Street carefully considered the many implications for our customers and worked closely with a wide range of stakeholders to develop proposals to minimise any adverse impact on people with limited or restricted mobility. These proposals included improved wayfinding, removing street-clutter, a consistent streetscape and the development of a dedicated mobility service.

Westminster City Council has now withdrawn from the joint Oxford Street project and is developing plans as an independent highway authority. As a result, TfL is now engaging at an officer level to feed back any comments, including any concerning accessibility and inclusion, but without a formal focus other than around network management of traffic signals and bus services.

Taxi and Private Hire

The Taxi and Private Hire investigations team has been undertaking a series of targeted compliance tests on taxi and private hire drivers and private operators in relation to the refusal of passengers with assistance dogs and subsequent failure to comply with the Equality Act. Since July 2018, 54 such targeted checks over 10-day periods have resulted in 10 refusals (a rate of 18.5 per cent) which are currently being processed.

Taxi and Private Hire investigations have made 55 prosecutions which have resulted in 52 convictions since February 2015. These include 44 private hire vehicle drivers, five private hire vehicle operators and three black cab drivers which equates to a 94.55 per cent conviction rate for refusals related to assistance dogs. Taxi and Private Hire investigations aim to extend this important work and start compliance testing in relation to wheelchair users.

Case study: Design for the Mind audit

We want to understand the difficulties faced by those with cognitive impairments and make our network more inclusive.

For many customers, barriers to transport are not those related to whether a station is step-free, but are environmental challenges as faced by those with cognitive or sensory impairments. To understand these better, we worked with a specialist company, Motionspot, to undertake our first Design for the Mind audit of Euston Station. The aim was to inform a broader set of design for the mind principles for us to develop further.



The team used feedback from customers, disabled people and stakeholder groups and drew on global best practice to identify a range of design criteria for neurodiverse customers as well as those with dementia, mental health issues, and visual and hearing impairments.

We used this criteria to fully review one of the most challenging environments for travellers: Euston Station – including the underground station, Network Rail interchange, buses and surrounding streetscapes.

Following the project, Motionspot's co-founder, Ed Warner, presented a summary of the report at TfL's Global Diversity and Inclusion Conference, attended by senior figures from transport systems across the world. He raised awareness of the key considerations when designing transport systems to be accessible for everyone. With interest from Australia, New York, Malaysia and Dublin, we hope the design best practice being implemented by TfL will inspire improvements in accessibility in these international markets.



We introduced red tabard vests for Underground staff, making them more visible to customers needing assistance

Customer information: improving inclusion

From the moment a journey is planned,
to getting around the network

Our customers' travel experience starts from the moment they begin thinking about their journey. Reliable and real-time information is essential to help people get around, especially for those with accessibility related needs. We strive to provide clear, accurate and up-to-date information that covers all our services, in a variety of formats, and we want to break down barriers that can deter disabled and older people from using our services.

Progress against our Action on Equality commitments London Underground and Rail

Action: Improve Journey Planner to show the walking distance within stations and the number of steps in staircases.

Status: Ongoing

During 2018/19, we collated and analysed existing data sources, including maps, files and datasets that are distributed and managed by different teams across the business. We also reviewed different ways of how we might consolidate and integrate different accessibility data sources going forward and close data gaps – in the interim and long term. This will ensure that we will have a better, enhanced dataset for step-free journeys when we launch TfL Go next year.

Action: Work with developers to improve the accessible information in their apps.

Status: Ongoing

We share the improved accessibility information we develop with third party providers on a regular basis

Action: Trial an app so that staff can provide live updates on lifts, escalator problems, station overcrowding and closures that can be fed into Journey Planner.

Status: Completed in 2017

Action: Provide real-time information to customers on the availability of lifts across the Tube network.

Status: Ongoing

The Real-time information app was launched to all London Underground station staff in July 2018, allowing them to report on the service status of lifts and escalators in real time.

Action: Ensure help points in Underground stations are clearly marked, easy to use and that calls are answered by those best placed to assist.

Status: Ongoing

London Underground conducted a review of the customer service provided through help points. The review assessed how customers currently use these facilities, the help that is provided by our employees and the inclusive services that may be required through help points in the future. The review proposed a trial of new help point routing arrangements in a selection of London Underground stations. This trial will be carried out in 2019/20 with the aim of ensuring that customers pressing the information or emergency buttons are connected quickly to the best placed person to assist them.

Action: Make accessibility improvements to the Customer Information Strategy and raise awareness of materials that are already available.

Status: Ongoing

During 2018, we updated the content of our Accessible travel in London leaflet to encompass all the help and support available on the network. We also redesigned the leaflet to make it more customer friendly and published it online in multiple different versions including Easyread. We also produced a British Sign Language video version of the leaflet which is available in the People with sight or hearing loss page of our website.

We continue to improve and produce our paper maps and guides, because our evidence tells us that disabled and older Londoners are less likely to access the internet or own a smartphone.

Action: Promote priority seating messages and the 'Please offer me a seat' badge and card.

Status: Ongoing

In April 2018, we held our first Priority Seating Week to mark the first anniversary of the 'Please offer me a seat' badge and card. During the week, we shared videos on social media of customers with a hidden disability talking about their experience of using the badge. Vinyl stickers were installed above priority seats on the Jubilee line and on London Overground, and announcements were made to increase awareness of the badge and encourage customers to offer their seats to someone who may need it. Press coverage, social media activity and support from different stakeholder groups all took place over the week.

In early summer 2018, we were approached by customer Corry Shaw, to support the Look Up campaign – which encourages people travelling on public transport to look up to see if someone is in greater need of their seat – over July and August. We had station announcements with the Look Up message, rolling messages on station indicator boards and whiteboard posters with supportive messages. Heidi Alexander, Deputy Mayor for Transport, took part in a photo call with Corry and a press release was issued sharing our support for the campaign.

Case study: Access All Areas

Showcasing the design and technology being developed to make it easier for everyone to get around the capital.

The Access All Areas exhibition in March 2018 was London's biggest and most accessible transport event. It brought together members of the public, charities, transport professionals, planning authorities, businesses and academics.

For TfL, this was a chance to talk to our customers, showcase accessibility improvements to our network, listen and get valuable feedback while helping people improve their confidence in using our services.

The event was attended by 1,500 people and was also livestreamed, with over 12,000 people joining remotely. The event included workshops, panel discussions, auditorium sessions and over 48

exhibitors. All sessions were supported by speech to text software along with integrated hearing loops, to ensure all attendees could participate.

Exhibitors from all TfL transport modes were represented at the event, giving customers the chance to feed back, try out new vehicles and buses, and learn about the support available to them. TfL was joined by a large number of external suppliers, charities and organisations to present a wider picture of accessible transport.

The event was a huge success, with lots of positive comments on twitter and through feedback from our survey.



Action: Continue to raise awareness of our accessible services and supporting information.

Status: Ongoing

We continue to promote the accessibility improvements to our services through our website, the Accessible Network leaflet, local events and through our relationships with local, regional and national partners. We also promote these specifically through the Stakeholder Accessibility Forum, the Independent Disability Advisory Group and our Valuing People Group which consists of more than 50 adults with learning difficulties. This year, we involved our stakeholders through a major engagement event – Access All Areas.

We also expanded the range of information available to help those with claustrophobia – from accessible bus stops to the number of steps in Tube stations, and a map showing which part of the underground is actually above ground.

We also improved the audio visual information used on buses. At present, one-third of buses are fitted with hearing loops, and TfL are working on a project to improve provision in Tube stations.

Action: Investigate opportunities to redesign priority seating across our rolling stock.

Status: Ongoing

We have recently introduced a new design for the priority seating moquette. The design provides additional visual differentiation of the priority seating areas and contains messaging that is woven into the seat fabric to provide a visual reminder of the use of priority seating, including for customers whose disabilities may not be visible.

Following a successful trial in 2018 as part of the recent refurbishment of the Jubilee line, London Underground will be installing this new design across the rest of the Jubilee line rolling stock fleet.

Additionally, the new design will be installed on the Central line as part of its upcoming refurbishment programme, starting in 2020. The design has also been specified for the Deep Tube Upgrade programme and for the new DLR rolling stock. As part of the Routemaster refurbishment programme, the design will also be used on the priority seats, making it the first time a London bus will separate priority seating in a visual form.



We will be installing the priority seating moquette across the whole of the Central and Jubilee lines



We want to ensure that the services and information we provide is accessible to all Londoners

An accessible network: improving accessibility

Improving our transport network for all our customers

Our ‘improving the whole journey’ approach to making our streets, stops, stations and vehicles more accessible has seen improvements across our network.

The Mayor has committed to investing £160m on step-free access by 2024, which represents the single biggest investment in accessibility in London Underground’s 156-year history. This will result in at least 23 more Tube stations becoming step-free by 2023/24, with 15 of these being delivered by spring 2020.

The total number of step-free stations is currently 78, with South Woodford being the latest station to become step free in March 2019. By spring 2024, 38 per cent of the Tube network will be step free, compared to 28 per cent in 2018. Furthermore, 95 per cent of bus stops have been wheelchair accessible since 2018.

Progress against our Action on Equality commitments London Underground and Rail

Action: Deliver new step-free access at Bank, Bond Street, Bromley-by-Bow and Victoria stations.

Status: Ongoing

Step-free access has now been delivered at Buckhurst Hill, Finsbury Park, Victoria, South Woodford and Newbury Park stations.

Victoria station became step-free in October 2018, with nine new lifts providing step-free access to all platforms. At Bank, the new entrance on Walbrook (at the Bloomberg building) opened in November 2018, and now offers easier access to the Waterloo & City line. The entrance has two lifts, four escalators and a new ticket hall.

Another 10 stations are on target to be delivered by Spring 2020.

Action: Develop an app enabling customers to request turn up and go assistance in advance.

Status: Ongoing

The Real-Time Information (RTI) app was launched July 2018, allowing all Underground station staff to report on the service status of lifts and escalators in real time. In February 2019, the app was enhanced with a new turn up and go service feature. This enables staff to record and manage customers’ turn up and go journey requests at stations across the London Underground network, improving their experience of the service and reducing the risk of staff miscommunication.

Action: Provide disability equality training to senior managers and frontline staff to better understand the needs of our disabled customers.

Status: Ongoing

We continued our training and provided disability equality training to a further 29 London Underground senior managers and 386 members of staff in 2018/19. The programme was further extended to all our Professional services staff, with 151 employees attending by the end of March 2019.

We also carried out a root and branch review of our Equality Impact Assessments process. A new process, form, guidance and training suite were rolled out from January 2019 and we are aiming to train 1,000 people throughout the programme. These assessments help ensure that our strategies, programmes, projects and policies take account of the data and insights set out in the Understanding Diverse Communities compendium and other key research.

Finally, we worked in partnership with the Design Council to create a bespoke Inclusive Design training programme. Over 200 employees from a wide range of teams have attended. We are currently working on our Inclusive Design Framework and this work is led by our new Inclusive Design Advisor.

Action: Review step-free route signage at stations, making sure it is always clear and easy to follow.

Status: Ongoing

Following a signage audit of all 78 step-free stations, improved accessibility signage designs were installed across five London Underground stations from March 2019, including King's Cross St Pancras, Waterloo, Westminster, London Bridge, Green Park and Westminster. Improvements include the signage within lifts and on the sides of wide-aisled ticket gates.

Evaluation of these designs is now taking place, with feedback from customers, employees, stakeholder groups and the Independent Disability Advisory Group. This feedback will be used to refine the designs, before formalising them into a set of TfL-wide accessibility signage standards to be rolled out across the London Underground network.

Action: Trial portable hearing loops at stations where fixed loops have been removed.

Status: Complete

A trial of speech-to-text functionality is now taking place, and access to the Apple dictation functionality has been rolled out across all London Underground staff iPads. This functionality enables staff to dictate information which is then presented clearly on screen for hearing impaired customers.

London Buses

Action: Continue our bus shelter modernisation programme, which has already delivered 3,500 redesigned perch seats with arm rests. Continue this at a rate of 400 seats per year.

Status: Ongoing

More than 3,700 bus shelters have been modernised by the end of 2018/19.

Action: Make 95 per cent of all bus stops wheelchair accessible.

Status: Completed in 2017/18

Cycling and walking

Action: Promote best practice in urban design using our Streetscape Guidance.

Status: Ongoing

We are committed to ensuring that our guidance reflects best practice and is used by our design teams and partners to ensure an inclusive design approach is adopted across all of our street projects. In 2019, we released the fourth edition of Streetscape Guidance – our key design guidance document defining our aspirations and criteria for good design, material selection, installation and maintenance. Best practice has been promoted through the application of this guidance on an ongoing basis and as part of the work of the Streetscape Design Review Group.

We have also commissioned several research projects looking at the operation of new types of infrastructure, such as ‘continuous footways’ – where the footway surfacing is maintained across a side road – and ‘shared use bus boarders’ – where a cycle track passes between the bus shelter and bus access – to better understand user behaviours in these scenarios.

We will continue to monitor new infrastructure layouts and investigate ways to ensure that any subsequent planning and design recommendations are included in future editions of the Streets toolkit.

Action: Continue to financially support boroughs’ transport projects, bringing safer roads, better public spaces and improved walking and cycling facilities.

Status: Complete

Financial support was maintained in 2018/19 for boroughs’ Local Implementation Plan spending submissions. This funding enables boroughs to deliver locally against the objectives of the Mayor’s Transport Strategy, with a wide range of programmes being carried out on a large number of streets across London.

In 2018/19, this programme delivered 168 new pedestrian crossings and introduced 20mph speed limits on 246km of roads, making it safer and easier for everyone to cross the road.

Case study: A dementia-friendly city

Supporting the Mayor of London to make the city the first dementia-friendly capital in the world.



The Mayor of London has made a commitment to make London the first dementia-friendly capital in the world by 2022 and, as the city's transport authority, we play a vital role in achieving this. There are 72,000 people with dementia living in London today. We have a responsibility to ensure they are included in our communities and society, by supporting them to travel and access the places they need to, safely and comfortably, in order to continue to live well.

A great deal of activity has taken place to support those living with dementia to continue to access public transport over the past 12 months. At the beginning of 2019, we finalised the update of the Big Red Book, the handbook given to all 26,000 London bus drivers, to include information on how to assist people living with dementia to travel on buses. We also introduced red tabard vests for Underground staff, to make them more visible to customers needing assistance. We have expanded our disability equality training to raise awareness of dementia among both our professional services and operational staff, and we pledged to include dementia-friendly awareness messaging in the new round of disability equality training being developed for all bus drivers.

Our Dementia Friends eLearning module launched in November 2018 and has now been completed by over 1,100 TfL employees. We currently have over 300 bus drivers who are Dementia Friends champions and will hold sessions for more drivers to take part. Raising awareness of dementia will help our engineers, drivers and station staff understand how they can help people living with dementia to travel in London, and help us support the Mayor's ambition.

Action: Improve facilities for pedestrians, particularly disabled and older Londoners.

Status: Ongoing

Our Operation Clearway seeks to declutter pavements and make it easier for everyone to walk around the Capital, particularly for older people and those with visual or mobility impairments. The operation involves officers visiting priority locations, engaging with and educating local businesses about their responsibilities for keeping pavements clear, and enforcing against those persistently blocking pavements. During 2018/19, we issued 198 warning letters, 189 fixed penalty notices and prosecuted 38 businesses for unlawfully obstructing the highway.

We continue to take action against taxi and private hire drivers and operators who refuse to carry assistance dogs and wheelchair users. During 2018/19, TfL successfully prosecuted 20 such cases, resulting in a guilty verdict on each occasion.

The delivery of Healthy Streets is a key element of the Mayor's Transport Strategy. The aim is to make London's streets more pleasant spaces for all pedestrians and cyclists and improve the experience of using public transport.

The Healthy Streets Check for Designers is one of the key tools that is used when designing a new area or updating an existing one. The check is used to assess the quality of the street before and after design proposals are implemented. It helps to identify what the streets need to support healthier lives, encourage sustainable travel and create places for everyone to enjoy.

Inclusivity is one of the key design principles to ensure that street facilities are improved for all, and delivering healthy streets means increasing the number of disabled and older people using them. This is why Equality Impact Assessments are used alongside the Healthy Streets Check – to ensure that schemes also remove barriers faced by older and disabled pedestrians. A total of 32 major schemes had a Healthy Streets Check completed by TfL and the London boroughs in 2018/19.

Travelling safely and securely: improving safety

Our customers should feel safe and confident, however they choose to travel

Safety and security are our top priorities and although it is of great concern for everyone, it is particularly relevant to young people, women and members of the black, Asian and minority ethnic community. Our vision is for a transport network that enables everyone to feel safe and confident, whenever and however they choose to travel.

We continued to prioritise action on high-harm offences including sexual offences, hate crime and violence between customers and against transport staff and contractors. Activity has included regular days of action and engagement involving police and TfL staff to target offenders and improve victim confidence to report offences, as well as communications and press activity, and proactive policing operations to deal with these offences.

Progress against our Action on Equality commitments Safety, security and night travel

Action: Educate Year 6 students to be safe and responsible users of public transport.

Status: Ongoing

Our Safety and Citizenship team continues to provide a free-of-charge transport education service – through interactive presentations and more – to schools within London. Our aim is to

promote safe, responsible and respectful behaviour on and around London's transport network. As in previous years, during 2018/19, trained facilitators presented to almost every Year 6 pupil in London getting ready to transfer to secondary school.

Road safety

Action: Trial 20mph zones in 10 locations to improve the environment for pedestrians and cyclists.

Status: Ongoing

Proposals for the implementation of a 20mph speed limit on the Transport for London Road Network within central London by 2020 were developed and considered a number of stakeholder priorities.

Up until March 2019, 20mph speed limits had been implemented on the TfL road network at the following locations:

- Commercial Street
- Brixton Road
- Clapham High Street
- Southwark Street, Stamford Street, York Road and Westminster Bridge
- King's Cross Road, Farringdon Road and Farringdon Street

- Upper Street
- Bishopsgate
- Earl's Court Road
- Camden Street
- Shoreditch triangle
- Part of the A10 corridor in Hackney
- Holloway Road

Monitoring and assessment of these locations is ongoing, however, initial findings are consistent with those outlined in recent research commissioned by the Department for Transport, which suggests the speed at which people drive is most significantly influenced by the way a road is designed. Following these trials and further consultation, we are implementing additional 20mph speed limits on our network in central London. These locations will include additional design features in an effort to further reduce speeds.

We carried out engagement on the proposals with stakeholders including boroughs, the London Cycling Campaign, Living Streets, Transport for All, 20's Plenty for Us, Sustrans, the emergency services, London Buses, TfL Asset Operations, freight and haulage associations, and others.

Following this initial engagement, speed humps were proposed for use on the Transport for London Road Network, rather than speed cushions, carefully balancing concerns of bus operators, emergency services and cyclists. It was also clarified that speed cushions are not compatible with the operation of snow ploughs on the network. Given the strategic nature of the roads concerned, TfL is obligated to clear snow from the roads during adverse weather conditions.

Action: Launch programmes to improve pedestrian safety in Peckham and Tooting town centres. Both areas have a high risk of pedestrian casualties.

Status: Ongoing

We completed our Peckham feasibility study in October 2018, which identified a number of potential interventions to create a safer and more comfortable environment for all users of sustainable transport modes in the town centre. Design work has since progressed with a view to moving to public consultation later this year or in early 2020.

In Tooting, concept designs were finalised and public consultation undertaken. We are now making design changes and these are being assessed before implementation.

Action: Implement the Safe Drive Stay Alive, scheme focusing on the behaviour of young drivers. Target 18,000 participants in 2017/18.

Status: Ongoing

The Safe Drive Stay Alive scheme targeted boroughs with the highest levels of car drivers and passengers killed or seriously injured among those aged 16 to 19. The programme's aim is to reduce road accidents, with a particular focus on teenagers who are more at risk because of their inexperience. Advice and information is given on how best to tackle safe driving.

The programme commenced in October 2018 and ran through to end of February 2019. It ran across the London Boroughs of Barking and Dagenham, Barnet, Bexley, Brent, Bromley, Croydon, Ealing, Enfield, Greenwich, Haringey, Harrow, Havering, Hillingdon, Hounslow, Redbridge and Waltham Forest.

The programme was on course to exceed 20,600 students attending (confirmation of this is subject to receipt of borough reports). The programme will undergo a full review in 2019/20 with any changes due to be implemented in 2020/21.

Action: Deliver a new one-to-one training scheme for motorcycle and scooter riders.

Status: Ongoing

We have delivered best practice training to more than 3,000 riders in the last year, including tailored service and delivery

training to more than 250 courier riders to help them feel better skilled, safer and more confident on our roads. In addition, we commissioned the Transport Research Laboratory to analyse our current motorcycle training courses and identify areas for improvement.

Action: Deliver the Children's Traffic Club, aiming for more than 103,000 participants.

Status: Ongoing

The Children's Traffic Club printed resource is distributed to 85 per cent of three-year-olds in London through nurseries, with a focus on areas of high deprivation and those from black, Asian and minority ethnic backgrounds (over-represented, as a group, in the killed or seriously injured statistics).

TfL is working in partnership with the Metropolitan Police Service, the City of London Police, Driver and Vehicle Standards Agency and other enforcement agencies to undertake a range of activities under a three-tier response to Vision Zero commitments. Tier 1 activity targets highest risk offenders, those known to drive in a manner likely to cause serious injury or death. Tier 2 is intelligence-led activity, focused on known problems – those locations, times and road-user groups identified through risk-based analysis. Operation Goldstein, which took place in 2018, allowed us to trial solutions to reduce road danger and, following its success, we have applied the same model to the high-risk locations on the road. Tier 3 activity uses highly

visible, unpredictable patrols to maximize the coverage and visibility of roadside policing and enforcement activity. This approach increases the actual and perceived likelihood of getting caught for road traffic offences.

Junior Roadwatch

The Junior Roadwatch scheme involves drivers who are caught speeding by police officers to be given the option of receiving a fixed penalty fine and points on their licence, take a speed awareness course or, if drivers are deemed suitable, speaking to the children from schools participating in the scheme. If drivers choose this option, they will receive an educational message from the children. The scheme has been rolled out across 19 boroughs during 2018.

Tackling unwanted sexual behaviour on public transport

Action: Raise awareness of how to report unwanted sexual behaviour and the reasons for doing so. Help increase the number of reports made to the police.

Status: Ongoing

The Safer Travel at Night (STaN) initiative continues to be a priority for us and our transport policing partners. Its primary aim is to improve the safety of travelling at night and has a particular focus on women's safety in taxis and private hire vehicles.

We ran an integrated communications campaign throughout December 2018 to raise awareness about the rules for

using taxis (black cabs) and booking minicabs, with the aim of reducing the use of unbooked minicabs which are illegal and unsafe.

The STaN operation in September 2018 included 797 deployments, including 122 high-visibility patrols by the Roads and Transport Policing Command, 36 stop sites and 101 night foot patrols. A total of 18,675 drivers and vehicles were checked during the operation.

Hate crime and safeguarding vulnerable adults and children

Action: Increase awareness of how to report hate crime on public transport, and the reasons for doing so.

Status: Ongoing

Operation Safer Travel for All involves TfL, British Transport Police and Metropolitan Police Service's Roads and Transport Policing Command operations throughout the year. Officers have been engaging with staff, passengers and local communities to identify and understand their concerns around hate crime, as well as promoting key messages. The latter includes leafleting, hub-based engagement (a joint TfL/police stand at priority transport locations) and direct community engagement with identified community groups.

Case study: Report it to stop it

We continue to encourage people to report behaviour that makes them feel uncomfortable.

TfL and the police services marked International Day for the Elimination of Violence Against Women, in November 2018, by reminding people to report any unwanted sexual behaviour they experienced, so that action could be taken against offenders.

TfL launched the Report it to stop it campaign in 2015, alongside the British Transport Police, Metropolitan Police Service and City of London Police, to encourage people to report any behaviour that makes them feel uncomfortable.

Since the launch of the partnership, the number of reports per year has increased by 65 per cent, with around 2,000 reports made in 2017/18.

Siwan Hayward, Director of Compliance and Policing at TfL, said: 'The International Day for the Elimination of Violence Against Women is an opportunity to remind people that we are determined to tackle sexual offences on the transport network. By reporting anything that makes you feel uncomfortable, supplying witness statements and working with police, you can help us to bring offenders to justice.'

Those who experience unwanted sexual behaviour on public transport do not always feel they will be believed or that the offender will be caught. However, each report is taken extremely seriously and one single report can be enough to catch an offender.

Frontline police officers and TfL on-street enforcement officers have received training and briefing on tackling unwanted sexual behaviour on public transport.

Detective Inspector Ashley Cooper, from British Transport Police, said: 'For too long, sexual offences on the rail network have gone unreported. We use these reports to inform our proactive patrols to try and target areas where we believe an offence is likely to occur – so we'd encourage anyone who has been a victim of unwanted sexual behaviour on a train to report it to us.'



65%

increase in the number of reports made

An eLearning course has been produced by the Directorate of Compliance, Policing and On-Street that is available to all employees. It raises awareness about what hate crime is, its impact on staff and customers, and what action to take should you witness it or be a victim.

We have been working with our staff network groups to improve understanding of what hate crime is and explain how to respond if we ever witness, experience or are told about a hate crime incident.

We are now reporting on transport-related hate crime in our quarterly crime statistics bulletin, including each of the monitored strands of hate crime for each transport mode. This reporting helps improve our transparency and accountability on tackling hate crime.

Action: Improve methods for customers to report concerns to TfL.

Status: Completed

Action: Enhance awareness of the importance of safeguarding the most vulnerable groups of customers.

Status: Ongoing

We continue to work with police partners to improve our response to safeguarding, including taking a risk-based approach across services, with particular focus on taxi and private hire issues, suicide on the roads and public transport network, rough sleeping and missing persons.

We continue to promote our Safeguarding eLearning package which has been designed for all of our employees (operational and non-operational) to give them a foundation level of safeguarding awareness.

The TfL and Thames Reach night transport outreach team continue to help rough sleepers on the transport network. We hold a regular rough sleeper's forum to ensure better coordination of our response to any rough sleeper locations across our services. TfL has also developed a new safeguarding policy statement and guidance as part of improved organisational governance arrangements, which includes a regular director-led forum.



We continue to invest in services such as Dial-a-Ride, which provide free trips for people unable to use public transport

Value for money: improving affordability

As well as being safe, secure and accessible, our network needs to be affordable

Our transport network enables people to gain access to work, training, education and a wide range of other activities. For Londoners to make the most of life in the Capital, transport must be affordable, with a transparent pricing structure – and our aim is to provide clear and consistent communication to help all customers understand our fares.

Progress against our Action on Equality commitments

Action: Introduce a Hopper fare that will provide unlimited journeys.

Status: Completed in 2018

From 2016 to 2020, we will have helped the average London household save around £200 through fares freezes. Londoners and visitors travelling by bus or tram in London will not have to pay any more than they did in 2016.

We have improved our website to make it easier to find information on fares and concessions, by showing the information customers need first and then the action they need to take. Our website's navigation has also been improved and our customer service phone line remains a low-cost number.

We introduced an expanded 'Hopper' fare, whereby unlimited bus and tram pay as you go journeys can be made within an hour of first touching in for £1.50.

We also continue to offer a wide range of free or heavily discounted concession schemes. These cover travel for many of our most vulnerable customers – young people in education, older people, apprentices and people seeking work. We continue to provide free door-to-door services such as Dial-a-Ride which provided one million free trips per year for people unable to use public transport.

In 2018/19 we also introduced:

- Functionality to allow Customer Services to send faster and easier refunds to people with contactless cards
- New functionality to deliver tickets and pay as you go top up bought online within 30 minutes. This included delivering to buses and trams for the first time
- Weekly capping on buses and trams which means that pay as you go customers never pay more than the weekly fare
- The ability to view contactless history in the TfL app
- Functionality to deliver tickets and pay as you go top up for Oyster photocard bought online within 30 minutes
- Functionality to deliver automatic and faster refunds to customers in times of significant disruption

Health: improving London's streets

We are striving to make our city a safe, inclusive and healthy place for everyone

The Mayor's Transport Strategy looks at all the ways our transport system affects people's health. The Healthy Streets Approach is in every chapter of the Mayor's Transport Strategy and underpins everything we do, making streets places where people from all walks of life choose to walk and cycle. Our vision is not only to reduce the barriers faced by older and disabled people, but also to make our city a place where active travel is easy, appealing and accessible to all.

We must also improve air quality, and enhance the accessibility and appeal of our streets, and the creation of a healthy, safe and inclusive city for everyone who lives in London. We know that air pollution disproportionately affects more deprived areas of London.

Progress against our Action on Equality commitments

Active travel

Action: Help Londoners include 20 minutes of walking or cycling in their day, and encourage people to choose public transport and active travel over private car use.

Status: Ongoing

We continue to deliver our Walking Action Plan and launched our Cycling Action Plan in December 2018, setting out our ambition to make cycling a fundamental

part of our city, so that everyone who wants to cycle in London is able to do so confidently and comfortably. This will make the city more accessible for everyone, including the many people who rely on cycling for their mobility.

We are supporting London's boroughs to deliver Healthy Streets on parts of the network under their control, with dedicated Healthy Streets Officers in each borough who will take up their roles later in 2019.

In 2019, we developed our Active People Plan to ensure all Londoners can enjoy the benefits of active and sustainable travel. Our aim is that all Londoners achieve 20 minutes of active travel every day.

In January 2019, TfL announced 30 new local community projects which would receive Cycling Grants across the Capital. The winning projects range from schemes training young people in bike maintenance, encouraging women working in hospitals to cycle, training for young offenders to become bike mechanics, cycling groups for disabled and homeless people, and a cycle training and maintenance project for the Hindu Bengali community.

Finally, we drafted the London Walking Design Guidance which will be published in 2020 and sets out recommendations on how to embed inclusive design

principles within a project lifecycle. The document will highlight the need for street designers to prioritise vulnerable road users by considering their specific needs, particularly children, older people, and those with visual, mobility or cognitive impairments.

Air quality

Action: Continue to deliver five Low Emission Neighbourhoods schemes.

Status: Ongoing

In 2018/19, we worked with the GLA to deliver the first phase of the Ultra Low Emission Zone, which has already decreased the proportion of the most polluting vehicles on London's streets.

In 2018/19, we continued to deliver Low Emission Neighbourhoods in London's boroughs, as part of the Mayor's Air Quality Fund. These Low Emission Neighbourhoods are currently transforming five areas in London across eight boroughs, helping to improve air quality and the health and wellbeing of local communities. The neighbourhoods include areas in Barbican, Greenwich town centre, Hackney, Ilford Garden Junction, Islington, Marylebone and Tower Hamlets.

The Mayor announced on 7 June 2019 that four more Low Emission Neighbourhoods will be funded across four boroughs in

the areas of Becontree Heath, Camden, Stoke Newington and Walworth.

Action: Introduce more hybrid and fully-electric buses. By 2020, all double-deck buses will be electric or hydrogen (nearly half the fleet).

Status: Ongoing

Since 2017, we have delivered 10 Low Emission Bus Zones and a further two will be launched by the end of 2019, helping to tackle the worst pollution hotspots by concentrating cleaner buses on the dirtiest routes (outside central London). We currently have more than 150 zero emission buses in the fleet and this will increase to more than 200 by the end of the year. We continue to introduce new buses into the fleet and upgrade mid-life buses to meet Euro VI emission standards. By October 2020, the entire bus fleet will meet Euro VI emission standards or better.



Our workforce must be reflective and representative of London's diversity

Workforce diversity and inclusion

Working to ensure our organisation represents the diversity of London

We know that we are more likely to succeed in delivering on our commitments to customers if we are able to recruit a workforce that is representative, at all levels, of the city we serve – but only if this diversity is harnessed through inclusive leadership, cultures, systems and behaviours. Our belief in this is made clear in our scorecard measures, which includes:

- Improving the inclusivity of our workplace, as measured by our staff engagement survey's inclusion Index
- Improving the overall representation of our organisation
- Improving the representation of our senior management

Our senior leaders' performance award will continue to rely on progress in meeting our scorecard targets. It sees us place diversity and inclusion on the same footing as our other priorities, including safety, reliability, customer satisfaction and finances.

Our approach to our workforce diversity and inclusion issues is evidence-based and is founded on the latest developments in the sector, including the use of behavioural science, to establish more confidently what works. Maturing our approach in this area means focusing on diversity of thought, background and experience, as well as continuing to address issues of under-representation, inequality and discrimination.

Our structure

At the start of 2018/19, our organisational structure consisted of the following services: Streets, London Buses, Rail, London Underground, Elizabeth line, Other operations, Major projects, Commercial Development and Professional services. While the structure changed during the year, for the sake of comparisons with the previous annual report we have left the structure as was. We will update this for the next report.

Streets

Streets is made up of areas responsible for Congestion Charging, roads, traffic signals, walking and cycling.

London Buses

Responsible for managing our bus operations.

Rail

This consists of all areas responsible for the DLR, London Overground and Trams directorates.

London Underground²

Responsible for managing the 11 lines and 270 stations of the Tube network. Most of our operational employees work in this business area, representing 72 per cent of the total workforce.

Elizabeth line

All staff who work in TfL Rail, which will become the Elizabeth line when services launch through central London.

Other operations

All staff who work in the Dial-a-Ride, London River Services, Taxi and Private Hire, Santander Cycles, Victoria Coach Station and the Emirates Air Line.

Commercial Development

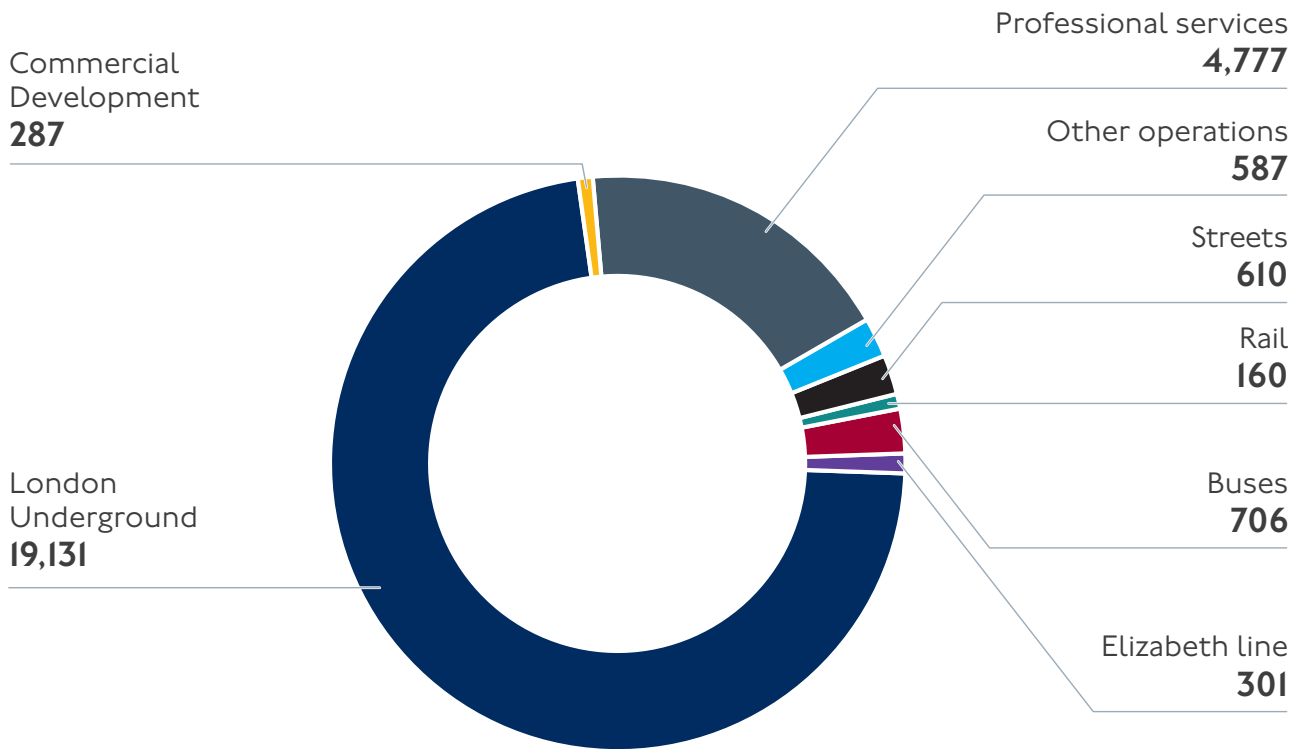
Responsible for generating non-fares revenue, covering commercial partnerships, advertising, and retail and property development.

Professional services

This part of the organisation is responsible for corporate policy, strategy and TfL-wide services. It consists of the following directorates: finance, general counsel, human resources, IT, planning, customers, communications and technology.

² In 2018/19, around 2,500 London Underground maintenance employees that used to be a third party were transferred to the standard TfL employee database. While this company had been incorporated under TfL many years ago, they used a separate employee database with different requirements and external payroll supplier, which meant including their employees in this report was not possible until requirements were standardised

Figure I: Number of TfL employees broken down by service



Workforce diversity

Gender³

The percentage of women in TfL increased from April 2018 to March 2019 from 23.3 per cent to 23.7 per cent. Although 140 women left, there was a larger ratio of male leavers, at 923.

Commercial Development has the highest percentage of women within the organisation, at 42 per cent. The number of both male and female employees increased on last year, but females rose by nine per cent, while males only went up by seven per cent, increasing the female percentage from 41.2. London Underground has the lowest percentage of women within the organisation, at 18.4 per cent, and we know that occupational segregation and historic recruitment patterns influence this figure in a workforce with low turnover.

Our Streets team saw the biggest percentage increase in the representation of women, with an increase of 1.3 per cent since 2017/18. The representation of women was 27.9 per cent in 2018/19 compared to 26.6 per cent in 2017/18.



Age

Within our workforce, 94.5 per cent of employees are aged between 25 and 64. In London as a whole, 86 per cent of the working population falls between these ages. Year-on-year, this representation

has risen from 94.2 per cent in 2017/18 to 94.5 per cent in 2018/19. When comparing London's working population and our workforce, the under-represented groups still remain those aged 16 to 24 and those over 65.



Ethnicity

Of our employees, 82.7 per cent answered our question about their ethnicity. From this, we know that employees from black, Asian and minority ethnic communities represent 30.6 per cent of our workforce, white employees 52.1 per cent, and 17.3 per cent of our employees preferred not to say or their ethnicity is not known.

Commercial Development and Buses have the highest ethnicity declaration rate at 85.9 and 85.8 per cent respectively. Buses also has the highest number of employees from black, Asian and minority ethnic backgrounds, at 36.8 per cent.



Disability

Disabled people make up 2.2 per cent of our workforce, an increase of 0.4 per cent from last year. Commercial Development has the highest percentage of disabled employees, at 5.6 per cent, while London Underground and the Elizabeth line have the joint smallest percentage of disabled employees at 1.7 per cent, although the percentage of disabled employees has risen in both of these areas from 1.4 per cent in 2017/18.



2.2%

of employees declared they have a disability

Sexual orientation

Of our employees, 3.1 per cent stated that they are lesbian, gay, bisexual, or other sexual orientation (excluding heterosexuality). This has increased by 0.6 per cent from the previous year, with declaration rates increasing by 8.2 per cent as well. Commercial Development has the highest percentage at 5.9 per cent, while the Elizabeth line has the lowest representation at 2.3 per cent.



3.1%

of employees have declared they are not heterosexual

Faith or belief

Within our workforce, 46.5 per cent of employees declared that they have a faith or belief, which is 8.2 per cent higher than the previous year. The percentage of employees who have chosen not to share this information is 53.5, with 23.1 per cent of employees declaring they are Christian, the largest represented faith or belief group and, at 14.1 per cent, employees with no faith or belief are the second largest group. The remaining 9.3 per cent have declared they have a faith or belief that is not Christian. Professional services has the largest number of employees who declared they had a minority faith or belief at 12.3 per cent, up from 10.6 per cent last year. The largest increase in the number of employees declaring they had a minority faith or belief was in Other operations, which rose by 3.1 per cent.



9.3%

of employees declared they have a minority faith or belief

³ We recognise that some trans people will prefer to identify as a man or a woman without the 'trans' qualifier

Table I: Employee minority and majority groups

Total minority⁴ employees	2017/18	2018/19
Women	6,444	6,304
Black, Asian and minority ethnic	7,302	8,126
Disabled	510	580
Minority faith/belief	1,956	2,466
Not heterosexual	683	825
25-64 years old	1,600	1,451
Total	27,640	26,577

Minority employees (%)	2017/18	2018/19	Variance
Women	23.3	23.7	+0.4
Black, Asian and minority ethnic	26.4	30.6	+4.2
Disabled	1.8	2.2	+0.3
Minority faith/belief	7.1	9.3	+2.2
Not heterosexual	2.5	3.1	+0.6
25-64 years old	5.8	5.5	-0.3

Majority employees (%)	2017/18	2018/19	Variance
Men	76.7	76.3	-0.4
White	50.1	52.1	+2.0
Not disabled	43.3	50.4	+7.1
Christian, agnostic, atheist	31.2	37.2	+6.0
Heterosexual	37.0	44.6	+7.6
25-64 years old	94.2	94.5	+0.3

More detailed tables in the appendix show six of the protected characteristics, as defined in the Equality Act 2010, broken down by our different departments.

⁴ 'Minority' on our data tables has been defined by looking at which groups have historically experienced bias, discrimination, under-representation or additional barriers. While these groups are in the mathematical minority (eg they represent less than 50 per cent of staff) across TfL as a whole, they may be the mathematical majority in a few areas of the business. For example, women make up more than 50 per cent of HR, but are still classed as the minority group for the gender characteristic



82.7%

of employees have declared an ethnicity



46.5%

of employees have declared in the faith or belief characteristic



52.5%

52.5% of employees have declared a disability



47.7%

of employees have disclosed a sexual orientation

Table 2: Disclosure rates (%)

	2017/18	2018/19
Ethnicity	76.5	82.7
Disability	45.1	52.5
Faith/belief	26.7	46.5
Sexual orientation	39.5	47.7

Improving and sharing diversity data

The diversity and inclusion team ran a disclosure campaign from September 2018 to May 2019, which used a behavioural science approach and randomised control trial to identify the best way to request our diversity data. In the initial trial, a target response rate of 20 per cent was set, with 35 per cent of employees having updated one or more of their diversity characteristics by the time the campaign closed.

The campaign was then rolled out across all employees, including posting 12,000 questionnaires to operational staff, 22 per cent of whom completed their data. As a result of the campaign, we now have much better diversity data on which to base our decisions and actions to tackle inequalities.

Diversity and inclusion dashboards and One Stop Shop

Launched in March 2018, our quarterly diversity and inclusion dashboards now provide more than 60 of our senior managers with a richer picture of employee outcomes for a number of characteristics covered by the Equality Act. Those managers are now supported with a new One Stop Shop, with the tools needed to target diversity and inclusion activity in a way that will improve dashboard metrics.

Recruiting a diverse workforce

Every year, thousands of people apply for roles at TfL. In 2017/18, we had 87,036 internal and external applications. This number rose to 101,641 in 2018/19. The appendix provides details of applicant diversity for both these years, broken down by business area.

Last year was a particularly busy year in terms of hiring. A number of our business areas that had high volumes of vacancies following organisational change, and required predominately science, technology, engineering, and mathematics (STEM) skills.

We made sure that our related communications materials were inclusive, and guarantee that our messaging around hiring reached the intended target audiences. We also continue to promote the use of diverse interview panels and ensure that hiring managers have undertaken

unconscious bias training. Following a successful trial of anonymised shortlisting, we have been working through the procurement and systems integration needed to roll this out everywhere. We have experienced positive outcomes in hiring across each of the named directorates, as a result.

Finance

By focusing our approach and making sure our advertising was gender balanced, we were able to hire 54 people for the newly transformed Finance directorate, with 35 per cent of these were women and 33 per cent were black, Asian or ethnic minority. Hiring of senior employees was particularly successful, with 53 per cent of hires being women.

Tech & Data

By ensuring our recruitment collateral was inclusive, we were able to hire 338 people into the newly transformed Tech & Data department. By working with diverse partner groups and by hosting a series of inclusive events, we were able to hire 46 per cent black, Asian and minority ethnic people as well as 34 per cent women.

Engineering

We formed a newly centralised Engineering function, and were able to create a vision and related messaging that was future focused, diverse and inclusive. This messaging was shared through specifically designed channels for maximum exposure. By ensuring

advertising was gender balanced and focus assessment on potential and capability, we were able to hire 80 people in to this department. Our efforts to partner with online diversity groups resulted in 32 per cent of hires from black, Asian and minority ethnic backgrounds and 23 per cent women.

Hiring of women

When we remove those that chose the 'prefer not to say' option, 28.4 per cent of all applications were from women. Using the same methodology, 27.4 per cent of all shortlisted people, and 36.6 per cent of those hired, were women. The aspiration of 46 per cent was not achieved at any of these stages in the recruitment process.

Hiring of black, Asian and minority ethnic employees

When those who 'prefer not to say' are removed, 59.4 per cent of all applications, 62.7 per cent of all shortlisted candidates, and 39.4 per cent of applicants hired were from black, Asian and minority ethnic communities.

The applicants and hires have dropped since last year, but our aspiration is to match London's black, Asian and minority ethnic economically active population of 36 per cent, and this has been achieved. The percentage of black, Asian and minority ethnic declared applicants who are shortlisted has also increased.

* TfL's aspiration is to be as diverse as the economically active population of London. This line represents that population figure

Figure 2: Year-on-year comparison of applications by female candidates across different stages of the recruitment process (%)

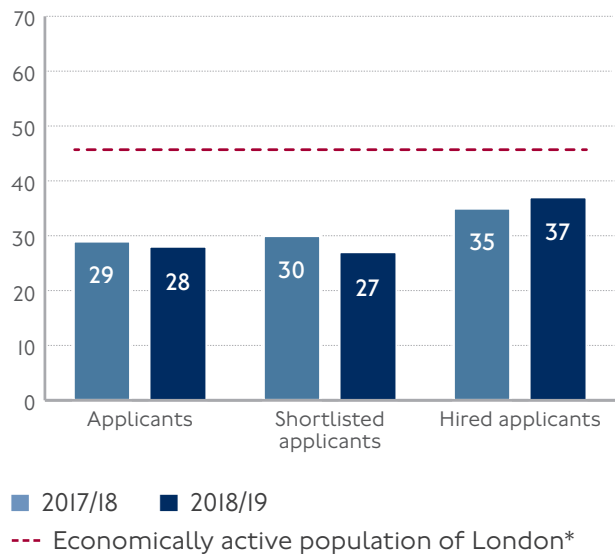
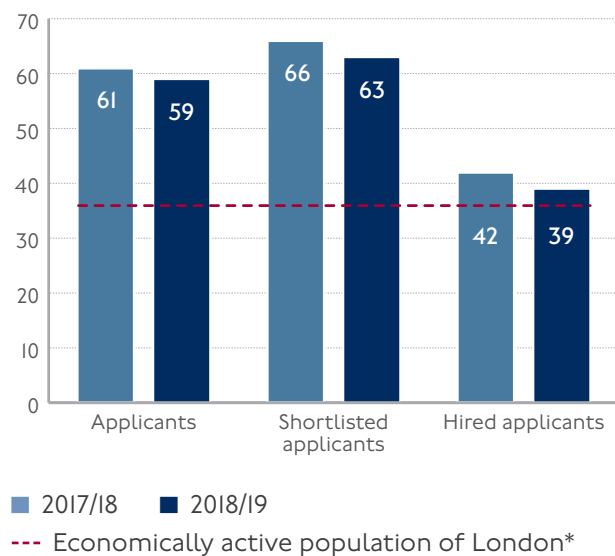


Figure 3: Year-on-year comparison of applications from black, Asian and minority ethnic candidates across different stages of the recruitment process (%)



Hiring of disabled employees

When we remove those who ‘prefer not to say’, 3.6 per cent of all applications, 3.6 per cent of all shortlisted candidates, and 7.5 per cent of those hired were disabled. This is significantly lower than the 11 per cent of the London working population that is disabled, but we have made good progress this year in attracting disabled applicants.

Hiring of lesbian, gay, and bisexual employees or those with other sexual orientation (excluding heterosexual)

When the ‘prefer not to say’ representation is removed, 5.4 per cent of all applications, 6.7 per cent of all shortlisted candidates, and 7.4 per cent of those hired were from the lesbian, gay and bisexual and other group. Of those hired, 0.9 per cent were lesbian, four per cent were gay, 2.2 per cent were bisexual, and 0.5 per cent were from the other group. This is higher than the current TfL workforce (3.1 per cent), even when ‘prefer not to say’ responses (6.5 per cent) are removed. It is also higher than the London working population (5.1 per cent).

Hiring of employees with a minority faith or belief

When applicants who ‘prefer not to say’ are removed, 31.6 per cent of all applications, 34.8 per cent of all shortlisted candidates, and 19.3 per cent of those hired were from a minority faith or belief group – Jewish, Buddhist, Sikh, Hindu, Muslim and other. This is slightly

lower than the 20 per cent current workforce representation (if the ‘prefer not to say’ applicants are removed), and also lower than the higher than the 22 per cent representation within London’s working population.

Operational recruitment

Teams in Diversity, Inclusion and Operational Culture and Recruitment worked together to boost people’s confidence to apply for a new role, while reducing perceived barriers that might stop colleagues from moving into a different job. Their efforts proved successful with an increase in colleagues from all backgrounds applying for new positions. The teams started working together last summer to implement a new strategy for the latest round of applications, which opened in November. The recruitment drive targeted three roles: customer service manager, trains maintainer and service operator with great results.

Service operator applications increased by 134 per cent, from 436 in November 2014 to 1,020 in November 2018. Within the campaign there was a 5.3 per cent rise in the number of women applying. There was also a 12.3 per cent rise in the number of candidates from black, ethnic and minority backgrounds applying for customer service manager roles. In addition there were 1,885 applications for trains manager roles in compared to 1,463 in 2017.

* TfL’s aspiration is to be as diverse as the economically active population of London. This line represents that population figure

Figure 4: Year-on-year comparison of applications by disabled candidates across different stages of the recruitment process (%)

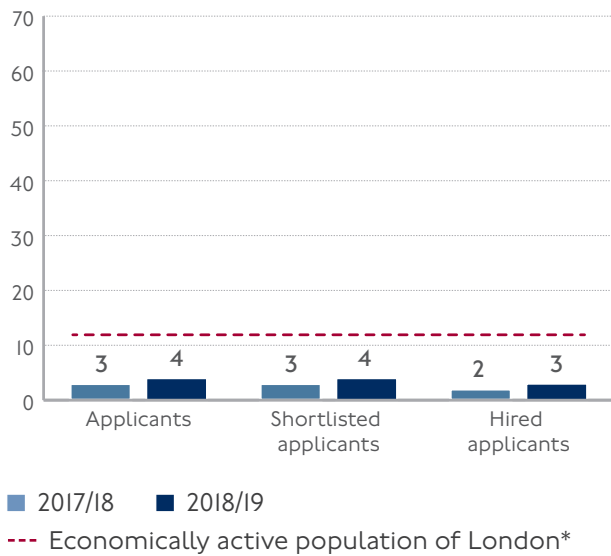


Figure 5: Year-on-year comparison of applications by lesbian, gay, and bisexual candidates across different stages of the recruitment process (%)

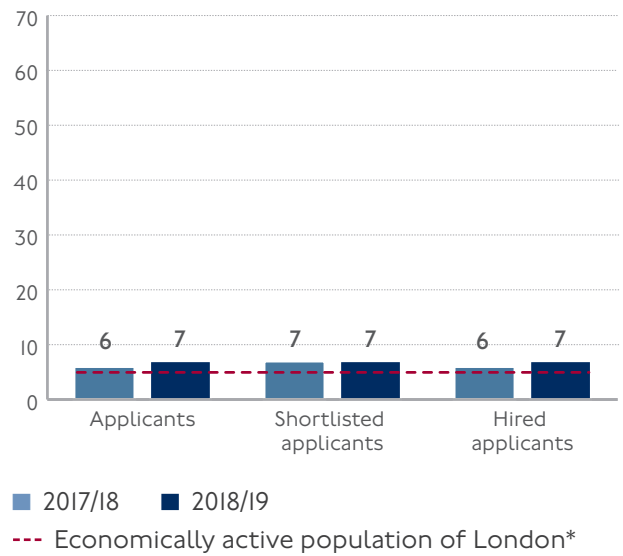
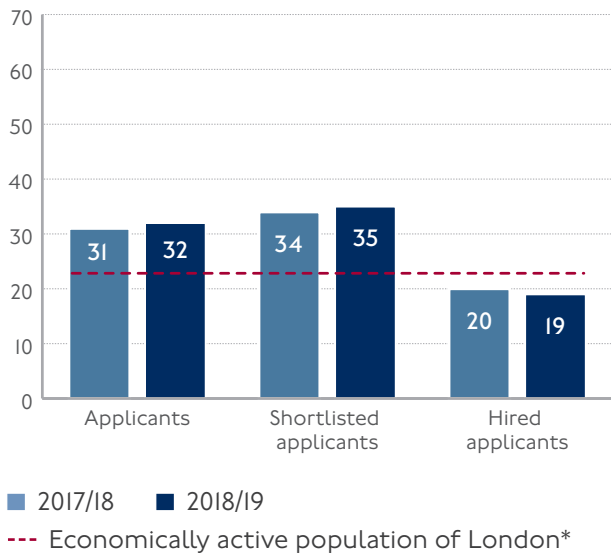


Figure 6: Year-on-year comparison of applications by candidates declaring a faith or belief, across different stages of the recruitment process (%)



Senior management diversity

Our approach

It is important that our senior management is just as diverse as our organisation itself. Our strategic people agenda has been designed to enable TfL to achieve its goals and enhance the diversity of its leadership, particularly at Band 5 and above.

Our Talent Acquisition team is vital in recruiting and developing senior level diversity, and creating a pool of transformational leaders while ensuring our workforce reflects the diversity of the city we serve. Success includes industry recognition in the form of awards (the Best Diversity Executive Search Strategy with the In-house Recruitment Network Awards) and invitations to speak at peer-to-peer networking events.

We have worked hard to improve our recruitment strategies for external executive candidates, aligning our messaging to our employee value proposition and making better use of social media, including targeted searches via LinkedIn, the professional and career development network.

We have also used our award-winning 'Core, Close and Creative' model to bring different senior level talent to the table. This model helps us target talent outside of our industry to bring in diversity of thought, approach and experience. It also places a greater emphasis on the soft skills needed for leadership roles, including role modelling great behaviours and values.

We have also improved our ability to search internally and have run a number of trials to best identify hidden internal talent through our campaign planning. This is starting to yield some excellent results and engagement from our leaders, helping ensure we have the right talent, in the right place, at the right time.

We've linked our internal recruitment strategy to our Maximising Potential performance management system and then reached out to talent based on their readiness for a lateral or promotional move.

We have been supporting our internal talent to prepare for interviews through our internal communication channels, such as Yammer. We ran four sessions with our Women’s Staff Network Group on the themes of ‘project you’ and ‘making yourself brand fit’, driving change at a grassroots level across the organisation. These sessions are boosting confidence and we’re seeing great engagement with practical help on how you smash the glass ceiling, painting the ideal leadership portrait and taking accountability for personal career development. We plan to build on this approach with our BAME Staff Network Group for 2019/20.

1%

increase in women within senior management between 2017/18 and 2018/19



Table 3: Protected characteristics of senior employees in Band 5+ (%)

	Total	
	2017/18	2018/19
Male	72.9	71.9
Female	27.1	28.1
16 – 24 Years	0.0	0.0
25 – 34 Years	2.1	2.3
35 – 44 Years	29.3	28.5
45 – 54 Years	50.4	50.0
55 – 64 Years	17.5	18.4
65+ Years	0.7	0.8
White	74.6	82.0
Black, Asian and minority ethnic	8.2	6.3
Unknown	17.1	11.7
Not disabled	61.8	73.4
Disabled	2.1	2.0
Unknown	36.1	24.6
Buddhist	0.0	0.0
Christian	33.9	39.8
Hindu	0.7	0.8
Jewish	1.8	2.0
Muslim	0.7	0.0
Sikh	0.4	0.4
Other	2.9	2.0
None	20.4	23.8
Unknown	39.3	31.3
Heterosexual	59.6	66.4
Not heterosexual	3.2	3.9
Unknown	37.1	29.7

The aim is for the minority groups for each protected characteristic to be represented at senior management level at the same rate as the economically active London population for each group.

Results

Figure 7 to 12 show the conversion rates for senior management roles, from application to hiring, for the minority groups for each protected characteristic. This includes the decrease between application and shortlisting, and then from shortlisting to hiring. The aim is for these to be at the same rate as the economically active London population for each group. For example, the economically active number of women in London is 46 per cent, so the aim is for 46 per cent of applications to be from women. While the figures are close for a few characteristics, the group of 250 people at Band 5 and above is still not as diverse as we would want it to be. We know that our progress in this area is impacted by issues of occupational segregation – ie the choices that different groups make about their career choices tend to be heavily influenced by wider social pressures and biases.

Hiring of women into senior management roles

Figure 7 shows us that women are not applying for roles at a rate that matches their representation in London's economically active population – 23 per cent compared with 46 per cent. Women are more likely to be shortlisted than men, given that 32.4 per cent of those shortlisted are women and even more, 33.3 per cent, are likely to be appointed. This tells us that we need to focus our attention on attracting more female applicants to senior roles, as the women who do apply progress well through our selection processes.

Hiring of black, Asian and minority ethnic applicants into senior management roles

We are acutely aware that the level of black, Asian and minority ethnic representation at a senior level is too low, as seen in Figure 8, and that the rate of applications (27 per cent) converted to recruitment (4.8 per cent) is not sufficient. We will be focusing on this for the years ahead, including using our behavioural science innovation lab to better understand what interventions work to help black, Asian and minority ethnic candidates overcome barriers in the selection process.

Figure 7: Senior level recruitment conversion rates for female applicants (%)

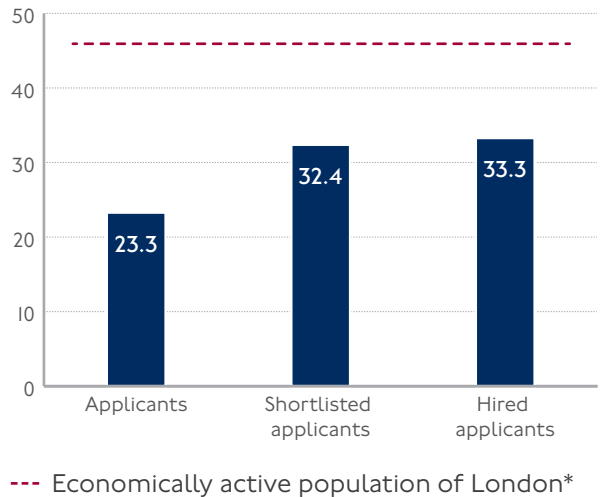
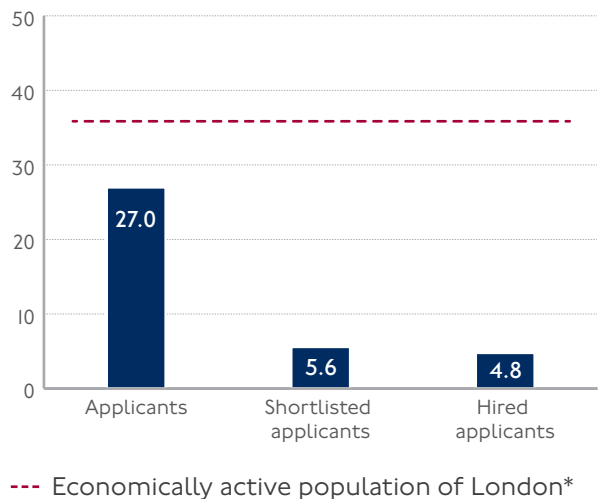


Figure 8: Senior level recruitment conversion rates for black, Asian and minority ethnic applicants (%)



* TfL's aspiration is to be as diverse as the economically active population of London. This line represents that population figure

Hiring of disabled applicants into senior management roles

Figure 9 indicates where we need to take action on the recruitment of disabled staff at a senior level. We can see that, while only 7.1 per cent of applications are from disabled people, this increases to 9.9 per cent at shortlisting stage. At present, none of our senior leaders are disabled. While we know that this may be an issue of disclosure, ie staff choosing not to share this information for a variety of reasons, we also need to look at the potential barriers that exist within our selection and interview processes, as this is the point with the greatest decrease.

Hiring of applicants with a minority faith/belief into senior management roles

Figure 10 shows the conversion rates for groups with a minority faith or belief. These mirror the conversion rates of black, Asian and minority ethnic applicants. So, while 16.2 per cent of our applications are from those with a minority faith or belief, only 4.8 per cent of those in senior leadership roles tell us they have this protected characteristic. We are confident that we will make progress in this area as we prioritise work to ensure that our selection processes are more inclusive.

Hiring of non-heterosexual applicants into senior management roles

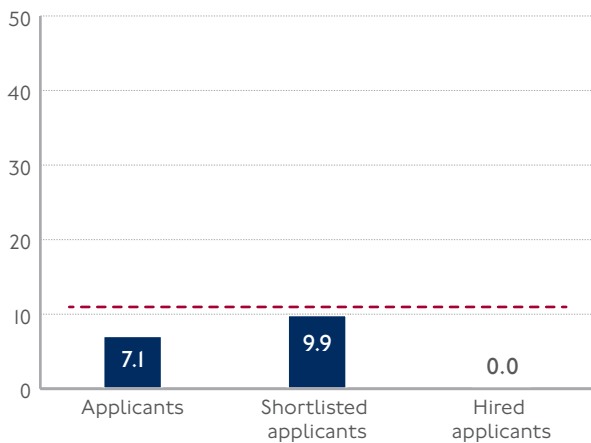
Figure 11 shows the progress made in the conversion rates of our lesbian, gay and bisexual applicants, which closely mirrors the rate of London's economically active population, and representation stays consistent throughout the recruitment process. This area is therefore not a priority for intervention at present, although any efforts to design and deliver a more inclusive selection process will benefit everyone.

Hiring of applicants under 25 or over 64 into senior management roles

Figure 12 shows that younger and older Londoners are under-represented in senior management. For younger applicants, this can be explained by the fact that it takes time to acquire the skills, knowledge and experience needed for such roles. Applicants over 65, on the other hand, will have to take their retirement plans into consideration. However, we will continue to ensure that our selection processes are as free of bias as possible and that our approach to flexible working enables applicants to make career choices that work best for them.

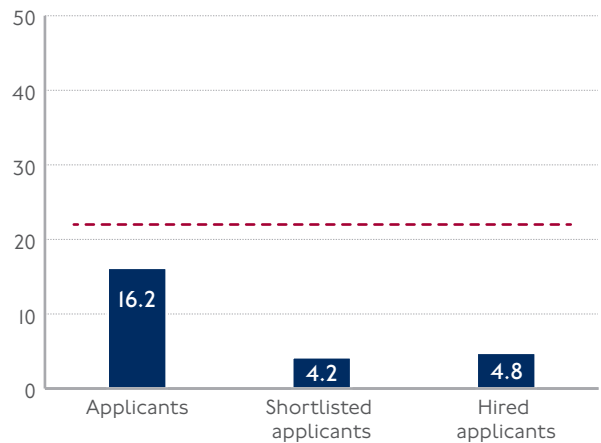
* TfL's aspiration is to be as diverse as the economically active population of London. This line represents that population figure

Figure 9: Senior level recruitment conversion rates for disabled applicants (%)



--- Economically active population of London*

Figure 10: Senior level recruitment conversion rates for applicants with a minority faith/belief (%)



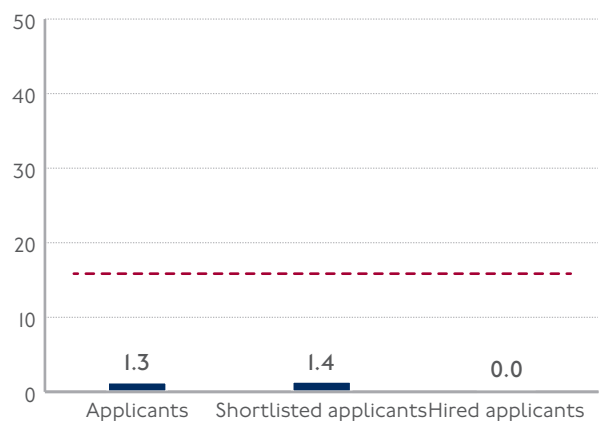
--- Economically active population of London*

Figure 11: Senior level recruitment conversion rates for non-heterosexual applicants (%)



--- Economically active population of London*

Figure 12: Senior level recruitment conversion rates for applicants under 25 or over 64 (%)



--- Economically active population of London*

Our pay gaps

The Ethnicity and Gender Pay Gap reports were published in March 2019.

Gender pay gap

Government regulations mean we calculate our pay gap in two ways to give the clearest possible picture:

- The mean shows the difference in average hourly pay between men and women
- The median shows the difference between the middle-paid woman and the middle-paid man at TfL


The mean pay gap summarises the overall pay of men and women, but it can be skewed by a small number of high or low earners in the group. The median gives a good idea of how much a typical man and woman at TfL is paid.

Our overall gender pay gap in March 2018 was 21.5 per cent (median) or 10.3 per cent (mean). The mean pay gap is less than the median because, while a greater proportion of women fall into lower paid roles, the higher earnings of those in leadership roles bring the average up.

Our gender pay gap is a result of proportionally fewer women in higher paid senior roles, and proportionally more men in operational roles that are higher paid than other roles at a similar level (owing to shift and unsocial working allowances). An increase in senior management representation, in particular, has contributed to a small decrease in the mean gender pay gap (down from 10.7 per cent last year).

There are also fewer women in the transport and engineering sector as a whole. While our employees work across sectors from engineering to marketing, and customer service to technology, the majority of our jobs are in science, technology, engineering and maths disciplines and operational areas, which still tend to attract more men than women.

 **21.5%**
lower for women (median)

10.3% 
lower for women (mean)

Ethnicity pay gap

Forty per cent of Londoners are from black, Asian and minority ethnic backgrounds, and 36 per cent of economically active Londoners are from these communities. At TfL in March 2018, 26.4 per cent of our workforce was from black, Asian and minority ethnic communities, with only 13.8 per cent represented at senior management levels.

Our overall ethnicity pay gap result is 9.3 per cent (median) or 10.7 per cent (mean). As with the gender pay gap, the calculations have been in line with government regulations in two ways, to provide the clearest possible picture.



While our employees work across sectors from engineering to marketing, and customer service to technology, the majority of our jobs are in science, technology, engineering and maths disciplines and operational areas, which still tend to attract more men than women.



We are focused on attracting and selecting diverse candidates with the skills to succeed in our organisation

Employability and School Skills Programme

School Skills Programme

Our School Skills Programme was first launched in 2015, driven by us, our supply chain and industry partners to anticipate the need for uncommon skills. We aim to raise the profile of these scarce skills in our industry careers, and partner with schools to provide opportunities to the appropriate age groups, using activities which deliver impact and value for money.

The programme aims to increase the number of under-represented groups to our scarce skills fields, specifically the lack of girls pursuing science, technology, engineering and maths subjects at school and engineering as a career. It also looks for meaningful opportunities for our people to develop skills they can apply within the workplace and which can help graduates and apprentices become future leaders. Finally, it helps us to deliver the Mayor's Education Strategy and contributes to our Schools and Young People Delivery Group.

The objective of our schools skills team is to build awareness of careers in engineering and the transport industry among young people, and to support their key influencers with current information.

We engage with young people through various initiatives during the academic year and support our partners in their initiatives too. Some of the resources that support this include our apprenticeship and graduate recruitment teams, London Transport Museum and our Supplier Skills Team.

We support Skills London and various multi-borough careers fairs and the National Careers Advisors London event to enable young people and their parents, teachers and careers advisors to meet with our employees and discuss career options within TfL. These events widen our reach to schools and signpost students to the teams within TfL that are best placed to support their career options – such as the apprentice and graduate recruitment team and the Steps into Work programme.

Fifteen TfL insight days were developed in various areas of the business including technology and data, schedule compiling and health and safety. These events enabled 160 Key Stage 4 pupils from schools in six target boroughs to spend a day engaging in work-related activities designed to introduce them to different ways of exploring careers and challenge their stereotypes of science, technology, engineering and maths careers within our organisation.

This deeper school engagement also promoted our apprenticeships and graduate schemes, encouraging additional school participation to our Schools Challenge (for Year 12 students) and Inspire Engineering (for Year 8 and 9 students) initiatives. Feedback was extremely positive from the volunteers who ran the events and the participants.

In 2019, with the Enjoyment to Employment programme, we will have reached more than 50,000 children and young people through initiatives which turn childhood enthusiasm in transport into careers in the industry. This is possible thanks to the support of Costain, Bombardier, Telent Technology Services, Mastercard and Siemens. Each of these supporters is giving their time, expertise and financial support towards the programme. In return, the London Transport Museum is working with these supporters to meet their corporate social responsibility and business needs.

In 2018/19 we reached more than 500 education institutions including primary and secondary schools, and further education colleges. Our School Skills programme of activities continues to grow and align to our Early Careers Recruitment engagement to address under-representation and scarcity of key skills, as well as to enable social mobility.

Activities included World's First Underground primary school sessions, introducing children to the challenges our engineers face to keep our network working. Primary school activities are designed to challenge gender stereotypes and engage girls and boys in science, technology, engineering and maths from a young age.

Highlights this year include our innovate schools challenge which had the highest number of girls' schools entering to date. Of the 11 girls' schools, two made the final four and the Mind the Girls team from Northwood College won this year's competition. This year also saw the participation of a Special Education Needs School for the first time.

Route into Work

This is a short pre-employment course for 16 to 25-year-olds in London to help bridge the gap between skills shortages in the transport industry and an untapped pool of young, fresh and enthusiastic talent. Delivered by the London Transport Museum in conjunction with up to 83 referral partners, we worked together to support and prepare young people from the Not in Education, Employment, or Training demographic for our apprentice application process. At the end of February 2019, we had 29 young people enrolled on the programme. Forty out of 58 participants made a positive progression, yielding a 68.9 per cent positive progression rate in 2018/19.

Steps into Work

This is a one-year work experience programme for adults with learning disabilities or those on the autistic spectrum. In 2018/19, the programme was delivered as a partnership between us, Remploy and Barnet and Southgate College.

Steps into Work enables individuals with learning disabilities to gain real work experience which can be incorporated on their CV, as well as learn new skills and increase their knowledge. It aims to bridge the gap between education and employment for this group, who are under-represented in employment compared with other people with disabilities. Each year since 2009, between 10 and 12 students are recruited for the programme.

In December 2018, we celebrated 12 students successfully completing the Steps into Work programme. The Commissioner, Mike Brown MVO, congratulated the students on their achievements and presented them with their certificates at an event in Stratford.

Support for the students continues after the programme and, by December 2018, six of the 12 students who completed in December 2017 (the most recent year for which employment figures are available) had achieved paid employment including four as Customer Service Assistants on the Underground.

In 2019, with the Enjoyment to Employment programme, we will have reached more than 50,000 children and young people through initiatives which turn childhood enthusiasm in transport into careers in the industry.

Apprentice and graduate recruitment

Apprentice hire

We ran five flagship events in order to reach out to the most deprived and diverse areas of London, and raise awareness of our apprenticeships. We organised an apprenticeship launch event to promote our Level 4, 5 and 6 apprenticeships, and a second event solely for Level 3. Overall, we met approximately 500 students and parents at these events.

We also worked with three of the most deprived boroughs in London (Newham, Tower Hamlets and Haringey) to host tailored events with these boroughs. We delivered presentations to promote our early careers opportunities as well as workshops taking candidates through the different stages of our recruitment process. As a result, we received 42 applications from Newham, 68 from Tower Hamlets and 24 from Haringey. This was a significant increase on the previous year's engagement with these communities.

In January 2019, we used our Route into Work programme as a specific pipeline into our apprenticeship programmes. We also reviewed and changed our youth brand and apprenticeship website in preparation for our 2018/19 campaign.

Our new brand, The Next Move, was launched and played a key part in increasing the diversity profile of the pool of candidates applying to our apprenticeship schemes. We replaced the imagery used previously, which included trains, tracks and TfL infrastructure, with images that more directly represent our apprentices and the culture of the organisation. This included a significant increase in our black, Asian and minority ethnic apprentices featuring in images and in content on the site.

We also decided to feature imagery of our female apprentices to represent our engineering and technical roles. Additional new content included case studies detailing the experience of TfL apprentices with quotes and testimonials, which featured prominently on the website. This plays a key role in attracting women into careers around science, technology, engineering and maths skills, and resulted in a significant increase in engagement on our apprenticeship microsite.

The microsite is the second most popular across all TfL websites with approximately 8,000 unique devices visiting per month. Three quarters of visits to the site click on the content, which indicates that it is engaging and encouraging.

Figure 13: Intake of apprentices, broken down by gender (%)

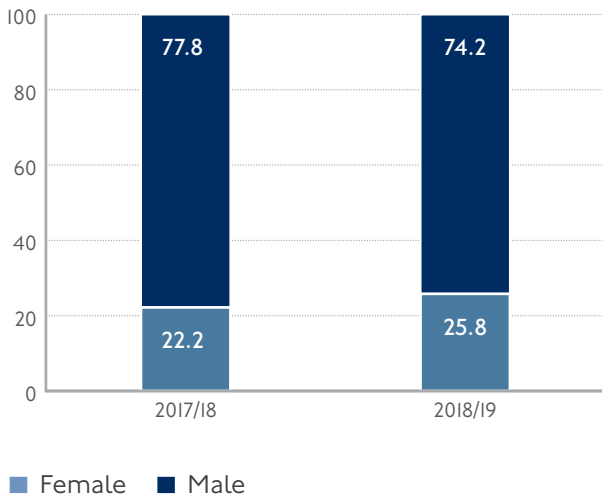


Figure 14: Intake of apprentices, broken down by ethnicity (%)

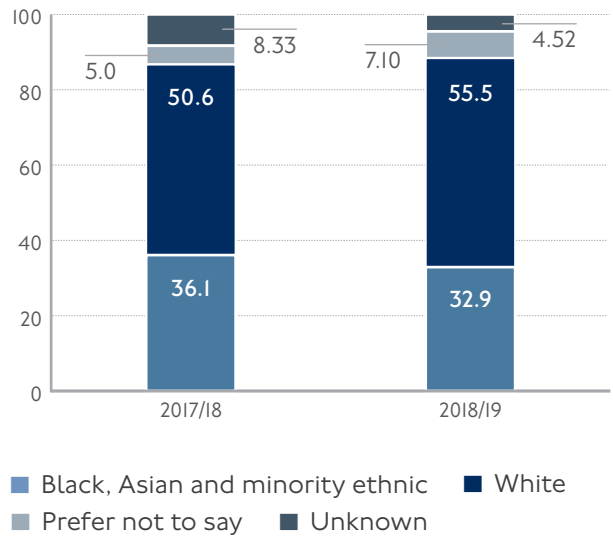
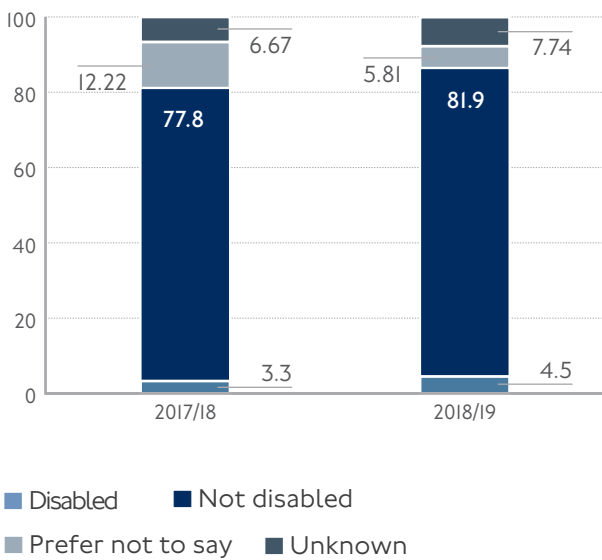


Figure 15: Intake of apprentices, broken down by disability (%)



By clearly showing a diverse workplace through written and visual content, candidates from these backgrounds are more likely to see themselves as potential TfL recruits.

After conducting a review and evaluation of our processes, it was decided to remove the mechanical and ability aspects of online tests for all schemes, as these can potentially hinder social mobility and may not necessarily be an indicator of good performance once in the role. Candidates are now being assessed purely on potential and motivation.

Graduate hire

We work with universities to promote our graduate vacancies in two ways – on-site visits such as careers fairs and online advertising using the university, careers site job boards. It was decided that instead of promoting our roles online with all UK universities, we would target those which have the most diverse range of students (in terms of ethnicity and gender), using the diversity data available. We also visited universities in London to promote and advertise our graduate vacancies. We chose events based on whether they incorporated a theme which was aligned to our own diversity initiatives, such as women in science, technology, engineering and maths events.

We have changed our approach to how we decide to progress a candidate following completion of the online test, by moving from a scoring matrix to a simple pass or fail. We did not want to weight the strongest scores or take candidates from the highest percentiles, as this is possibly less indicative of performance in the role. Candidates from lower socio-economic backgrounds can sometimes be disadvantaged in these tests if they do not have access to careers services which provide coaching, or if they cannot afford to purchase and download mock tests.

It was also found that competency-based questions at the video interview stage favour those candidates with work experience and internships, which may also be a disadvantage for some candidates, and potentially hinder social mobility. We now assess potential and motivation rather than previous experience, to allow those from less privileged backgrounds to have the same chance to pass the process.

The diversity of the apprentices for the September 2017 and September 2018 intakes are shown in Figures 13, 14 and 15. There was a rise in female apprentices as well as apprentices who declared they had a disability, but apprentices from black, Asian and minority ethnic backgrounds dropped this year.

Case study: Schemes Mental Health Group

Recognising the importance of mental health and encouraging our employees to speak more freely.

Our Schemes Mental Health Group, which is led by our graduates and apprentices, organised an event for Time to Talk day on the 7 February 2019.

With more than 110 people in attendance, we heard from speakers across the Greater London Authority including the London Fire Brigade and Metropolitan Police. The aim was to help normalise conversations around mental health and to make our entry level talent population feel comfortable talking about their health and wellbeing in the workplace.

The event was a resounding success and initiated some thoughtful discussions on the Executive Committee. Our scheme sponsors have commented on seeing a significant difference in their employees speaking about their mental health and actively seeking support for it.

The plans for the group are to build on this momentum and deliver both large and small-scale events to keep engagement levels up and embed wellbeing discussions into the TfL culture.





Our colleagues joined in the Pride in London Parade, highlighting that London is open and welcomes everyone

Supporting current and future employees

We want to ensure our people are supported to make the most of their skills

Disability roadmap

In April 2018, we launched the first version of our diversity and inclusion dashboards, providing diversity and inclusion data and insight to our senior managers. This data gave us a much richer and more insightful picture of employee outcomes and experience across the hire to retire employee life-cycle.

Actions taken as a result of the dashboards can be at a corporate, directorate or local level. One example of a corporate response has been the development of a new disability roadmap. This was in recognition of the fact that our performance on disability was lower than our benchmark for every measure of our dashboard.

We have worked closely with our Staff Network Group for Disability to gain insight into real experiences, which has directly informed how this plan will reduce the barriers faced by current and future disabled employees. The development process also involved consultation with a range of internal and external stakeholders. We presented the disability roadmap to the trade unions at the new trade union diversity and inclusion forum. They identified the Reasonable Adjustments process as a priority area.

The disability roadmap outlines a wide range of more strategic and tactical solutions to make TfL more disability inclusive. This includes, but is not limited to, the following actions:

- Create a new Reasonable Adjustments service
- Continue to improve our data on disability
- Invest in equipping line managers with skills that are aligned to our work on health and wellbeing
- Refocus our employability schemes on disability
- Ensure our new leadership foundation is fully accessible to disabled staff to ensure they are able to reach senior management positions. One way we can encourage this is through the promotion of senior disabled role models – if any senior leaders are willing to declare
- Review and update TFL policies, procedures and design standards, where needed, to ensure the inclusion of disabled employees
- Improving accessibility of internal information and communication

We are currently at Level 2 of the Government's Disability Confident scheme, which means we are recognised for trying to ensure disabled people get a fair chance in our organisation. The disability roadmap presents the ideal opportunity for us to progress to Level 3 and a Disability Confident leader, meaning we would lead by example, using best practice and championing disability inclusion within our sector and beyond.

Staff Network Groups

Our Staff Network Groups (SNGs) provide forums for all employees to share ideas and support each other in developing our diversity and inclusion agenda. The six networks are made up of the BAME SNG, the Carers SNG, the Disability SNG, the Faith SNG, the LGBT+ SNG (OUTbound) and the Women's SNG.

Each exists to assist in shaping our diversity and inclusion agenda by helping improve working life, identifying common workplace issues, sharing ideas and best practices, and providing information about opportunities for personal development – all within a safe, supportive environment.

OUTbound, the LGBT+ SNG, took part in the Pride in London Parade and UK Black Pride on 6 and 7 July 2019 respectively. Dressed in the colours of the Philadelphia inclusive rainbow

flag⁵ and equipped with rainbow roundels and diversity traffic signals, our staff highlighted the importance of being happy and healthy, that we stand together against hate crime, and that London is open and welcomes everyone, regardless of background, religion, race, gender, disability, age or sexual orientation.

To mark the occasion, we transformed parts of our transport network with a new rainbow design, trans flag and bi flag roundels and benches. The bold new designs all carried the hashtag #EveryStoryMatters. A poster campaign, including images and quotes of what makes our staff proud, was displayed at Green Park and Limehouse stations, and North Greenwich and West Croydon Bus stations.

Our Women's SNG launched its #BalanceForBetter campaign during this year's International Women's day celebrations. The group called on all TfL staff and colleagues to recognise the benefits that gender balance brings to the workplace, and to help improve gender balance at TfL through individual actions and collective movements. They asked TfL staff to motivate and unite colleagues, friends, teams, and communities to support and recognise the benefits that equal opportunity and gender inclusion bring to an organisation.

⁵ The city of Philadelphia was the first to expand the colours of the flag to include black and brown to represent the inclusion of people of colour in the LGBT+ community

To celebrate the campaign, posters of women who work at TfL were displayed at Victoria Tube station. Each one featured advice and thoughts around being a woman in transport, an industry in which the workforce is disproportionately male.

The newly appointed BAME SNG leadership team has been looking at how best to build on the work that has been put into motion by the previous team. Career progression and clear pathways remain one of the highest priorities for all black, Asian and ethnic minority staff, with a focus on upskilling individuals so that they are prepared for their next career move.

The network has been focusing on attracting more members as allies, specifically not those who identify as black, Asian and ethnic minority. The group has also been focusing on reaching operational staff, with a roadshow to local workplaces to raise awareness of the BAME SNG.

Our Disability SNG celebrated International Day of Persons with Disabilities with other external businesses at an event held by PurpleSpace, a networking and professional development hub for disabled employees from a variety of sectors and trades. The day saw businesses in London and around the world light up in purple in support of disability inclusion. The Disability SNG continues to work with its members, other SNGs and the rest of TfL in supporting colleagues who are disabled.

WellMent – our peer support group for colleagues – continues to support people with mental health issues.

Our Faith SNG is working to develop and promote a faith-friendly culture within TfL. Through advocacy for the diverse faith communities, we are enhancing the faith room at key locations by installing washing facilities. The network of faith-specific groups continues to expand with a newly established TfL Sikh Network, in addition to the TfL Muslim Network, TfL Christian Fellowship and TfL Jewish Society. Inter-faith Week in November 2019 was marked by hosting its annual event and focusing on ethical and spiritual leadership principles in the workplace.

Senior managers work hard to recognise and celebrate key faith festivals, and those highlighted by the GLA, to increase awareness and education of different faith groups and normalise faith in the workplace. With employee-led activities, such as celebrating Diwali, organising a Christmas lunch, welcoming Ramadan and the sharing of treats for Eid, as well as an increase in related internal blogs and faith calendars, our understanding of different faiths is increasing across our organisation. The Faith SNG has also been providing support in relation to the rise in religiously motivated hate crime on the transport network and to confront this tendency.

Our Carers SNG continues to raise awareness of people in our workplace who are carers. As part of National Carers Week, carers in our organisation, as well as specialist autistic speakers, shared their personal experiences of care and gave guidance on the support provided by TfL. One event focused on the challenges faced by black, Asian and minority ethnic carers.

Dementia Friends sessions provided staff with greater confidence when dealing with people living with dementia. The Carers SNG recognised Carers Rights Day and organised events throughout the year to provide advice and to carers to help them understand their workplace and other rights as carers, and provide opportunities for carers to meet up with colleagues in an informal setting and share their experiences.

In June 2018, we launched a Carers Passport, a new form and guide that helps line managers to facilitate a sensitive conversation with carers about what they need to perform well at work and then record an agreed approach to workplace adjustments.

Mental health and wellbeing

During this year, we launched a new Health and Wellbeing strategy endorsed by the TfL Commissioner. The strategy vision is 'everyone takes responsibility for staff health and wellbeing'. This will ensure we create a safer, more caring and compassionate organisation, with a workforce that is well-equipped to deliver our business plan priorities.

Providing mental health support

The counselling team are the in-house clinical experts who provide innovative training, keynote presentations, tailored workshops and seminars to help everyone maintain their wellbeing, improve resilience and reduce stress.

They have designed and delivered more than forty tailored presentations for a variety of internal and external audiences on a wide range of topics, from resilience training, managing stress, anger management, smart working, suicide awareness, coping with change and general mental health awareness.

The team provide specialist training for staff on foundational mental health principles and interpersonal skills to enable them to join as peer supporters in the Supporting Colleague Network and Trauma Support Group. Throughout the year, the team has grown our Supporting Colleague Network to 245 members and 186 Trauma Support Group members. This year, we have delivered 55 days of training sessions for peer supporters.

All TfL employees have access to a 24/7 helpline as part of the Employee Assistance Programme. Helpline experts can advise on anything from everyday questions about tenancy issues, insurance or consumer rights, to medical concerns or general wellbeing. The issues employees can get support on include:

- Consumer issues – buying a house, faulty workmanship or lost credit cards
- Family care – caring for ill or dependent relatives, dealing with bereavement and childcare issues
- Financial – organising finances, debt, mortgages, pensions and savings
- Legal – custody, marriage, co-habitation, separation and divorce

Promoting good physical and mental health

Our health and wellbeing improvement programme (HWIP) delivered a series of campaigns across the year to raise awareness and provide employees with the right tools to look after their health and wellbeing.

We supported the Samaritans' Brew Monday campaign in January 2019, encouraging teams to get together with colleagues and have a cup of tea and a chat, in recognition of the challenges that people face post-Christmas, during the darker months of the year.

We also supported Time to Talk Day in February 2019. This is part of the Time to Change initiative which aims to end mental health discrimination. On the day, we encouraged everyone to have a conversation about mental health. The Health and Wellbeing Champions, Supporting Colleague Network members and Time to Change agents supported by the HWIP team organised a series of activities across TfL. HWIP provided resources and guidance with organising stands and coffee mornings, running a quiz, Time to Change presentations and providing materials.

As part of our fatigue awareness campaign, HWIP launched our partnership with Good Thinking, NHS's digital mental wellbeing service, to give our workforce free access to Sleepio, an online sleep improvement programme. Sleepio also includes specific help and advice for shift workers.

During March 2019, we ran two full-day courses for newly recruited Health and Wellbeing Champions. The training leads to a Royal Society of Public Health qualification in health improvement. The courses were well-received and we welcomed 61 new champions to the network, adding to a total of 175 Health and Wellbeing champions across the network.

The role of the champions is to motivate and support colleagues to achieve their health and wellbeing goals so they can realise the benefits and enjoyment this brings. The champion model is based on the premise that we are more likely to start and continue healthy lifestyle changes if peers and friends around us are active and supportive.

In 2018/19, HWIP recruited a further 20 Time to Change agents, adding up to a total of 160 agents. Their role is to raise awareness of the importance of mental health, help break the surrounding stigma and support our staff to maintain good mental health, and become a workplace where talking about mental health becomes a natural and everyday occurrence.

On 11 March 2019, HWIP held its first Peer Support Network Conference at City Hall.

Health and Wellbeing champions, Time to Change agents, and the Trauma Support Group and Supporting Colleagues Network shared their stories and experiences and heard from experts in mental and physical health.

This collective group, known as our peer supporters, works closely with the HWIP team to help deliver key health and wellbeing initiatives, such as Time to Talk, across the business. Many also play an important role in providing personal support to colleagues on

mental health issues. The purpose of the day was to recognise the work that the peer support volunteers do in helping us deliver the health and wellbeing strategy across our business.

Performance management

Managing the performance of our people effectively, fairly and consistently is key to the success of our business strategy. During 2018/19, we launched a new performance award scheme for senior managers.

Our performance review process highlights and encourages the need to provide regular and constructive feedback on an individual's performance and development. Through regular monitoring, reviewing and evaluating, we can assess and conduct meaningful conversations with our employees that help them improve their performance and ensure their contribution to our success is recognised.

All permanent employees (excluding those working in London Underground) have their performance assessed annually. Their overall performance is rated according to the achievement of set objectives and the behaviours demonstrated while doing so.

At the end of each financial year, employees receive one of five performance ratings: low, improvement needed, good, high and role model standards.



We engage with our employees to ensure their contribution to our success is recognised

High/role model standard

To receive a high/role model standard rating, all the employee's objectives must be met, and a high standard of TfL behaviours must be demonstrated. Role model rating is achieved by those who have excelled in completing their objectives and demonstrated excellent behaviours while doing so. The table below provides a breakdown of all high/role model standard performance ratings by different diversity groups.

Table 4: High/role model standard performance ratings, broken down by diversity group (%)

	Total	
	2017/18	2018/19
Women	25.2	26.9
Men	20.2	22.4
Black, Asian and minority ethnic	16.1	18.4
White	23.7	26.7
Ethnicity unknown	23.3	23.6
Disabled	18.4	17.0
Not disabled	23.7	26.4
Disability unknown	20.0	20.0
Minority sexual orientation	27.2	29.8
Heterosexual	23.4	25.8
Sexuality unknown	19.9	20.0
Minority faith/belief	16.8	19.9
Christian, agnostic, atheist	25.0	26.9
Faith unknown	20.0	20.8
Under 25, over 65	13.0	17.8
25 to 64, inclusive	22.1	24.1

Low standard/improvement needed

To receive a low standard/improvement needed rating, all or some of the objectives have not been met, and a low standard of TfL behaviours has been demonstrated. The table below shows a breakdown of all low standard/improvement needed ratings, broken down by different diversity groups. We will work with our Womens' Staff Network Group to look at the reasons behind the increase in low performance ratings for women.

Table 5: Low standard/improvement needed performance ratings, broken down by diversity group (%)

	Total	
	2017/18	2018/19
Women	2.6	2.9
Men	2.3	3.3
Black, Asian and minority ethnic	3.8	4.8
White	1.6	2.4
Ethnicity unknown	2.7	3.4
Disabled	3.7	7.8
Not disabled	2.5	3.1
Disability unknown	2.2	2.8
Minority sexual orientation	2.5	3.3
Heterosexual	2.3	3.0
Sexuality unknown	2.3	3.5
Minority faith/belief	2.8	4.0
Christian, agnostic, atheist	2.3	3.0
Faith unknown	2.3	3.3
Under 25, over 65	3.4	4.8
25 to 64, inclusive	2.3	3.1

Continuous development

To support our employees and enable them to perform to their potential, and identify talent within the business, we have developed a number of initiatives to enhance a continuous development journey for our employees.

Talent management

Maximising Potential is TfL's talent management framework for employees at Band 3 (manager grades) and above. Career Conversations is a 'light' version of Maximising Potential for employees at Band 1 and 2 (operational and support grades). The Succession Planning framework, linked to Maximising Potential, focuses on identifying and growing a diverse pool of internal talent to fill business-critical roles, now and in the future.

In 2018/19, we delivered 15 employee briefing sessions on Maximising Potential for those at band 3 level and above. The process was then rolled out to more than 10,000 employees across TfL. We also used Talent Boards to ensure that our talent management, succession planning and promotional processes are fair, and that we continue to look for ways to reduce the impact of unconscious bias.

Mentoring and internships

We continue to take steps to ensure that women and people from black, Asian and minority ethnic communities are able to access senior, higher paid roles. We are widening access to mentors and coaches as well as carrying on with

targeted development programmes to identify the next generation of leaders from groups that are typically under-represented.

We launched the second year of an inter-company mentoring programme for a further seven people from black, Asian and minority ethnic backgrounds working in technology and data, with one of our lead suppliers. After a successful first year of being involved in the Mayor's Our Time programme, we are also proud to be part of its second year, increasing our involvement and supporting 12 women at TfL with high potential to be sponsored by senior leaders from across the GLA. Last year's cohort has seen the women involved gain promotion and advancement as a result of the programme.

Internal mentoring remains an important tool to develop future leaders. Mentor matching links potential mentees to a suitable mentor. Our leaders have a wealth of knowledge and experience to share and understand the landscape, politics and idiosyncrasies of the business better than anyone. For mentees, this is a chance to explore individual personal goals and get a different perspective on careers and development opportunities.

The Stuart Ross BAME internship, a scheme offering internship in the press office, expanded in 2018/19 to include three new areas: Public Affairs and External Relations, Customer Experience and Travel Demand Management.

Leadership

Our in-house Leader Led Learning programme continued throughout 2018/19, supporting the ongoing development of over 3,000 leaders across our organisation. As part of the continuing development.

However, our leadership development offering continues to be updated and we began the design phase to create a new Leadership Foundation in this same period. The accompanying feasibility study was signed off by our executive committee in April 2019.

Building a Leadership Foundation is our new, ambitious approach to leadership at TfL using experiential development, peer learning, coaching and work experience, and focusing on solving real business priorities.

Learning Zone

Our Learning Zone team offers training and support for employees to improve their skills and confidence in English, Maths and IT, and provides support for employees with dyslexia and dyspraxia as well as training on using dyslexia-friendly software.

We offer dyslexia and dyspraxia assessments, with 33 conducted in 2018/19, alongside a wide range of awareness training for employees affected and managers wanting to know how to support those colleagues. In 2018/19, we worked with HR on issues of performance improvement, disciplinary procedures and reasonable adjustments, as well as other improvements.

Promotions

Our development framework supports our staff career journey to deliver our business priorities – and creates a consistent service for our customers.

Table 6 shows promotions, broken down by diversity group. In this data, promotion is classified by moving upwards through each pay band.

Table 6: Promotions, broken down by diversity group (%)

	Total	
	2017/18	2018/19
Women	35.6	34.5
Men	64.4	65.5
Black, Asian and minority ethnic	23.6	30.2
White	46.6	51.2
Unknown	29.8	18.6
Disabled	2.5	2.2
Not disabled	57.2	65.4
Unknown	40.3	32.4
Not heterosexual	3.7	4.3
Heterosexual	52.3	58.4
Unknown	44.0	37.3
Minority faith/belief	9.7	11.7
Majority faith/belief	43.6	49.8
Unknown	46.6	38.5

Employee matters

Bullying and harassment

Every employee has the right to a supportive working environment that is free from harassment and bullying. We all share a responsibility to create safe and supportive working environments at TfL, and this includes behaving in a responsible, moderate and sensitive manner in all dealings with others.

Employees can try to resolve their concerns informally by raising them with the individual the concern relates to. Where concerns have not been resolved informally, the employee can raise the matter formally.

Table 12 shows formal harassment and bullying cases raised, broken down by the likelihood of diversity groups raising a case. In total, the numbers of cases rose slightly from 73 to 77, but there has been a sharp increase in the number of cases raised by employees who declare a disability. While this population is low,

the actual number of cases raised has gone from four to 37. While there have been more declarations of disability this year, this doesn't fully explain the rise in cases. We will focus on this measure in our disability roadmap programme.

Grievances

Grievances are concerns, problems or complaints raised by employees relating to another employee. Usually, we try to resolve grievances informally in the first instance. Where this is not possible, a formal process is instigated.

Table 13 shows all formal grievance cases raised, broken down by the likelihood of diversity groups raising a case. Overall, the number of grievance cases decreased from 267 in 2017/18 to 237 in 2018/19. However, the number of grievance cases raised by disabled employees increased considerably, from 13 in 2017/18 to 70 in 2018/19. Again, we will focus on this measure in our disability roadmap programme.

In most cases, the rate of turnover for employees with protected characteristics is similar to employees from the corresponding majority group.

Women are leaving the organisation at a slightly higher rate than men. In 2018/19, 7.7 per cent of women left the organisation, compared to 6.9 per cent of men. Similar differences exist for non-heterosexual employees compared to heterosexual employees, and for employees from the faith or belief minority group compared to employees from the faith or belief majority group.

Turnover rates amongst black, Asian or minority ethnic employees are proportionally lower than for white employees. In 2018/19, 5.3 per cent of black, Asian or minority ethnic employees left the organisation, compared to 7.7 per cent of employees.

In 2018/19, the rate of turnover for disabled employees was 7.3 per cent, compared to 6.5 per cent of employees who were not disabled.

Table 7: Turnover, broken down by diversity group (%)

	Total	
	2018/19	2017/18
Women	487	553
Men	1,405	1,463
Black, Asian and minority ethnic	426	409
White	1,076	1,053
Disabled	58	tbc
Not disabled	978	tbc
Not heterosexual	65	61
Heterosexual	790	841
Minority faith/belief	143	152
Majority faith/belief	711	746



We have developed a number of initiatives to support our employees and identify talent within the business

Promoting an inclusive culture

Engaging with employees so that everyone feels they are treated equally

Keeping an engaged and happy workforce is of utmost importance to us. Every year, we conduct our employee survey, Viewpoint, to determine how engaged our workforce is.

The Viewpoint survey is divided into six themes:

- Engagement with work
- Engagement with management
- Engagement with customers
- Engagement with change and leadership
- Engagement with your teams and the wider business
- Engagement with the brand

The responses to questions within these themes generate an overall engagement index score. The overall engagement score for 2018/19 was 56 per cent. Figure 16 illustrates the engagement level of our diverse workforce. For example, the engagement level in black, Asian and minority ethnic declared employees was 62 per cent, compared to 56 per cent in white declared employees.

The disability category shows the largest difference between majority and minority engagement levels. Those in the minority group (those who are disabled) have an overall engagement score of 49 per cent, while those in the majority have a score of 58 per cent. It should be noted that the minority population here is low, and so a few people could have had a high impact on this score. The ethnicity group has the second largest difference.



9%

lower engagement score for disabled people when compared to non-disabled

Inclusion index

The inclusion index is one of the six theme indices, and is calculated based on the agreement rating of the following six statements:

1. I feel involved in decisions that affect my work
2. Senior managers are open and honest in their communications with me
3. I think it is safe to challenge the way things are done where I work
4. I believe that my workplace is free from bullying, harassment and discrimination
5. I am confident that if I raised an issue of bullying, harassment and discrimination it would be dealt with in an appropriate manner
6. I believe actions will be taken on the results of this survey

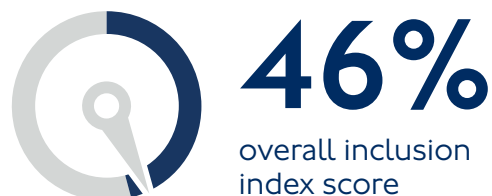
This is a useful indication of how successful we are in our aim of creating an inclusive culture, where everybody feels they are treated equally, no matter their age, gender, sexual orientation, religion, ethnicity or career status.

In 2017/18, the overall inclusion score was 43 per cent, this has remained the same in 2018/19. Figure 17 illustrates the inclusion level of our diverse workforce. Minority employees felt less included than those in majority groups, although the gap narrowed in most categories this year.

The largest difference is in the category for disabled employees. The minority population had a score of 35 per cent, compared to the majority population score of 46 per cent.

All minority groups scored lower than majority groups when answering the question: 'I believe my workplace is free from bullying and harassment and/or discrimination', although faith or belief responses were fairly similar with slightly more than one per cent difference.

Further Viewpoint analysis can be found in the appendix.



Inclusive operational culture – London Underground

In London Underground, a team was set up in January 2018 with the sole focus of improving diversity and inclusion within operational teams. The work included researching the key challenges within operational culture as well as identifying areas and issues that were working well. This included mapping the scale and nature of secondments and the development of new practices to ensure secondments are used appropriately and fairly. The team also focused on developing new ways to open up recruitment and routes to internal promotion.

The programme's aim was to identify opportunities to create a fairer working environment, where the best and most talented people could be successful. One of the team's key strengths was that it consisted of colleagues from operational teams, ensuring that the recommendations and piloted interventions were suitable for an operational environment.

During the year, extensive research was delivered and presented to the London Underground executive. The team also identified and presented a range of factors that were impacting on the operational working experience.

Training

All our new employees are expected to undertake a one-day introduction to diversity and inclusion training. During 2018/19, 156 people completed our Valuing People classroom courses and 149 completed the online version. More than 400 people also completed unconscious bias training which is targeted at those who are responsible for hiring.

Figure 16: Engagement index scores for 2018/19 (%)

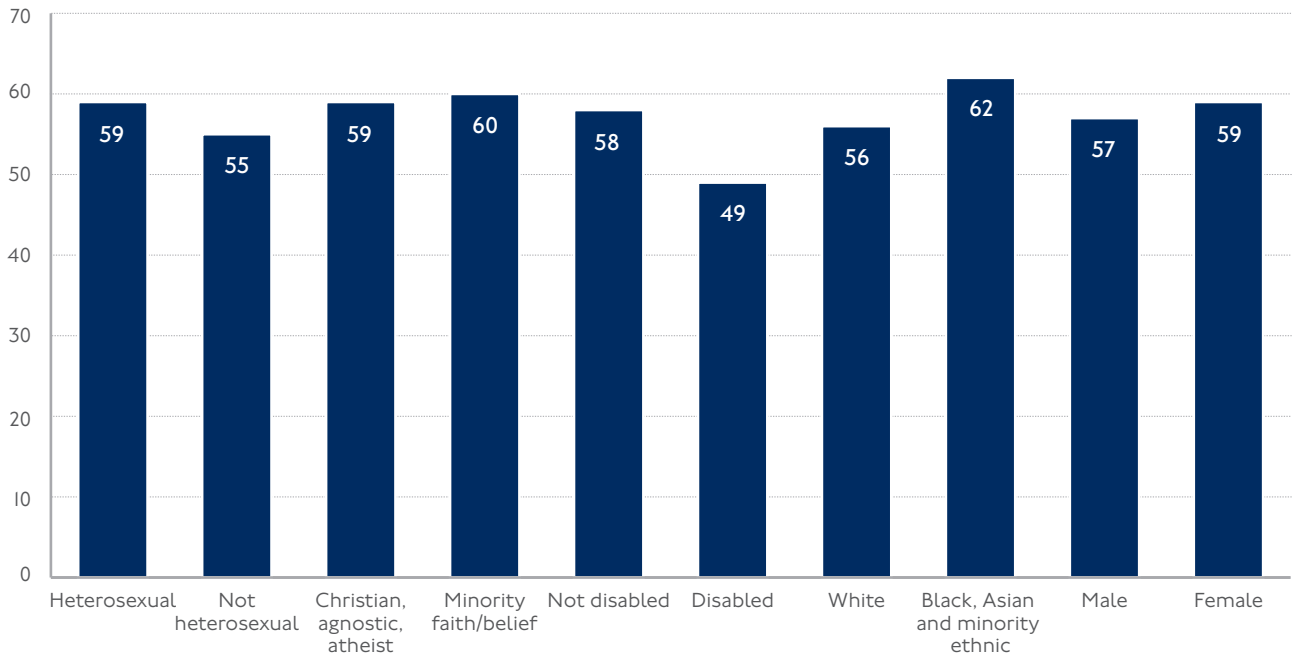
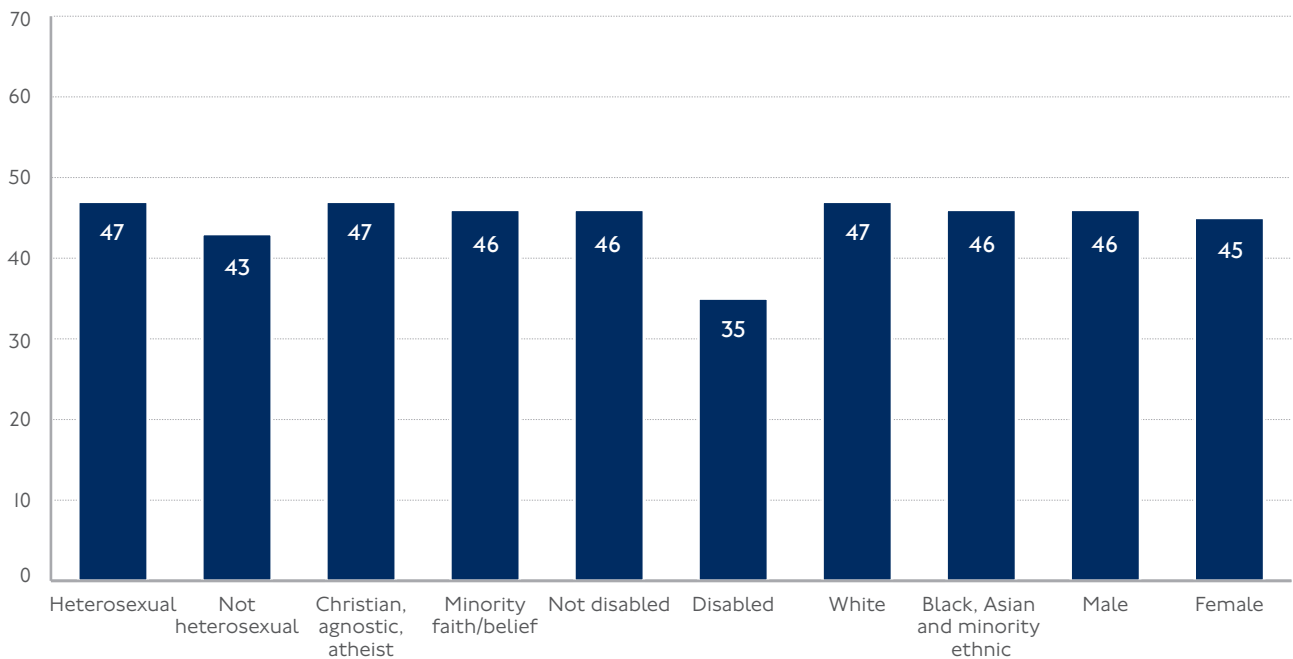


Figure 17: Inclusion index scores for 2018/19 (%)



Our business partners

Working closely with our suppliers to extend the reach of our values

Our approach will continue to place engagement with a diverse range of stakeholders at the heart of our work. Industry-wide collaboration is important if we are to implement our work in a way that really makes a difference. London's transport network is built and run in partnership with many private and public sector organisations. Only by working together will we be able to create environments where everyone can travel confidently and independently, making choices that best suit them.

We have been working closely with our new facilities management suppliers who now have diversity and inclusion values embedded within their own organisations, strategic labour needs and training plans. Our cleaning supplier has committed to ensuring a minimum of 80 per cent of its workforce is directly employed, so that good terms and conditions are safeguarded, rising to 95 per cent over time. To date, good progress has been made against the target, with 83 per cent of individuals now directly employed.

Each supplier is committed to increasing the diversity of its workforce and providing appropriate training and development. Two suppliers have taken part in our pre-employment programmes, while others are building links with local schools and colleges to ensure their apprenticeship opportunities are available to the communities they serve.

Since 2016, the Supplier Skills Team has focused on engaging with charity and employability partners who specifically work with women and candidates from black, Asian and minority ethnic backgrounds in direct response to the recommendations outlined in the Department for Transport's Transport Infrastructure Skill Strategy, to which TfL is a committed signatory. The Supplier Skills Team works with these partners to connect their candidates directly to the vacancies and opportunities in our supply chain.

Since the project was initiated, the Supplier Skills Team has supported the supply chain to create more than 5,500 apprenticeships and 5,300 jobs for unemployed Londoners, and address skills shortages in the transport and engineering sectors. It has helped suppliers to employ people with the right skills and focus on addressing under-representation in the industry.

This enables us to create employment opportunities and contribute to economic regeneration within London and across the UK. Each stage of the procurement process is supported by the team, which includes:

- Implementing and evaluating contract requirements
- Supporting suppliers from the beginning to the end of their contract

- Working with suppliers on a voluntary basis to help them maximise the skills and employment opportunities which may arise while working on one of our contracts
- Helping suppliers to secure government funding for apprenticeship programmes
- Identifying appropriate learning frameworks and training providers

In 2018/19, our National Apprenticeship Week recruitment fair had the largest attendance to date, with more than 650 candidates attending – the majority of those from a diverse background – to speak with 30 employers from TfL’s supply chain.

Pre-employment and work experience programmes in 2018/19 included Women into Construction, Transportation and Infrastructure (WiCTI) and BAME* into Transport and Engineering. During 2018/19, the Supplier Skills Team also supported TfL’s suppliers to create 521 apprenticeship starts, with 50 per cent being awarded to candidates from a black, Asian and minority ethnic background.

Since the project was initiated, the Supplier Skills Team has supported the supply chain to create more than 5,500 apprenticeships and 5,300 jobs for unemployed Londoners, and address skills shortages in the transport and engineering sectors. It has helped suppliers to employ people with the right skills and focus on addressing under-representation in the industry.

* Black, Asian and minority ethnic



We engage with London's diverse communities to help us inform, develop and deliver our business objectives

Communication and engagement

Engaging with key stakeholder groups to better understand our customers

We work closely with a wide range of groups that advocate for our customers and users. As well as transport campaign groups, this includes those representing women, older, disabled and young people. Our engagement with these groups is crucial for us to remove barriers to travel, as well as ensuring our network is inclusive and accessible. Our aim is to engage with more of London's diverse communities to help us inform, develop and deliver our consultations, strategies, services and programmes.

Better communication and engagement with the charity, voluntary and community sectors, and for stakeholders to feel they have access to our senior employees – and are thereby able to influence our policies – remains a key priority for our stakeholder engagement teams. In August 2018, we established the accessibility forum, inviting more than 20 different organisations representing disabled and older people to attend in order for them to hear from our business leaders and enable them to provide feedback on key projects and schemes. We have also re-focused the youth panel which is now taking a larger role in policy development, with the Youth Participation Day in May 2018 focusing on the Year of Engineering.

Regular engagement with key stakeholder groups is critical to our ability to deliver the Mayor's Transport

Strategy and our business objectives. With the support of the Alzheimer's Society, we launched our Dementia Friends eLearning course, creating nearly 1,000 Dementia Friends at TfL, a huge step in supporting the Mayor's objective to make London the first dementia-friendly capital in the world. Working with Guide Dogs UK and Transport for All, we updated the Big Red Book – the handbook given to every bus driver in London. This update now contains far more comprehensive information on supporting disabled people to travel on the bus network, including those with invisible disabilities.

The launch of the first Priority Seating Week in April 2018, marked the first anniversary of the 'Please offer me a seat' badge and card. Anxiety UK, the Epilepsy Society, and London Vision celebrated the week by sharing stories of members who have benefited from using the badge, and supported us to raise awareness that not all disabilities are visible.

Within our Local Communities Partnerships team we seek to work with community and residents' groups at a local level to inform our decision making, including the opportunity to input into our consultations. Each borough has an engagement lead who can act as an interface between local communities and TfL, and we are constantly evaluating

how we can better engage with London's community groups. We also ensure all our consultations have an Equality Impact Assessment to demonstrate how we have considered people with protected characteristics as part of our project and programme design. This also includes evidence that we have engaged with people with protected characteristics to ensure their views have informed our decision making.

The Independent Disability Advisory Group

TfL has an Independent Disability Advisory Group that helps shape our work to keep London moving, working and growing in a way that works for everyone.

The group's advice is invaluable as we are committed to making London more accessible and inclusive. The Independent Disability Advisory Group provides strategic and practical recommendations which are based on best practice for inclusion, informed by evidence and supported by lived experience.

It has 10 paid members with a variety of professional expertise and first-hand experience of living with a disability. To ensure the group's independence, its members are not employed by TfL or the Greater London Authority.

What does the Independent Disability Advisory Group do?

The group helps TfL better understand the impact of its policies, projects and programmes on disabled customers. It evaluates and influences our strategies, policies, services and projects, highlighting

where change is needed to reduce barriers to travel. These barriers may be practical (eg lack of seating), psychological (eg feeling anxious) or attitudinal (ie the behaviours of staff or other passengers). Recommendations will be based on best practice, informed by evidence and supported by lived experience.

The Independent Disability Advisory Group encourages us to move beyond compliance and to think creatively and inclusively about how our transport network can work for everyone today, and tomorrow. It has strong working relationships throughout TfL's business areas, and feeds into our diversity and inclusion governance structure which helps us to embed accessibility and inclusivity.

Members bring a range of professional expertise including in access or disability issues, transport, policy, customer experience, marketing and other areas. Every member also has experience of living with disability, whether these are sensory or mobility impairments, mental health or specific learning difficulties. Some will have more than one impairment or condition. Some have lived with their impairment or condition since birth, while others acquired them as adults, which gives the group a broad collective perspective, and a personal understanding of what it is like to experience barriers when travelling in London.

During 2018/19, we advertised and recruited five new members to the group, using a formal selection process delivered with the existing chair.

The group provided strategic, expert and independent advice to a number of major infrastructure projects and feedback on many Equality Impact Assessments. These included station upgrades, technology based projects, changes to ticketing systems, the redesign of TfL's disability equality training, Access All Areas, the review of our Equality Impact Assessment process, changes to uniforms, signage, the ferry service, inclusive cycle parking, the review of step-free criteria and cycling infrastructure.

Valuing People

The Valuing People group was first established in February 2007, linking us with the Government's Valuing People Now programme for people with learning disabilities in the London region, and has been funded by us since April 2011.

The group has representation from most of London's boroughs and a high level of membership of people with a wide range of learning disabilities – more than 50 people attended each meeting. The group met three times in 2018/19, providing really useful feedback to TfL on a number of projects, which we were able to use to shape our work to be more inclusive.

The group also took part in additional events and projects including a number of bus garage open days, where members and supporters of self-advocacy groups for people with learning disabilities were able to talk directly to bus operators. In addition, the Valuing People group participated in our

Access All Areas exhibition and has been working with a number of project teams including those developing the Big Red Book handbook for bus drivers and bus driver training.

Key projects reviewed by the group included feedback given to Deep Tube Upgrade Programme (in particular the new rolling stock that is currently in design phase with Siemens), the production of an Easy Read version of the Accessible Travel leaflet, support for Vision Zero bus driver training, continuous footways, TfL Go (where they gave their ideas to make the App more inclusive) and the trial of blue warning lights at Baker Street.

The Youth Panel

Since 2009, we have benefited from engaging young people through our Youth Panel which is made up of 25 young people (aged between 16 and 25) who travel in London. The panel regularly convenes to discuss important issues and to support us in thinking about the best ways to deliver our key objectives with and for young people.

The panel also represents the voice of young Londoners by drafting responses to public consultations and advancing youth issues in public campaigns. Annually, the panel organises the Youth Participation Day, where young people aged 12 to 25 participate in workshops and discussions with senior decision makers, including London's Deputy Mayor for Transport. Discussions include key issues such as safety, active travel, engineering and access to employment.

Appendix

Overall diversity

Table 7.1: Protected characteristics within London Underground, Elizabeth line, Buses and Rail (%)

	London Underground		Elizabeth line		Buses		Rail	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Gender								
Women	17.93	18.43	23.69	19.93	27.53	28.19	21.72	20.00
Men	82.07	81.57	76.31	80.07	72.47	71.81	78.28	80.00
Age								
16-24 years	3.67	3.29	9.06	10.96	0.92	0.85	1.36	1.88
25-34 years	19.66	19.03	37.98	33.89	11.87	10.06	27.60	28.13
35-44 years	24.10	24.48	25.78	24.58	20.97	20.25	27.15	30.63
45-54 years	32.26	31.77	18.82	21.26	35.02	35.41	28.96	28.13
55-64 years	18.46	19.40	8.36	8.97	26.50	28.47	12.67	10.00
65+ years	1.85	2.03	0.00	0.33	4.72	4.96	2.26	1.25
Ethnicity								
Black, Asian and minority ethnic	26.98	31.31	19.16	22.92	30.76	36.83	16.29	13.13
White	50.81	51.98	52.26	58.14	52.07	49.01	57.47	64.38
Prefer not to say	3.63	4.73	3.48	4.65	4.15	5.52	4.98	11.25
Unknown	18.58	11.99	25.09	14.29	13.02	8.64	21.27	11.25
Disability								
Disabled	1.41	1.66	1.39	1.66	3.69	4.25	2.26	3.75
Not disabled	39.03	46.54	36.24	46.51	60.60	65.72	49.77	55.63
Prefer not to say	1.22	9.70	3.83	4.65	1.84	3.12	5.43	12.50
Unknown	58.34	42.10	58.54	47.18	33.87	26.91	42.53	28.13

Table 7.I: Protected characteristics within London Underground, Elizabeth line, Buses and Rail (%) continued

	London Underground		Elizabeth line		Buses		Rail	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Sexual orientation								
Lesbian	0.36	0.45	0.00	0.33	1.04	1.13	0.00	0.63
Bisexual	0.49	0.74	0.35	0.33	0.69	0.57	0.90	0.63
Gay	1.08	1.40	1.74	1.66	1.73	1.13	2.71	2.50
Other	0.15	0.21	0.00	0.00	0.23	0.14	0.45	0.63
Heterosexual	31.46	38.66	53.66	64.45	47.47	54.25	57.01	64.38
Prefer not to say	2.57	9.30	10.80	11.63	3.69	6.37	9.05	15.00
Unknown	63.90	49.23	33.45	21.59	45.16	36.40	29.86	16.25
Faith/belief								
Buddhist	0.29	0.36	0.35	0.00	0.12	0.28	0.45	1.25
Hindu	1.31	1.67	0.70	1.33	1.84	1.70	2.26	0.63
Jewish	0.16	0.23	0.35	0.33	0.35	0.28	0.45	0.00
Muslim	2.97	4.45	4.88	6.31	5.76	6.80	2.26	2.50
Other	0.85	1.11	0.35	1.00	1.73	1.98	2.26	1.25
Sikh	0.42	0.51	1.39	1.33	0.81	0.99	0.45	0.63
Christian	16.91	20.34	24.74	28.57	26.84	31.16	33.94	40.63
None	9.12	11.41	21.25	25.91	13.02	13.88	20.36	21.88
Prefer not to say	2.88	9.66	11.50	12.62	4.15	5.81	8.60	15.00
Unknown	65.07	50.26	34.49	22.59	45.39	37.11	28.96	16.25

Table 7.2: Protected characteristics within Streets, Other operations, Commercial Development and Professional services (%)

	Streets		Other operations		Commercial Development		Professional services	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Gender								
Women	26.55	27.87	39.19	36.29	41.18	41.97	41.08	41.36
Men	73.45	72.13	60.81	63.71	58.82	58.03	58.92	58.64
Age								
16-24 years	6.74	2.46	3.39	2.04	0.69	2.30	5.32	4.73
25-34 years	20.85	17.05	27.90	27.09	17.65	17.38	24.95	23.91
35-44 years	33.03	32.95	30.48	30.32	31.49	33.77	33.41	33.62
45-54 years	21.76	26.56	25.16	25.04	31.14	29.18	25.63	25.87
55-64 years	12.56	14.75	11.94	13.46	17.30	16.39	9.77	11.03
65+ years	5.05	6.23	1.13	2.04	1.73	0.98	0.91	0.84
Ethnicity								
Black, Asian and minority ethnic	25.26	27.54	24.03	31.35	15.22	17.05	25.38	28.95
White	54.02	57.05	29.84	36.29	59.17	68.85	47.86	52.50
Prefer not to say	4.53	6.89	3.23	5.11	5.19	7.87	4.53	6.66
Unknown	16.19	8.52	42.90	27.26	20.42	6.23	22.22	11.89
Disability								
Disabled	1.94	2.62	2.26	3.75	3.11	5.57	3.16	3.47
Not disabled	69.30	69.67	34.68	48.55	48.79	67.54	54.37	60.08
Prefer not to say	1.81	4.59	0.97	4.43	2.42	4.92	3.10	5.95
Unknown	26.94	23.11	62.10	43.27	45.67	21.97	39.38	30.50

Table 7.2: Protected characteristics within Streets, Other operations, Commercial Development and Professional services (%) continued

	Streets		Other operations		Commercial Development		Professional services	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Sexual orientation								
Lesbian	0.39	0.16	0.16	0.17	1.04	0.98	0.48	0.46
Bisexual	0.91	0.82	0.65	1.19	0.35	0.66	0.58	0.80
Gay	1.17	1.64	0.65	1.53	3.81	3.93	2.29	2.45
Other	0.39	0.66	0.48	0.51	0.35	0.33	0.31	0.40
Heterosexual	61.66	64.26	33.23	47.02	49.83	66.23	51.73	60.71
Prefer not to say	6.35	8.69	3.23	6.30	5.54	8.20	6.99	9.63
Unknown	29.15	23.77	61.61	43.27	39.10	19.67	37.63	25.56
Faith/belief								
Buddhist	0.52	0.49	0.16	0.17	0.00	0.33	0.29	0.42
Hindu	2.59	3.44	1.77	2.73	1.73	2.62	2.77	3.71
Jewish	0.13	0.16	0.16	0.34	0.69	1.31	0.60	0.65
Muslim	3.50	2.62	3.55	5.11	3.11	2.95	3.53	4.56
Other	2.98	3.61	1.13	1.36	2.08	2.95	2.12	2.07
Sikh	0.65	0.66	0.32	0.51	1.04	0.66	0.75	0.88
Christian	31.48	33.77	19.35	26.58	27.34	36.39	26.20	29.62
None	22.80	21.15	8.39	12.78	15.57	23.28	18.98	22.29
Prefer not to say	5.44	9.34	3.55	6.98	9.34	10.82	7.59	10.42
Unknown	29.92	24.75	61.61	43.44	39.10	18.69	37.17	25.37

Applicant diversity

Table 8.1: Applicant diversity within London Underground, Elizabeth line, Buses and Rail (%)

	London Underground		Elizabeth line		Buses		Rail	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Gender								
Women	24.65	22.09	21.36	16.47	25.52	24.51	16.56	25.97
Men	73.74	74.66	76.78	80.54	72.48	73.12	80.81	70.68
Unknown	1.61	3.25	1.85	2.99	2.00	2.37	2.63	3.35
Age								
16-24 years	19.92	12.57	12.56	9.97	10.50	9.96	11.67	10.26
25-34 years	35.55	38.27	36.63	39.97	36.89	38.77	39.24	42.30
35-44 years	19.99	24.05	25.16	25.35	24.74	23.85	24.65	23.90
45-54 years	10.11	12.70	12.87	12.51	11.81	14.73	12.08	10.79
55-64 years	2.21	2.69	2.98	2.84	1.82	4.81	2.01	2.44
65+ years	0.05	0.11	0.00	0.06	0.00	0.13	0.12	0.03
Ethnicity								
Black, Asian and minority ethnic	56.68	53.69	44.67	48.07	49.91	59.45	47.70	51.91
White	31.97	37.21	46.52	43.93	37.67	33.75	43.96	40.02
Prefer not to say	11.35	5.33	8.81	6.53	12.41	5.22	8.34	6.20
Unknown	0.00	3.77	0.00	1.48	0.00	1.58	0.00	1.88
Disability								
Disabled	2.53	3.20	1.81	2.87	3.21	3.78	1.60	2.91
Not disabled	88.99	90.23	91.60	91.39	88.19	91.97	92.56	91.43
Prefer not to say	8.48	3.53	6.59	4.62	8.59	3.07	5.83	4.10
Unknown	0.00	3.05	0.00	1.12	0.00	1.18	0.00	1.56

Table 8.1: Applicant diversity within London Underground, Elizabeth line, Buses and Rail (%) continued

	London Underground		Elizabeth line		Buses		Rail	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Sexual orientation								
Lesbian	0.61	0.80	0.23	0.45	0.69	1.12	0.29	0.47
Bisexual	1.98	2.27	1.13	1.96	2.00	2.13	1.56	1.91
Gay	1.93	2.35	1.94	2.87	2.60	3.25	1.40	1.72
Other	0.93	0.97	0.32	0.76	0.69	1.05	0.66	0.69
Heterosexual	78.03	78.42	82.79	80.00	77.08	79.51	82.70	82.51
Prefer not to say	16.52	10.68	13.60	11.93	16.93	10.62	13.39	10.45
Unknown	0.00	4.52	0.00	2.02	0.00	2.31	0.00	2.25
Faith/belief								
Buddhist	0.75	0.90	0.32	0.57	0.69	0.79	1.07	0.91
Hindu	4.17	4.75	5.42	5.11	4.60	4.61	4.77	6.01
Jewish	0.29	0.43	0.54	0.33	0.26	0.40	0.37	0.53
Muslim	18.39	16.05	11.20	13.11	13.19	19.38	10.72	12.67
Other	2.40	2.58	2.03	2.75	3.04	2.48	2.51	2.28
Sikh	1.26	1.23	1.49	1.72	2.60	2.24	1.56	1.60
Christian	37.70	37.65	40.79	38.61	37.24	36.74	42.56	40.11
None	18.04	20.13	24.66	23.96	20.66	20.26	22.68	21.90
Prefer not to say	16.99	10.92	13.55	11.21	17.71	10.40	13.76	11.14
Unknown	0.00	5.36	0.00	2.63	0.00	2.68	0.00	2.85

Table 8.2: Applicant diversity within Streets, Other operations, Commercial Development and Professional services (%)

	Streets		Other operations		Commercial Development		Professional services	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Gender								
Women	27.63	28.17	32.94	36.55	31.43	35.77	31.91	30.26
Men	70.29	70.18	65.81	61.84	65.90	60.96	62.05	61.64
Unknown	2.07	1.65	1.25	1.61	2.67	3.26	6.04	8.09
Age								
16-24 years	10.88	14.27	19.91	12.59	6.94	9.75	22.66	30.01
25-34 years	39.38	42.17	43.33	42.47	35.10	38.84	32.46	29.41
35-44 years	21.07	21.63	16.47	20.40	24.77	21.09	17.75	14.81
45-54 years	10.19	10.22	6.17	9.31	13.92	12.53	7.88	6.78
55-64 years	1.73	2.06	1.48	2.07	3.15	3.82	1.54	1.46
65+ years	0.00	0.10	0.00	0.23	0.04	0.08	0.06	0.07
Ethnicity								
Black, Asian and minority ethnic	46.46	60.12	65.03	61.49	41.24	48.23	49.65	50.13
White	38.43	31.24	22.87	25.86	46.35	40.79	35.12	34.32
Prefer not to say	15.11	5.94	12.10	8.51	12.41	8.16	15.22	8.55
Unknown	0.00	2.70	0.00	4.14	0.00	2.83	0.00	7.00
Disability								
Disabled	2.42	3.51	4.22	3.85	2.03	3.18	2.74	3.29
Not disabled	83.59	90.28	86.89	87.13	88.31	88.30	84.20	82.83
Prefer not to say	13.99	3.91	8.90	5.46	9.65	6.09	13.05	7.08
Unknown	0.00	2.29	0.00	3.56	0.00	2.43	0.01	6.80

Table 8.2: Applicant diversity within Streets, Other operations, Commercial Development and Professional services (%) continued

	Streets		Other operations		Commercial Development		Professional services	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Sexual orientation								
Lesbian	0.35	0.78	0.23	0.98	0.28	0.60	0.42	0.56
Bisexual	1.81	2.33	1.72	1.78	1.48	1.31	1.60	1.63
Gay	1.99	2.40	1.87	1.72	2.47	2.39	2.23	2.16
Other	0.86	0.98	0.94	0.57	0.40	0.76	0.62	0.56
Heterosexual	73.83	79.93	79.08	78.10	78.26	79.51	74.88	74.87
Prefer not to say	21.16	10.43	16.16	12.59	17.11	12.02	20.25	12.77
Unknown	0.00	3.17	0.00	4.25	0.00	3.42	0.01	7.44
Faith/belief								
Buddhist	0.43	0.51	0.23	0.40	0.80	0.92	0.63	0.63
Hindu	4.58	5.09	5.39	4.54	5.11	6.25	5.67	5.35
Jewish	0.26	0.54	0.16	0.75	0.76	0.60	0.42	0.46
Muslim	13.82	18.93	19.67	21.72	8.66	12.34	13.87	14.98
Other	2.42	2.63	2.26	2.18	2.15	2.03	2.03	1.97
Sikh	2.25	1.59	1.95	1.95	1.64	1.23	1.65	1.65
Christian	33.16	37.99	36.69	34.94	41.08	39.63	33.76	31.00
None	22.02	18.18	16.00	16.03	22.10	18.94	20.90	21.98
Prefer not to say	21.07	11.34	17.64	13.28	17.71	13.29	21.06	13.78
Unknown	0.00	3.21	0.00	4.20	0.00	4.78	0.01	8.19

Shortlisted applicant diversity

Table 9.1: Shortlisted applicant diversity within London Underground, Elizabeth line, Buses and Rail (%)

	London Underground		Elizabeth line		Buses		Rail	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Gender								
Women	28.42	26.49	14.71	16.84	45.33	26.21	11.82	36.14
Men	70.66	71.96	84.56	80.61	53.33	71.37	87.27	63.86
Unknown	0.92	1.56	0.74	2.55	1.33	2.42	0.91	0.00
Age								
16-24 years	22.91	15.68	18.38	6.12	8.00	4.44	6.36	4.82
25-34 years	33.59	39.09	34.56	32.65	29.33	30.65	36.36	44.58
35-44 years	19.68	23.82	21.32	23.47	18.67	23.79	28.64	34.94
45-54 years	10.51	12.00	8.09	21.43	16.00	23.79	13.64	6.02
55-64 years	2.20	2.53	4.41	6.63	0.00	6.05	1.82	0.00
65+ years	0.05	0.13	0.00	0.00	0.00	0.40	0.91	0.00
Ethnicity								
Black, Asian and minority ethnic	61.37	62.13	24.26	26.53	38.67	48.39	35.00	36.14
White	28.25	30.81	66.91	64.29	36.00	38.31	58.18	60.24
Prefer not to say	10.38	4.57	8.82	8.67	25.33	11.29	6.82	2.41
Unknown	0.00	2.49	0.00	0.51	0.00	2.02	0.00	1.20
Disability								
Disabled	2.42	3.35	0.00	0.51	1.33	0.81	0.91	4.82
Not disabled	89.69	92.06	86.76	92.35	73.33	90.32	93.18	91.57
Prefer not to say	7.89	2.68	13.24	6.63	25.33	7.66	5.91	2.41
Unknown	0.00	1.90	0.00	0.51	0.00	1.21	0.00	1.20

Table 9.I: Shortlisted applicant diversity within London Underground, Elizabeth line, Buses and Rail (%) continued

	London Underground		Elizabeth line		Buses		Rail	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Sexual orientation								
Lesbian	0.70	1.18	0.00	0.00	0.00	1.61	0.45	2.41
Bisexual	2.21	2.61	0.74	0.00	2.67	1.61	0.91	0.00
Gay	2.15	3.05	2.21	3.57	0.00	2.82	0.45	4.82
Other	0.98	0.97	0.00	0.00	0.00	0.00	0.00	0.00
Heterosexual	78.54	77.99	80.15	83.67	69.33	77.02	85.91	80.72
Prefer not to say	15.42	10.84	16.91	12.24	28.00	14.92	12.27	10.84
Unknown	0.00	3.37	0.00	0.51	0.00	2.02	0.00	1.20
Faith/belief								
Buddhist	0.70	0.67	0.00	0.51	0.00	0.40	1.36	0.00
Hindu	3.52	4.09	0.74	1.02	5.33	2.42	4.55	4.82
Jewish	0.34	0.43	3.68	0.00	1.33	0.40	0.45	0.00
Muslim	20.40	21.63	5.88	6.63	5.33	18.15	5.45	1.20
Other	2.69	2.80	0.74	2.04	2.67	1.21	2.73	0.00
Sikh	1.12	1.13	1.47	2.55	6.67	2.82	0.00	1.20
Christian	37.90	36.81	30.88	37.24	24.00	34.68	43.18	45.78
None	16.90	17.89	38.97	34.69	22.67	19.76	30.45	33.73
Prefer not to say	16.44	10.48	17.65	14.29	32.00	16.94	11.82	12.05
Unknown	0.00	4.07	0.00	1.02	0.00	3.23	0.00	1.20

Table 9.2: Shortlisted applicant diversity within Streets, Other operations, Commercial Development and Professional services (%)

	Streets		Other operations		Commercial Development		Professional services	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Gender								
Women	37.34	41.38	54.69	52.17	43.66	40.00	30.16	27.07
Men	60.76	56.03	44.53	45.22	54.93	57.78	69.01	71.41
Unknown	1.90	2.59	0.78	2.61	1.41	2.22	0.83	1.51
Age								
16-24 years	13.29	12.07	10.16	6.09	4.23	5.19	48.42	62.60
25-34 years	33.54	45.69	33.59	33.91	31.69	31.11	21.08	18.33
35-44 years	23.42	20.69	14.06	13.04	24.65	28.15	11.26	6.69
45-54 years	5.06	5.17	7.81	3.48	11.27	8.89	4.19	2.70
55-64 years	3.80	0.00	3.13	0.87	1.41	2.22	0.81	0.56
65+ years	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.04
Ethnicity								
Black, Asian and minority ethnic	27.85	33.62	45.31	32.17	21.83	33.33	49.47	55.98
White	54.43	50.00	28.91	26.09	55.63	51.11	38.55	36.47
Prefer not to say	17.72	6.90	25.78	20.87	22.54	10.37	11.95	4.80
Unknown	0.00	9.48	0.00	20.87	0.00	5.19	0.00	2.74
Disability								
Disabled	0.00	2.59	2.34	2.61	0.70	0.74	3.16	3.45
Not disabled	80.38	79.31	73.44	58.26	74.65	75.56	86.20	89.70
Prefer not to say	19.62	8.62	24.22	18.26	24.65	16.30	10.62	4.24
Unknown	0.00	9.48	0.00	20.87	0.00	7.41	0.02	2.61

Table 9.2: Shortlisted applicant diversity within Streets, Other operations, Commercial Development and Professional services (%) continued

	Streets		Other operations		Commercial Development		Professional services	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Sexual orientation								
Lesbian	0.00	0.86	0.00	0.00	0.70	0.74	0.36	0.45
Bisexual	1.27	3.45	0.00	3.48	0.70	0.74	1.19	1.74
Gay	0.00	4.31	0.78	1.74	2.11	3.70	2.01	1.56
Other	0.00	0.86	1.56	0.00	1.41	0.74	0.69	0.59
Heterosexual	71.52	68.97	67.97	50.43	61.97	69.63	79.49	84.11
Prefer not to say	27.22	12.07	29.69	23.48	33.10	19.26	16.24	8.01
Unknown	0.00	9.48	0.00	20.87	0.00	5.19	0.02	3.54
Faith/belief								
Buddhist	0.00	0.00	0.00	0.00	0.00	0.00	0.32	0.55
Hindu	1.27	10.34	3.91	4.35	4.23	5.93	3.79	3.80
Jewish	0.00	0.00	0.78	0.87	2.11	0.00	0.54	0.41
Muslim	8.86	4.31	10.94	6.96	4.23	4.44	16.46	20.86
Other	1.27	3.45	1.56	0.00	2.11	2.96	1.69	2.03
Sikh	1.90	0.86	2.34	0.87	2.11	2.22	1.59	2.06
Christian	28.48	25.00	39.06	30.43	30.28	36.30	31.25	29.55
None	31.01	31.90	11.72	10.43	27.46	21.48	26.58	26.38
Prefer not to say	27.22	14.66	29.69	24.35	27.46	20.74	17.77	9.48
Unknown	0.00	9.48	0.00	21.74	0.00	5.93	0.02	4.88

Hired applicant diversity

Table 10.1: Hired applicant diversity within London Underground, Elizabeth line, Buses and Rail (%)

	London Underground		Elizabeth line		Buses		Rail	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Gender								
Women	22.59	26.32	15.60	17.07	62.86	30.30	16.67	30.91
Men	75.97	70.03	83.49	80.49	34.29	64.65	80.00	69.09
Unknown	1.44	3.65	0.92	2.44	2.86	5.05	3.33	0.00
Age								
16-24 years	14.85	10.86	21.10	10.98	11.43	7.07	10.00	5.45
25-34 years	30.96	31.54	33.94	31.71	25.71	26.26	33.33	41.82
35-44 years	17.01	21.03	21.10	20.73	8.57	32.32	13.33	34.55
45-54 years	11.25	13.12	8.26	20.73	11.43	13.13	20.00	5.45
55-64 years	1.89	2.17	0.92	4.88	0.00	4.04	0.00	0.00
65+ years	0.09	0.43	0.00	0.00	0.00	0.00	3.33	0.00
Ethnicity								
Black, Asian and minority ethnic	33.75	32.49	25.69	25.61	45.71	45.45	26.67	29.09
White	43.83	48.13	64.22	65.85	14.29	33.33	63.33	65.45
Prefer not to say	22.41	9.99	10.09	7.32	40.00	18.18	10.00	3.64
Unknown	0.00	9.38	0.00	1.22	0.00	3.03	0.00	1.82
Disability								
Disabled	1.71	2.17	0.00	0.00	0.00	1.01	0.00	5.45
Not disabled	76.69	79.76	85.32	89.02	60.00	84.85	80.00	89.09
Prefer not to say	21.60	8.69	14.68	9.76	40.00	12.12	20.00	3.64
Unknown	0.00	9.38	0.00	1.22	0.00	2.02	0.00	1.82

Table 10.1: Hired applicant diversity within London Underground, Elizabeth line, Buses and Rail (%) continued

	London Underground		Elizabeth line		Buses		Rail	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Sexual orientation								
Lesbian	0.99	1.22	0.00	0.00	0.00	1.01	0.00	0.00
Bisexual	1.17	1.82	0.92	0.00	2.86	3.03	0.00	0.00
Gay	1.35	2.17	2.75	6.10	0.00	5.05	3.33	3.64
Other	0.63	0.35	0.00	0.00	0.00	0.00	0.00	0.00
Heterosexual	70.93	70.63	77.06	80.49	60.00	69.70	80.00	83.64
Prefer not to say	24.93	14.16	19.27	12.20	37.14	19.19	16.67	10.91
Unknown	0.00	9.64	0.00	1.22	0.00	2.02	0.00	1.82
Faith/belief								
Buddhist	0.45	0.26	0.00	0.00	0.00	1.01	0.00	0.00
Hindu	2.70	2.43	0.92	1.22	8.57	3.03	0.00	5.45
Jewish	0.18	0.78	0.00	0.00	2.86	0.00	3.33	0.00
Muslim	10.17	7.30	6.42	7.32	5.71	14.14	0.00	1.82
Other	2.61	2.52	0.92	1.22	0.00	1.01	3.33	0.00
Sikh	0.36	0.61	0.92	2.44	0.00	1.01	0.00	1.82
Christian	31.59	34.67	32.11	41.46	22.86	36.36	40.00	41.82
None	25.02	25.54	39.45	29.27	20.00	21.21	43.33	40.00
Prefer not to say	26.91	15.20	19.27	15.85	40.00	19.19	10.00	7.27
Unknown	0.00	10.69	0.00	1.22	0.00	3.03	0.00	1.82

Table 10.2: Hired applicant diversity within Streets, Other operations, Commercial Development and Professional services (%)

	Streets		Other operations		Commercial Development		Professional services	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Gender								
Women	46.67	36.56	51.96	52.78	41.54	43.48	47.05	43.23
Men	51.67	60.22	48.04	43.06	56.92	53.26	52.04	54.12
Unknown	1.67	3.23	0.00	4.17	1.54	3.26	0.92	2.65
Age								
16-24 years	15.00	13.98	10.78	5.56	6.15	7.61	13.44	10.82
25-34 years	36.67	48.39	30.39	23.61	30.77	33.70	27.19	30.41
35-44 years	15.00	16.13	13.73	11.11	18.46	23.91	15.68	19.44
45-54 years	5.00	6.45	7.84	4.17	12.31	4.35	6.52	7.36
55-64 years	5.00	0.00	2.94	1.39	1.54	1.09	1.12	1.77
65+ years	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Ethnicity								
Black, Asian and minority ethnic	18.33	34.41	47.06	25.00	13.85	27.17	28.51	29.09
White	56.67	50.54	23.53	20.83	56.92	53.26	39.00	46.98
Prefer not to say	25.00	8.60	29.41	26.39	29.23	13.04	32.48	15.91
Unknown	0.00	6.45	0.00	27.78	0.00	6.52	0.00	8.03
Disability								
Disabled	0.00	3.23	1.96	1.39	0.00	1.09	2.44	2.28
Not disabled	73.33	80.65	69.61	45.83	70.77	69.57	64.36	70.77
Prefer not to say	26.67	9.68	28.43	25.00	29.23	19.57	33.20	17.67
Unknown	0.00	6.45	0.00	27.78	0.00	9.78	0.00	9.28

Table 10.2: Hired applicant diversity within Streets, Other operations, Commercial Development and Professional services (%) continued

	Streets		Other operations		Commercial Development		Professional services	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Sexual orientation								
Lesbian	0.00	1.08	0.00	0.00	1.54	0.00	0.51	0.22
Bisexual	0.00	4.30	0.00	2.78	1.54	1.09	0.61	1.25
Gay	0.00	5.38	0.00	0.00	4.62	4.35	3.67	3.02
Other	0.00	1.08	1.96	0.00	1.54	0.00	0.20	0.44
Heterosexual	65.00	67.74	65.69	40.28	52.31	68.48	58.04	66.20
Prefer not to say	35.00	13.98	32.35	29.17	38.46	19.57	36.97	20.25
Unknown	0.00	6.45	0.00	27.78	0.00	6.52	0.00	8.62
Faith/belief								
Buddhist	0.00	0.00	0.00	0.00	0.00	0.00	0.31	0.66
Hindu	3.33	10.75	3.92	5.56	0.00	5.43	3.56	4.20
Jewish	0.00	0.00	0.98	1.39	1.54	0.00	0.61	0.66
Muslim	1.67	5.38	10.78	5.56	3.08	2.17	5.30	5.15
Other	0.00	3.23	0.98	0.00	1.54	3.26	0.92	1.91
Sikh	1.67	1.08	1.96	1.39	3.08	2.17	1.02	1.03
Christian	26.67	21.51	35.29	19.44	32.31	36.96	26.17	27.91
None	31.67	34.41	11.76	8.33	26.15	21.74	24.03	28.57
Prefer not to say	35.00	17.20	34.31	29.17	32.31	20.65	38.09	21.43
Unknown	0.00	6.45	0.00	29.17	0.00	7.61	0.00	8.47

Table II: Employee engagement and inclusion (%)

	Inclusion index		My workplace is free from bullying, harassment and discrimination*		My workplace appropriately deals with bullying, harassment and discrimination**		Total engagement	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Female	43.19	44.54	49.88	48.93	57.19	57.00	59.60	59.44
Male	45.92	46.05	60.70	58.91	63.96	63.77	57.70	57.34
Black, Asian and minority ethnic	45.32	45.99	55.41	53.41	60.58	62.03	61.12	62.16
White	45.93	46.64	60.69	58.90	64.03	63.36	56.76	56.43
Disabled	31.16	34.88	39.30	40.25	39.83	46.93	48.01	48.72
Not disabled	45.97	46.15	58.94	57.06	63.47	62.87	58.79	58.44
Minority faith/belief	46.01	46.07	57.56	56.40	60.96	62.88	60.52	59.72
Majority faith/belief	46.15	47.14	59.03	57.61	63.69	63.36	58.62	58.89
Not heterosexual	38.81	42.98	50.52	52.29	57.57	56.80	52.70	54.55
Heterosexual	46.94	46.94	57.65	57.65	63.76	63.76	59.26	59.26

This data is handled by an external company to preserve anonymity, and only the data for certain groups within the diversity categories has been supplied. This has not been broken down by service or directorate. These figures relate to the percentage of employees within each group who answered positively to the questions. It was decided that results for employees who chose not to tell us their diversity information would not be required for this report.

* Employees were asked to agree or disagree with the statement 'I believe that my workplace is free from bullying, harassment and discrimination'

** Employees were asked to agree or disagree with the statement 'I am confident that if I raised an issue of bullying, harassment and discrimination, it would be dealt with in an appropriate manner'

Table 12: Harassment and bullying cases

	Average number of employees		Number of harassment and bullying cases raised		Harassment and bullying cases raised as a percentage of employees		Minority group times more likely of raising a harassment and bullying case	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Women	6,342	6,363	32	38	0.50	0.60	2.18	3.14
Men	19,404	20,506	45	39	0.23	0.19	-	-
Black, Asian and minority ethnic	7,483	8,069	22	15	0.29	0.19	2.23	0.04
White	12,907	13,938	17	25	0.13	0.18	-	-
Unknown	5,356	4,862	38	37	0.71	0.76	-	-
Disabled	789	791	4	37	0.51	4.68	2.07	18.90
Not disabled	14,674	14,952	36	37	0.25	0.25	-	-
Unknown	10,283	11,126	37	3	0.36	0.03	-	-
Not heterosexual	954	962	3	5	0.31	0.52	0.68	0.74
Heterosexual	12,288	13,364	23	40	0.19	0.30	-	-
Unknown	12,504	12,543	51	32	0.41	0.26	-	-
Minority faith/belief	10,392	2,760	5	8	0.05	0.29	0.00	0.17
Majority faith/belief	2,569	11,278	22	28	0.86	0.25	-	-
Unknown	12,785	12,831	50	41	0.39	0.32	-	-

The average number of employees is used to determine the percentage of grievance, harassment and bullying cases raised per diversity group in each year. The 'times more likely' calculation is the difference between the cases by percentage of employees in the minority group and majority group. For example, 4.68% of employees who raised a harassment and bullying case in 2018/19 had declared they were disabled, as opposed to 0.25% who had declared they were not disabled. This means that employees who declared they were disabled are almost 19 times more likely to raise a harassment and bullying case than the number of employees who declared they were not disabled. (4.68 can be divided by 0.25 almost 19 times, these figures are rounded for the purposes of this report, actual numbers are 4.67762% and 0.2475%).

Table 13: Grievance cases

	Average number of employees		Number of grievance cases raised		Grievance cases raised as a percentage of employees		Minority group times more likely of raising a grievance case	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Women	6,342	6,363	80	80	1.26	1.26	0.31	0.64
Men	19,404	20,506	187	157	0.96	0.77	-	-
Black, Asian and minority ethnic	7,483	8,069	63	41	0.84	0.51	0.28	0.03
White	12,907	13,938	85	69	0.66	0.50	-	-
Unknown	5,356	4,862	119	127	2.22	2.61	-	-
Disabled	789	791	13	70	1.65	8.85	2.37	8.37
Not disabled	14,674	14,952	102	158	0.70	1.06	-	-
Unknown	10,283	11,126	152	9	1.48	0.08	-	-
Not heterosexual	954	962	6	6	0.63	0.62	0.00	0.00
Heterosexual	12,288	13,364	79	115	0.64	0.86	-	-
Unknown	12,504	12,543	182	116	1.46	0.92	-	-
Minority faith/belief	10,392	2,760	19	10	0.18	0.36	0.00	0.00
Majority faith/belief	2,569	11,278	60	87	2.34	0.77	-	-
Unknown	12,785	12,831	188	140	1.47	1.09	-	-

These tables do not show why cases were raised, only that an employee who has given details of their diversity group has raised a case.

Figures shown are rounded either to the nearest whole number or to two decimal places.

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