



TfL's Annual Workforce Monitoring Report

2014/15

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Foreword



Passengers are demanding more of Transport for London (TfL) and we must step up and support our customers and stakeholders to deliver our commitments. We are responsible for more than four billion passenger journeys on public transport every year and many billions more on the roads.

With more than eight million people now living in London, and forecast to reach 10 million by 2030, we need to use our resources wisely to keep the city working and growing, and to make life here better.

Every journey matters, and though we face many challenges we also have exciting opportunities to enhance the service we give to our diverse customers. People are at the heart of our business and play a major role in making sure we deliver a world-class service. In the past year, to ensure that we support our employees and improve our service, we have continued to invest in the development of our people.

As part of our commitment of continuous improvement, a fifth pillar of our People Strategy, 'Engage' has been added (see section 8).

The 2014/15 TfL Annual Workforce and Monitoring Report, continues to provide information about our workforce that is both quantitative and qualitative, highlighting our progress in attracting, retaining and promoting diversity.

A handwritten signature in blue ink, appearing to be 'Tricia Riley', written over a light blue horizontal line.

Tricia Riley
Director Human Resources
TfL

1. Introduction

Our primary goal at TfL is to keep the Capital working, growing, and to make life in London better. With a workforce of around 23,000 permanent employees, each person contributes towards delivering millions of passenger journeys across the city each day. The TfL Story (see Appendix 1) illustrates what we are here to do and how we are going to do it. The strategy for delivery is contained in the TfL pillars: Value, Delivery, Customers and People. This guides us in delivering our plan and helping to achieve our goal. These cut across everything we do.

Value

We will continually ask 'can we do this better, simpler, or cheaper?' and we will deliver clear value for fare and tax payers' money, helping us to secure funding for major improvements to our transport infrastructure.



Delivery

Every day we will deliver safe, reliable, clean, sustainable and accessible transport. We will introduce new assets without any disruption to services, and we will deliver our major investment programmes efficiently, getting them right first time, every time.



Customers

We will demonstrate that every journey matters, putting customers and users at the centre of everything we do.



People

We will be accountable, actively seek solutions to problems, and work with other people, directly, fairly and consistently.



This report covers the period from 1 April 2014 to 31 March 2015 and sets out what we have done so far to diversify our workforce. It provides equality data covering recruitment and development, the outcomes of harassment and grievance cases, plus promotion statistics by gender, ethnicity and disability. The equality data covers all our permanent employees in both operational and non-operational roles.

This report complies with the recommendations of the Equality and Human Rights Commission guidance to public sector equality duties.

London's diversity¹

The Capital has 8.2 million inhabitants (based on the results of the 2011 Census for England and Wales) made up of diverse groups from around the world, making it a truly global city. We provide a safe, reliable and accessible service for people who live and work in London, as well as visitors. The 2011 Census results provide an insight into the city's diversity.

Age

The percentage of London's population aged between 0-24 years is 32.1 per cent. Of this age group, 18.7 per cent are aged between 0-14 years.

Londoners aged between 25-44 years represent 35.6 per cent of the population, with 20 per cent (the largest age group) aged between 25-34 years.

The percentage of Londoners aged between 45-64 years is 21.2 per cent, with 12.5 per cent aged between 45-54 years, and 11.1 per cent aged 65 and over.

The table below provides the percentage of all the age groups:

Age group	0-14	15-24	25-34	35-44	45-54	55-64	65 plus
Percentage	18.7	13.4	20.0	15.6	12.5	8.7	11.1

Carers²

According to the 2011 Census around 700,000 of the UK's carers (8.4 per cent) live in London. This is a 13 per cent increase when compared with the 2001 Census.

Inner London shows an increase of 14 per cent in the number of carers since the 2001 Census, with the boroughs of Westminster (26 per cent), Newham (19 per cent) and Islington (19 per cent) having the largest percentage increase.

In outer London, the percentage increase is slightly lower than in inner London at 12 per cent. In outer London, the boroughs with the highest percentage increase in the number of carers are Harrow (20 per cent), Hounslow (18 per cent) and Greenwich (17 per cent).

¹ www.ons.gov.uk

² www.carersuk.org

Carers (cont.)

Currently three million people in the UK juggle paid work with unpaid caring responsibilities. This represents one in seven people in any workforce and, according to Carers UK, this number is set to increase by half as much again in the next 25 years. This is due to:

- An ageing population, with more people living longer with disability as a result of advances in medical technology
- An ageing workforce, with fewer young people entering the job market combined with the phasing out of a default retirement age (including a later State Pension age)

In addition, tighter public sector budgets for care and support services will increase the pressure on families and friends to care.

Disability

Around 17 per cent of Londoners (around 1.4 million) identify themselves as having a disability. The percentage of Londoners of working age (16-64) who have identified themselves as having a disability is 16 per cent. Of those who declared a disability, women are slightly more likely to have a disability (55.1 per cent) than men (44.9 per cent).

Among Asian/Asian British groups, 19.2 per cent are disabled and 17.8 per cent of Black/Black British groups are disabled. Disabled people in London are younger than across the UK; 45.3 per cent are aged under 55, compared with 40.7 per cent of disabled people across the UK.

Ethnicity

White people accounted for 59.8 per cent of London's population, with 44.9 per cent classifying themselves as [White British](#), 2.2 per cent [White Irish](#), and 12.7 per cent as [Other white](#).

People from Asian and mixed-Asian descent accounted for 18.4 per cent of Londoners. Those of [Indian](#) descent account for 6.6 per cent of the population, followed by those of [Pakistani](#) and [Bangladeshi](#) descent at 2.7 per cent each. A further 4.9 per cent of Londoners are classified as 'Other Asian' and 1.5 per cent as Chinese.

People from Black and mixed-Black descent accounted for 13.3 per cent of London's population. [Black Africans](#) account for seven per cent of London's population, with 4.2 per cent classifying themselves [Black Caribbean](#) and 2.1 per cent as 'Other Black'.

Five per cent of London's population is from mixed heritage.

Ethnicity (cont)

The White and Asian population accounted for 1.2 per cent, White and Black African, 0.8 per cent and 1.5 per cent are White and Black Caribbean. Other mixed groups accounted for 1.5 per cent of London's population. Other ethnicity groups accounted for 3.5 per cent.

Faith and belief

Christianity still remains the largest religion in London at 48.4 per cent. The second largest religion is Islam with 12 per cent of people identifying themselves as Muslim.

Of those who responded, five per cent are Hindu, 1.8 per cent are Jewish, 1.5 per cent are Sikhs and 1.1 per cent are Buddhists.

Five of the top 10 local authorities with the largest proportion of Muslims are found in London: Tower Hamlets, Newham, Redbridge, Waltham Forest and Brent. Tower Hamlets has the largest proportion with 35 per cent.

Four of the top five local authorities with the largest proportion of Hindus are found in London: Harrow, Brent, Redbridge and Hounslow. Harrow has the largest proportion with 25 per cent and showed the greatest increase (six per cent) from 2011.

Three of the top five local authorities with the largest proportion of Jewish people are in London: Barnet, Hackney and Camden. Barnet has the largest proportion in England and Wales with 15 per cent.

Four of the top five local authorities with the largest proportion of Buddhists are in London: Greenwich, Kensington and Chelsea, Westminster and Hounslow. Greenwich has the largest proportion with two per cent.

Gender

Of the 8.2 million inhabitants of London, 4.2 million are female which represents slightly more than 50 per cent of the Capital's population. The largest age group is under 25 years, representing 31.3 per cent of the female population.

The age group 25-34 years represents 19.7 per cent, followed by the age group 35-44 years representing 15.3 per cent.

The age group 45-54 years represents 12.5 per cent, the age group 55-64 years represents 8.9 per cent, and the percentage of women aged 65 and over is 12.3 per cent.

Sexual orientation³

The Government is using the figure of five to seven per cent as the basis for analysis when looking at the percentage of the population that identify themselves as lesbian, gay men and bisexual. Stonewall feels this is a reasonable estimate. However, there is no hard data on the number of lesbians, gay men and bisexual individuals in the UK as no national census has ever asked people to define their sexuality. London is still considered to have the largest lesbian, gay, bisexual and transgendered (LGBT) populations in the UK.

³ www.stonewall.org.uk

2. Equality landscape

Like all public authorities, we are governed, directed and monitored by legislation, guidelines and frameworks. These measure the progress of diversity within the organisation.

- **Equality Act 2010**

The Equality Act 2010 – public sector equality duty came into force on 6 April 2011. It covers discrimination on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation and requires public authorities to comply with the general equality duty by:

Eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

Advancing equality of opportunity between people who share a protected characteristic and those who do not.

Fostering good relations between people who share a protected characteristic and those who do not.

- **Mayor's equality framework – Equal Life Chances for All**

The Mayor of London's Equal Life Chances for All framework looks at the implementation of policies and actions that will benefit all the Capital's communities and has a statutory duty to promote equality under the Greater London Authority (GLA) Act 1999.

For us the key employment-related objective is:

'to achieve a workforce across the GLA Group which reflects London's diversity'⁴.

- **Our equality commitment**

We are committed to having a workforce that reflects the diverse communities it serves. At the end of 2012, we produced the first Single Equality Scheme which contained our equality objectives, and an action plan to address and understand the issues faced by staff as well as all groups who use the transport network.

⁴ Equal Life Chances For All, revised 2012, Mayor of London

3. Our people

Our People Strategy enables TfL to enhance its excellent customer service that keeps London working and growing and makes life in the Capital better. To do this successfully, we need to **recruit, manage, reward, develop and engage** people with the right skills, capabilities and behaviours to ensure delivery of our business priorities.

Recruit, Manage, Reward, Develop and Engage are the five pillars that support all elements of our People Strategy and are aligned towards achieving a diverse and high performing workforce.

Our People making Every Journey Matter				
Expectation of contribution & high performance	Understanding of our purpose and the TfL story	Customer & user at the heart of everything we do	Foundation of trust & open conversations	People first when managing change
Recruit	Manage	Reward	Develop	Engage
We will take a long term view of our resourcing to effectively attract and select people from diverse backgrounds with the skills, knowledge and behaviours we need	We will lead and motivate our staff effectively, including through periods of change	We reward to attract, retain and motivate people who use their skills and knowledge to deliver our objectives	We will identify and develop talent at all levels of the organisation	We will inform, inspire and involve our people and connect every single person that sits under the TfL umbrella
	We will empower people to take decisions at the right level at the right time		We will align development to our business goals and support staff who want to improve skills, knowledge and experience	
	We will recruit a blend of permanent and non-permanent labour appropriate for each business area	We will train managers so they have the tools and skills to manage effectively	We will promote our behaviours and personal accountability through our reward and recognition systems	We will ensure equal opportunity in our approach to development
We will provide a seamless induction to new starters and existing staff moving to a new role	We will provide regular honest feedback on good and bad performance	We will recognise staff for good performance and high levels of achievement	We will equip the business with the skills needed to deliver change and continuous improvement	We will put people first when managing change
	We will support the smooth running of the business when people leave TfL			We will build a culture of high performance and contribution
				We will build a culture of trust and open conversations
				We will build a successful 'infrastructure' to allow speed and route to market with our internal communications

Keeping London working and growing and making life in London better by making Every Journey Matter

The overall workforce

As at 31 March 2015, we employed 23,960⁵ people. Of these, 23.3 per cent are women and 28.3 per cent are from a black, Asian and minority ethnic (BAME) community. A total of 529 employees told us they had a disability.

In the overall workforce population, there has been a slight increase in the percentage of women in 2014/15, 23.3 per cent compared with 22.8 per cent in 2013/14. For BAME employees, the figures show an increase of 0.7 per cent in representation since 2013/14, and for employees who have declared a disability there is a decrease of four in number since 2013/14. The number of employees in 2014/15 who are transgendered has declined from eleven for men to nine, and from six to five for women. TfL recognises that some transgendered people will prefer to identify themselves as a man or a woman without the qualifier 'transgender.' For a breakdown of the different groups by business areas, see Appendix 2.

The 'unknown/prefer not to say category' has increased by slightly more than one per cent.

Table 1 – Overall workforce profile

Year	Total	Women (%)	Transgendered women (No.)	Men (%)	Transgendered men (No.)	BAME (%)	White (%)	Unknown/prefer not to say (%)	Employees who declared their disability (No.)
2013/14	23,309	22.8	6	77.3	11	27.6	54.8	17.6	533
2014/15	23,960	23.3	5	76.6	9	28.3	54.8	16.9	529

Senior management

The percentage of women at a senior level in the organisation has increased in 2014/15 by almost two per cent. At 24.4 per cent, this is now higher than the overall representation of women in the workforce.

The percentage of BAME employees in senior management positions in 2014/15 at 10.2 per cent has increased by 1.1 per cent. This still remains approximately a third of their representation in the overall workforce (28.3 per cent).

There has been an increase in the number of employees in senior management positions who have chosen to declare their disability, from 23 in 2013/14 to 27 in 2014/15.

⁵ This figure represents permanent employees only

Table 2 – Overall TfL workforce profile at senior level

Year	Total	Women (%)	Transgendered women (No.)	Men (%)	Transgendered men (No.)	BAME (%)	White (%)	Unknown/prefer not to say (%)	Employees who declared their disability (No.)
2013/14	1,157	22.5	0	77.5	0	9.1	72.6	18.3	23
2014/15	1,244	24.4	0	75.6	0	10.2	71.3	18.5	27

Operational service

The operational part of TfL is the largest within the organisation. It consists of 13,272 (55.4 per cent) employees whose roles range from customer service assistants, train operators and station supervisors to revenue inspectors, Dial-a-Ride drivers and network controllers.

The percentage of women at the operational level is 16.2 per cent, which is a slight increase of 0.4 per cent, and an additional two transgendered women since 2013/14. This is still significantly lower than the overall representation of women within the organisation.

At 32.9 per cent, BAME employee representation is almost a third of the total operational population. This group has increased by 0.7 per cent since 2013/14. This is significantly higher than the overall representation within the organisation.

The number of disabled employees are significantly less well represented within the operational population at 233, when compared to the overall workforce.

Table 3 – Overall workforce profile at operational level

Year	Total	Women (%)	Transgendered women (No.)	Men (%)	Transgendered men (No.)	BAME (%)	White (%)	Unknown/prefer not to say (%)	Employees who declared their disability (No.)
2013/14	12,979	15.8	0	84.2	0.1	32.2	53.2	14.6	235
2014/15	13,272	16.2	2	83.7	8	32.9	52.5	14.5	233

Age, faith and belief and sexual orientation

The diversity of our employees is also illustrated in the age, faith and belief, and sexual orientation categories.

- Workforce by age

Table 4 provides a breakdown of all TfL staff by age band. In 2014/15, the two largest age groups remain as 35-44 (26.9 per cent) and 45-54 (32.6 per cent). This is higher than the 2011 Census data for London results.

Age classifications (years)	2013/14 (%)	2014/15 (%)
16-24	2.8	3.1
25-34	19.2	19.6
35-44	27.8	26.9
45-54	33.0	32.6
55-64	15.8	16.2
65 plus	1.5	1.6
Total	23,309	23,960

- Workforce by faith and belief

Many of the world's religions are reflected in our workforce (see table 5). The top three are Christianity (20.3 per cent), no religion (10.3 per cent) and Islam (2.8 per cent). This aligns with the 2011 Census data for London results. The number of employees who have chosen not to share this information has fallen from 61.9 per cent in 2013/14 to 57.8 per cent in 2014/15.

Faith/belief	2013/14 (%)	2014/15 (%)
Buddhist	0.3	0.3
Christian	19.1	20.3
Hindu	1.7	1.8
Jewish	0.3	0.3
Muslim	2.4	2.8
Sikh	0.6	0.6
Other	1.3	1.3
None	8.6	10.3
Prefer not to say	3.9	4.5
Unknown	61.9	57.8
Total	23,309	23,960

- Workforce by sexual orientation

Employees who have chosen to share information about their sexual orientation remains at a similar level to that of 2013/14. There is a decrease of 3.9 per cent in the number of employees who have chosen not to share their sexual orientation with us. This is illustrated in table 6.

Sexual orientation	2013/14 (%)	2014/15 (%)
Lesbian	0.5	0.5
Bisexual women	0.1	0.2
Heterosexual women	9.7	10.9
Gay men	1.5	1.6
Bisexual men	0.3	0.3
Heterosexual men	23.3	25.4
Prefer not to say	3.7	4.2
Unknown	60.9	57.0
Total	23,292*	23,945*

*Excludes transgendered men and women (see gender section)

Working flexibly

Good working practices and the benefits derived for employees are key to our success in an increasingly competitive market. Any barriers to the employment and retention of the best people for the job are very costly and undermine efficiency, productivity and competitiveness.

We believe in helping employees achieve a better balance between work and home life. This is because we recognise that there are potential benefits for individuals and the business when employees are better able to manage work and other areas of their lives. The Equality Act 2010 requires us to address inequalities and eliminate unlawful discrimination in the workplace.

TfL's Work/Life Balance Policy and procedure describes the flexible working arrangements available to help staff achieve a better balance between job commitments and other areas of their lives.

Overall, we have 1,053 employees (around five per cent) who have formal arrangements in place to work flexibly. This is a decrease of 19 since 2013/14. Of this population, 61.7 per cent are women, 29.4 per cent are BAME employees, and 2.5 per cent are employees who have declared their disability. Table 7 below provides a breakdown of the different groups.

Table 7 – Overall workforce working flexibly

Year	Total No. of employees working flexibly	Women	Men	BAME	White	Unknown/prefer not to say	Employees who declared their disability	Employees who declared they do not have a disability	Unknown/prefer not to say
2013/14	1,072	655	417	303	560	179	28	611	433
2014/15	1,053	650	403	310	594	149	26	609	418

Reasonable adjustments

The Equality Act 2010 defines a disabled person as someone who has a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities. Substantial is defined as having to complete a day-to-day task differently or requiring help to complete it. Long-term is defined as 12 months or likely to last 12 months or more.

A reasonable adjustment is made by an employer to enable a disabled person to enter into employment or an existing employee to fulfil their role. Different disabled

people face different barriers and have different issues and so there may be different adjustments.

We support the social model of disability which upholds that it is a disabled person’s environment that limits their ability to complete a task. To support employees who have declared their disability and need an adjustment to their working environment, we have in place a reasonable adjustment process to support the employee to fulfil their role.

In 2014/15, the number of reasonable adjustments recorded fell by 11 from 210 to 199. Table 8 provides a breakdown of the overall workforce with reasonable adjustments.

Table 8 – Overall workforce with reasonable adjustments

Year	Total No. of employees who have recorded a reasonable adjustment	Women	Men	BAME	White	Unknown/prefer not to say
2013/14	210	70	140	64	125	21
2014/15	199	65	134	66	114	19

Key performance achievements

We continue to invest in our management capability around equality and inclusion to encourage behaviours that nurture a supportive and inclusive environment. Since the last report there have been a number of key successes that have contributed to supporting the organisation in achieving its business priorities:

- Staff survey

In 2014 we conducted our employee survey – Viewpoint. This survey generated an overall total engagement score of 58 per cent, which tells us, broadly speaking, that our employees feel engaged with some or most of what it means to work at TfL. The total engagement score consists of six themes: engagement with your work, engagement with management, engagement with change and leadership, engagement with your team and wider business, and engagement with the brand.

The top-line results for TfL overall, is broken down into six key themes, show the response score of each theme.



Engagement with your work (63%+)

You are clear about how you contribute, but we need to involve you, recognise you and give you the tools you need to deliver.

Engagement with management (57%+)

Managers are supportive, but can do more to recognise, involve and feed back on performance. You also want more opportunity to be involved in decision making.



Engagement with our customers (63%+)

Commitment to the customer is strong, but we can do more to leverage this enthusiasm through involving you in looking for new ways to enhance the customer experience.

Engagement with change and leadership (34%+)

You believe change could be better managed and that as an organisation we can be better at learning from our mistakes. The majority of you also feel that senior leaders could be more open and honest in their communications with you.



Engagement with your team and the wider business (59%+)

Your immediate colleagues are supportive, but wider collaboration across TfL could be better.

Engagement with the brand (74%+)

Brand remains the strongest total engagement theme. You are proud to work for TfL but this is slightly lower than last time. The results have been analysed and initial findings from the demographic data show that, from those who participated in Viewpoint, there is a significant group of employees (ranging from 6-17 per cent), who have preferred not to give additional information about themselves regarding age, disability, caring responsibilities, sexuality, ethnicity and faith. The largest being faith at 16.2 per cent, followed closely by sexuality at 13.7 per cent.



- Job share register

Since the introduction of a job share register allowing staff to register their interest in finding a job share partner, 20 employees have uploaded their details and 50 have requested access to view the register. The six-month review, including seeking feedback from all who have used the register, is complete and the results and any relevant actions are being developed.

- University Technical College (UTC), Royal Borough of Greenwich

To mark the inaugural National Women in Engineering Day on 23 June 2014, a special Inspire Engineering Week was organised at London Transport Museum's Acton depot where more than 400 pupils from schools around the Capital attended.

Pupils at the Greenwich UTC took part in a series of activities, including hands-on engineering challenges. They also interviewed engineers from across TfL to find out more about their jobs and projects they work on, and were joined by 10 women engineers who work on projects including the Tube upgrade, Crossrail and TfL's road network.

To help Greenwich UTC promote the Women in Engineering initiative, we provided female engineers as speakers on 23 June to engage with the girls, allowing them to ask questions about their career paths. We also supplied four female engineering volunteers for the UTC's Girls in Engineering open day on Saturday 26 June.

The aim is to encourage participating pupils to feed into the pipeline for our apprentice and graduate schemes.

- 100 Years of Women in Transport

It's been 100 years since women joined the transport industry during the First World War. We're celebrating the work women are already doing to keep London working and growing and making life better, and the even bigger contribution they can make to transport in the future.

100 Years of Women in Transport is an industry-wide campaign, marked with engaging events, a programme of speakers, work-shadowing and mentoring opportunities, as well as many other activities for staff and the public. It is about strengthening our workforce and therefore our industry to respond to the significant operational and delivery challenges we face.

Key 2014/15 initiatives

We continuously focus on improvement for our customers, on employees' performance and on our public sector duty. Initiatives to help this include:

Race for Opportunity (RfO) mentoring circle programme

In February 2014, the first mentoring circle programme began, and the feedback from the participants has been very positive:

- Eighty-six per cent would recommend the programme to a colleague
- More than 95 per cent felt that the programme supported them in:
 - Building confidence to progress or stretch at work
 - Providing informal peer networking opportunities across organisations
 - Gaining perspectives from other organisations to help them reflect on their own situation
 - Sharing and problem-solving career progression challenges and barriers

We have agreed to take part in a second programme beginning in December 2015.

TfL/House of Commons BAME secondment pilot

The TfL/House of Commons BAME secondment pilot is one of the ways that we support the development of skills and experience of BAME employees. This secondment pilot, currently at the recruitment stage, will assist future BAME employees to be in a stronger position to apply for, and be successful in obtaining, senior TfL roles.

Leadership and specialist development programme

We have supported certain business areas in their piloting of an approach using the nine-box model. The nine-box grid is a recognised matrix, commonly used in other organisations, to evaluate our talent pool. It is based on performance, potential and aspirations. This assesses staff on their performance and potential to support the succession to leadership in these areas, aiming to ensure we have a good, diverse choice of candidates for the most senior roles.

This will be achieved by reviewing nominations for any talent programmes to ensure the proportion of under-represented groups is maintained or improved.

A senior manager development programme has been launched based on our director development programme. The new programme will be delivered to approximately 400 senior managers over the next two years.

Equal pay audit actions

In 2012, we conducted an equal pay audit, which compared the pay of employees doing the same work by gender, ethnicity, disability, sexual orientation and age. The audit also considered performance-related pay, senior managers' reward, and part-time working. The five-step model for carrying out an equal pay audit was followed and a report was produced.

The report, together with a summary, was presented to the HR Leadership Team in July 2013 and the outcomes were subsequently shared with the recognised TfL trade unions.

The next equal pay audit will be scoped later this year.

4. Recruit (building an effective, efficient and continually improving organisation)

'Recruit' is the first pillar that supports our People Strategy. We take a long-term view in attracting and selecting people to support this vision. This entails recruiting permanent and non-permanent labour and people from diverse backgrounds with the skills, knowledge and behaviours needed to keep London working. To maximise the opportunity of having a diverse representation of candidates we use a range of engagement tools such as university events, dedicated microsites, and recruitment initiatives aimed at specific equality groups.

External recruitment

- Applications

During 2014/15, we received around 47,000 external applications for our roles, a slight fall compared with 2013/14. The applicants consisted of 29.7 per cent women, a rise of 3.2 per cent when compared with 2013/14. A total of 46.4 per cent of applicants came from the BAME communities, a fall of 3.5 per cent compared with 2013/14, and 2.1 per cent of applicants came from people who declared their disability, a rise of 0.4 per cent when compared with 2013/14 (see table 9).

- Shortlisted

Of those candidates shortlisted, 25.3 per cent were women, no change since 2013/14, 38.2 per cent were from the BAME communities, a fall of 12.9 per cent since 2013/14, and 1.9 per cent were people who declared their disability, a very slight rise of 0.1 per cent since 2013/14.

- Hired

Of those hired externally, 30.8 per cent were women, a fall of 2.7 per cent when compared to 2013/14. From the BAME communities 22.4 per cent were hired, a fall of 13.3 per cent, and 1.6 per cent were people who had declared their disability, a rise of 0.2 per cent since 2013/14.

Table 9 – External applications, shortlisted and hired by gender, ethnicity and disability

Recruitment – external	Applications %		Shortlisted %		Hired %	
	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
Women	26.5	29.7	25.3	25.3	33.5	30.8
BAME	49.9	46.4	51.1	38.2	35.7	22.4
Disability	1.7	2.1	1.8	1.9	1.4	1.6

Internal recruitment

- Applications

For internal opportunities, just under 17,000 applications were received, a fall of slightly more than 600 applications compared with 2013/14. Applications from women accounted for 31.2 per cent, a slight increase of 0.6 per cent since 2013/14. Applications from BAME employees were 52.5 per cent, a decline of 1.5 per cent compared with 2013/14, and 3.1 per cent from employees who declared their disability, an increase of 0.2 per cent compared with 2013/14 (see table 10).

- Shortlisted

Of those shortlisted, 27.7 per cent were women, the same as 2013/14, 47.4 per cent were BAME employees, a slight decrease of 0.6 per cent compared with 2013/14, and 2.8 per cent were employees who declared their disability, a rise of 0.2 per cent compared with 2013/14.

- Hired

Of those hired, 33.1 per cent were women, a rise of three per cent when compared with 2013/14. A total of 29.8 per cent hired were BAME employees, a fall of 3.1 per cent when compared with 2013/14, and two per cent were employees who declared their disability, a rise of 0.4 per cent when compared with 2013/14.

Table 10 – Internal applications, shortlisted and hired by gender, ethnicity and disability

Recruitment – internal	Applications %		Shortlisted %		Appointed %	
	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
Women	30.6	31.2	27.7	27.7	30.1	33.1
BAME	54.0	52.5	48.0	47.4	32.9	29.8
Disability	2.9	3.1	2.6	2.8	1.6	2.0

Leavers

During 2013/14, slightly more than 1,000 people left the organisation. Of those who left, 25.1 per cent were women, 18.2 per cent were BAME employees, and 2.5 per cent were employees who declared their disability. Since 2012/13, the percentage of women leaving the organisation has risen by three per cent, while the percentage of BAME and disabled employees has remained at the same level as 2013/14 at 2.5 per cent (see table 11).

Table 11 – Overview of TfL’s leavers by gender, ethnicity and disability

Leavers	Percentage	
	2013/14	2014/15
Women	22.1	25.1
Men	77.9	74.9
BAME employees	18.2	18.2
White employees	56.0	55.9
Prefer not to say/unknown	25.9	25.9
Employees who declared their disability	2.5	2.5
Employees who declared they did not have a disability	46.1	46.1
Prefer not to say/unknown	51.4	51.4

The key reasons for employees leaving during 2014/15 were:

- Resignation (38.8 per cent)
- Early retirement (12.6 per cent)
- Retirement on age grounds (11.8 per cent)
- Voluntary severance (11.3 per cent)

Of those who had resigned, 33.9 per cent were women, a fall of 1.7 per cent from the previous year, 22.5 per cent were BAME employees, an increase of 5.7 per cent from the previous year, and 2.2 per cent were employees who had declared their disability, an increase of 0.9 per cent from the previous year.

Of those who had taken retirement on age grounds, 14.9 per cent were women, an increase of 8.9 per cent from the previous year. BAME employees made up 8.5 per cent of this group, a decrease of 11.6 per cent from the previous year, and 3.5 per cent were employees who had declared their disability, an increase of 0.5 per cent from the previous year.

Of those who had taken early retirement, eight per cent were women, an increase of 2.5 per cent from the previous year, 7.3 per cent were BAME employees, a decrease of 8.4 per cent from the previous year, and two per cent were employees who had declared their disability, an increase of one per cent from the previous year.

Of those who had taken voluntary severance, 20.7 per cent were women, a decrease of 15.1 per cent from the previous year, 15.6 per cent were BAME employees, a decrease of 3.6 per cent from the previous year, and 5.9 per cent were employees who had declared their disability, an increase of 0.9 per cent from the previous year.

Other initiatives

- Graduate programme

In September 2014, 131 graduates and Year in Industry students joined TfL on the start of their journey with us, taking the total number of graduates on a scheme to 250. In 2014, the number of programmes we offered rose to 22 including engineering, project management, transport planning, commercial procurement, finance, London Underground (LU) management, information management (IM), road network performance and new schemes in traffic control systems and customer technology software engineering. Of the graduates we recruited for 2014, 30 per cent were female, 22 per cent were from the BAME communities and three per cent have a declared disability.

	2013	2014
Female	32%	30%
Disability – Yes	3.8%	3%
BAME	13.5%	22%

Our graduate programmes continue to achieve external recognition in the following:

- Winner of The Graduate Employer of Choice for Transport & Logistics in the Times Graduate Recruitment Awards; 2013, 2014 and 2015
- Ranked 69th in the Times Top 100 Graduate Employers 2015
- Shortlisted and placed third for the Most Popular Graduate Recruiter in Logistics, Transport and Supply Chain, TARGET National Graduate Recruitment Awards, 2015
- Winner of TheJobCrowd's Top Companies for Graduates to Work For in Transport, Logistics and Distribution 2015, and ranked 34th in TheJobCrowd's Top 100 Companies to work for overall; an award voted for by our current graduates

For our 2015 recruitment campaigns for graduates and apprentices, the introduction of the Situational Strengths Test (SST) is an important step towards improving the



equality of our assessment process. Moving away from written competency answers to a multiple choice strengths test was chosen as it is considered/there is evidence that it has a positive impact on social mobility and under-represented groups. The SST has proved to be very positive in increasing the proportion of women getting through the earlier stages of the process, performing slightly better than men (76 per cent women, 69 per cent men pass SST). One reason for improved social mobility and gender results is because a strengths-based approach such as the SST, offers up the opportunity to assess the potential of a candidate rather than their current capability, as some graduates

may have had limited opportunity to gain work experience and build their capability.

Over the attraction period for the 2015 graduate intake, we looked at a number of ways to attract a more diverse pool of talent through all our advertising media. This included using profiles from existing BAME and disabled graduates, visiting more than 70 events, and, targeting a number of universities from across the country with a highly diverse population of students.

Attracting more women to our programmes was managed by showcasing many of the women we have on our schemes and in the business on campus in publicised profiles (a rising star female engineer interview in the Guardian), specific skills events for women in engineering where possible, and also working with university societies with a high female intake.

Although some of the schemes still remain open, of those who applied, 31 per cent were women, a rise of five per cent since 2014,, 41 per cent were from the BAME communities, and two per cent declared they have a disability.

- Steps into Work

The Steps into Work programme celebrated another successful year. Delivered in partnership with Remploy and Barnet and Southgate College, it gives adults with learning disabilities the opportunity to learn more about the world of work, develop employability skills and gain real life work experience. Since Steps into Work began in 2009, a total of 46 students across five cohorts have taken part, completing 128 work placements within TfL and LU teams including placements on LU stations.



Forty per cent of those students who completed the programme in December 2013 (the most recent cohort for which employment data is available) secured paid employment within 12 months, compared against an employment rate of 6.6 per cent

for adults with learning disabilities across England. Of those who joined the programme in 2014/15, 15.5 per cent were women, and 69.2 per cent were from the BAME communities.

- Apprentices

For generations, TfL has been influencing the development, growth and prosperity of London, delivering a higher quality and quantity of services and major projects to transform the networks. At the heart of its transformation are the people who work within the organisation. Recruiting people through apprenticeship programmes helps to bring qualified and talented people into our business and develop skills that are in short supply to develop future managers, leaders and technical expertise, encouraging scarce skills.

Since January 2013, TfL has generated more than 650 apprenticeships in more than 20 different disciplines including engineering, finance, project management, traffic infrastructure, and quantity surveying to name a few. The demand for apprentices continues to increase year-on-year and 2015 will see a demand of 144 new apprenticeship opportunities. Five new apprenticeship programmes have been introduced including the first degree level 5 apprenticeship in HR. The ongoing work to develop and design apprenticeship programmes will ensure we meet the emerging transformation of the business by supporting ongoing development through to degree level, thus strengthening our commitment to the future of our apprenticeships. The quantity surveying and finance apprenticeship programmes are two such programmes supporting their apprentices through this route.

Apprentices have been supporting London's transport network for decades, mainly in engineering, contributing to some of the most vital projects across the network and as such we continue to embrace the contribution they make in playing a critical role. We are an equal opportunities employer committed to developing and maintaining the skills and talents of our workforce, and the current skills shortage in the transport industry has led to an overwhelming increase in the apprenticeship programmes we offer across the business. We continue to develop new programmes to meet business demand balancing technical, management and leadership skills.

Following a review, the Government announced apprenticeship reforms under Trailblazers. As a result of these reforms, employers were asked to lead on developing new standards for apprenticeships in their sector/industries. TfL is working with other employers to design eight new standards across various sectors. We are also developing a new level 6 Chartered Surveying Apprentice Standard, a first in the industry. This pioneering new standard will enable apprentices to achieve a degree level qualification and enable us to further develop our current quantity surveying apprentices by providing an alternative entry route into the profession.

5. Manage (managing the performance of our people)

The second pillar in our People Strategy focuses on managing employees. It states: 'We will provide regular and honest feedback on good and bad performance'. Through our annual appraisal process, we can assess and evaluate the performance of our employees in a structured and consistent manner.



Managing the performance of our people effectively, fairly and consistently is key to the success of our People Strategy. 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 to improve their performance and ensure their contribution to the organisation's success is recognised.

At the end of each performance cycle, performance ratings are awarded, then calibrated to ensure fairness and consistency. Where employees may have underperformed, a clear plan for improvement is put in place. High standards of performance are appropriately recognised.

The descriptions of performance ratings have been clarified and aligned with our behaviours, and supporting documentation and guidance material has been rewritten and redesigned to ensure clarity, consistency and ease of use.

In April 2015, LU employees adopted the use of the revised format for recording the outcomes of performance review conversations. This means there is now a consistent format across the organisation with clear links to our organisational objectives and behavioural values.

Performance ratings pay distribution

Each year, all permanent employees have their performance assessed by their line manager during a formal end-of-year review. The individual is given a rating depending on whether they have missed, achieved or exceeded their objectives, or performed outstandingly over the course of the year. This rating then goes on to determine the individual's annual pay rise. For operational employees, pay increases are negotiated on an annual basis in conjunction with the trade unions.

In 2013/14 the performance categories were reviewed and refined to reflect the aspiration of the People Strategy as illustrated below.

Old	Does not meet required performance	Falls short of required performance	Fully meets required performance	Exceeds performance in some areas	Consistently exceeds performance
New	Low standard performance and behaviour	Improvement needed in some areas	Good standard in all areas	High standard in most areas	Role model standard in all areas

The following tables provide the overall rating distribution, and the distribution by gender, ethnicity and disability for 2013/14 and 2014/15. All figures are rounded up.

- Overall performance ratings

For 2014/15, there have been some small changes in the distribution of performance ratings. The percentage of people receiving a rating of 'low standard performance and behaviour' and 'good standard in all areas' has fallen.

The percentage of people receiving a rating of 'improvement needed in some areas' and 'role model standard in all areas' has stayed the same.

The percentage of people receiving a rating of 'high standard in most areas' has increased.

Table 12 – Overall performance ratings 2013/14 and 2014/15

Year	Low standard performance and behaviour		Improvement needed in some areas		Good standard in all areas		High standard in most areas		Role model standard in all areas		Total
13/14	22	0.3%	245	3%	6,210	76%	1,582	19%	130	2%	8,189
14/15	21	0.2%	256	3%	6,908	73%	2,067	21.8%	220	2%	9,472

- Ratings by gender

For 2014/15, distribution of ratings by gender shows no overall disparity, with 75 per cent of men and 77 per cent of women being awarded the 'good standard in all

areas' rating (see table 13). This level of consistency is reflective across all the performance categories for both men and women.

Table 13 – Overall performance ratings by gender 2013/14 and 2014/15

Year	Gender	Does not meet required performance	Falls short of required performance	Fully meets required performance	Exceeds performance in some areas	Consistently exceeds performance	Total
2013/14	Male	0.3%	3%	75%	20%	2%	5,571
	Female	0.2%	3%	77%	19%	1%	2,618
	Total	0.3%	3%	76%	19%	2%	8,189
	Gender	Low standard performance and behaviour	Improvement needed in some areas	Good standard in all areas	High standard in most areas	Role model standard in all areas	Total
2014/15	Male	0.2%	3%	73%	22%	2%	2,978
	Female	0.3%	3%	73%	21%	2%	6,494
	Total	0.2%	3%	73%	22%	2%	9,472

- Ratings by ethnicity

In 2014/15, the disparity between White and BAME employees in the category 'high standard in most areas' is now three per cent. This is a rise of one per cent since 2013/14. In the other performance categories the ratings have either slightly changed or remained unchanged.

Table 14 – Overall performance ratings by ethnicity 2013/14

2013/14 Ethnicity	Does not meet required performance	Falls short of required performance	Fully meets required performance	Exceeds performance in some areas	Consistently exceeds performance	Total
Asian or Asian British	1%	3%	78%	17%	1%	647
Black or Black British	1%	5%	80%	14%	1%	956
Chinese and other ethnic groups	0%	5%	74%	21%	1%	179
Dual heritage	0%	5%	75%	18%	3%	157
Sikh	0%	5%	85%	10%	0%	20
White	0.2%	3%	75%	21%	2%	4,702
Prefer not to say	0.2%	3%	79%	17%	1%	476
Unknown/not specified	0.4%	1%	75%	21%	2%	1,052
Overall	0.3%	3%	76%	19%	2%	8,189

Table 15 – Overall performance ratings by ethnicity 2014/15

2014/15 Ethnicity	Low standard performance and behaviour	Improvement needed in some areas	Good standard in all areas	High standard in most areas	Role model standard in all areas	Total
Asian or Asian British	0.3%	4.0%	76%	19%	1%	726
Black or Black British	0.5%	5.0%	80%	13%	1%	988
Chinese and other ethnic groups	0.5%	1.0%	75%	21%	2%	187
Dual heritage	0%	3%	70%	23%	4%	160
Sikh	0%	5%	82%	14%	0%	22
White	0.2%	2%	76%	23%	3%	5,595
Prefer not to say	0.4%	3%	75%	20%	2%	562
Unknown/not specified	0.2%	2%	71%	24%	2%	1,232
Overall	0.2%	3%	73%	22%	2%	9,472

- Ratings by disability

The performance ratings for employees who have declared their disability in 2014/15 (table 16) revealed no significant disparity, when compared with 2013/14. Employees who have declared their disability still remain more likely to be awarded the rating 'good standard in all areas' (76 per cent) compared with non-disabled employees (72 per cent).

Table 16 – Overall performance ratings by disability 2013/14 and 2014/15

2013/14 Disability	Does not meet required performance	Falls short of required performance	Fully meets required performance	Exceeds performance in some areas	Consistently exceeds performance	Total
Yes	0.4%	2%	83%	14%	1%	245
No	0.3%	3%	75%	20%	2%	4,069
Prefer not to say	0%	4%	78%	17%	1%	271
Not specified	0.2%	3%	76%	20%	2%	3,604
Total	0.3%	3%	76%	19%	2%	8,189
2014/15 Disability	Low standard performance and behaviour	Improvement needed in some areas	Good standard in all areas	High standard in most areas	Role model standard in all areas	Total
Yes	1%	5%	76%	17%	1%	265
No	0.2%	3%	72%	22%	3%	5,072
Prefer not to say	0%	3%	73%	23%	1%	347
Not specified	0.2%	2%	74%	22%	2%	3,788
Total	0.2%	3%	73%	22%	2%	9,472

Promotions⁶

In 2014/15 there were 140 promotions across the organisation. Compared with 2013/14, the number of promotions has fallen by 272. See tables 17-19 for a breakdown by gender, ethnicity and disability.

Of the promotions in 2014/15:

- Women totalled 40 per cent, which is a rise of 8.7 per cent compared with 2013/14
- BAME employees totalled 17.9 per cent, a fall of 0.6 per cent in comparison with 2013/14
- Employees who have declared they have a disability totalled 0.7 per cent, a fall of 1.5 per cent in comparison to 2013/14

Table 17 – Overall promotions by gender

Year	Women		Men		Total
	No.	%	No	%	
2013/14	129	31.0	283	69.0	412
2014/15	56	40.0	84	60.0	140

Table 18 – Overall promotions by ethnicity

Year	BAME		White		Prefer not to say/Unknown		Total
	No.	%	No	%	No	%	
2013/14	76	19	240	58.0	96	23.0	412
2014/15	25	18	77	55.0	38.0	27.0	140

Table 19 – Overall promotions by disability

Year	Declared disability		Declared no disability		Prefer not to say/unknown		Total
	No.	%	No	%	No	%	
2013/14	9	2.0	232	56.0	171	42.0	412
2014/15	1	1.0	84	60.0	55	39.0	140

Our development framework supports our employees to deliver our business priorities and creates a consistent service for our customers.

⁶ Promotions represents employees moving upwards from their existing level

Disciplinary, grievance and harassment case outcomes

The number of case outcomes in 2014/15 totalled 634, a fall of 14 from 2013/14. The total number of case outcomes consists of 272 disciplinary cases, 268 grievance cases and 94 harassment cases. Tables 20-25 illustrate the nature of the outcomes under each category, the number of cases associated to each category and the demographics of each category.

Disciplinary case outcomes

In 2014/15, there were 272 disciplinary case outcomes, a fall of six since 2013/14. The number of disciplinary cases that are still open involving female employees fell from 13 in 2013/14 to 10 in 2014/15. For BAME employees, the number of disciplinary cases that remain open are 24, a fall of 15 compared with 2013/14, where 39 cases remained open. For employees who have declared that they have a disability, the number of disciplinary cases that remain open fell from three in 2013/14 to one in 2014/15. Table 20 provides a breakdown of the 2014/15 total of disciplinary case outcomes by gender, ethnicity and disability, and table 21 provides the total of disciplinary case outcomes in 2013/14 and 2014/15.

Table 20 – Disciplinary outcomes by gender, ethnicity and disability 2014/15

	Total	Men	Women	White	BAME	Prefer not to say	Unknown	Have declared their disability	Have declared they do not have a disability	Prefer not to say	Unknown
Verbal warning	5	2	3	3	1	0	1	0	2	1	2
Written warning	40	30	10	17	14	1	8	2	17	1	20
Final written warning	27	21	6	10	14	0	3	1	13	0	13
Summary dismissal	36	29	7	17	14	1	4	0	21	1	14
Dismissal with notice	4	4	0	1	3	0	0	0	3	0	1
Informal advice and guidance	23	16	7	7	10	1	5	0	14	1	8
Case dismissal – no action	33	26	7	15	16	2	0	1	13	0	19
Regraded	1	1	0	0	1	0	0	0	1	0	0
Suspended dismissal	9	9	0	6	2	0	1	0	2	0	7
Behaviour Change programme	2	2	0	1	1	0	0	0	2	0	0
Still open	79	69	10	41	24	7	7	1	34	4	40
Dismissal	1	1	0	1	0	0	0	0	1	0	0
Employee resigned prior to disciplinary	6	5	1	3	2	1	0	0	1	0	5
First written warning	1	1	0	0	1	0	0	0	0	0	1
Mediation	3	3	0	1	0	2	0	0	0	0	3
Referred to local disciplinary interview	2	2	0	1	0	1	0	0	2	0	0
Total	272	221	51	124	103	16	29	5	126	8	133

Table 21 – Overall number of disciplinary case outcomes in 2013/14 and 2014/15

	2013/14 (No.)	2014/15 (No.)	Change (No.)	Trend
Women	39	51	12	↑
Men	237	221	16	↓
BAME	105	103	2	↓
White	127	124	3	↓
Prefer not to say	14	16	2	↑
Unknown	30	29	1	↓
Disability – yes	7	5	2	↓
Disability – no	109	126	17	↑
Prefer not to say	7	8	1	↑
Unknown	153	133	20	↓

Grievance case outcomes

In 2014/15, grievance case outcomes totalled 268, a fall of 20 since 2013/14. The number of grievance cases that are open involving female employees rose from 15 to 16 in 2014/15. For BAME employees, the number of grievance cases that are open, rose from 16 to 18 in 2014/15. For employees who have declared they have a disability, there are no grievance cases remaining open. Table 22 provides a breakdown of the 2014/15 total of grievance case outcomes by gender, ethnicity and disability, and table 23 provides the total number of grievance case outcomes in 2013/14 and 2014/15.

Table 22 – Grievance case outcomes by gender, ethnicity and disability 2014/15

	Total	Men	Women	White	BAME	Prefer not to say	Unknown	Have declared their disability	Have declared they do not have a disability	Prefer not to say	Unknown
Mediation	2	2	0	1	0	1	0	0	1	1	0
Not upheld	125	93	32	70	34	8	13	7	53	3	62
Closed	1	1	0	1	0	0	0	0	1	0	0
Open	60	44	16	37	18	3	2	7	24	1	28
Partly upheld	19	11	8	12	5	1	1	2	7	0	10
Resolved informally	20	15	5	13	6	0	1	1	8	0	11
Upheld	27	19	8	14	7	4	2	0	8	1	18
Withdrawn	8	7	1	2	5	1	0	0	3	1	4
Referred to collective machinery	1	0	1	1	0	0	0	0	0	0	1
Referred to Harassment & Bullying	5	5	0	4	0	0	1	0	1	0	4
Total	268	197	71	155	75	18	20	17	106	7	138

Table 23 – Overall number of grievance case outcomes in 2013/14 and 2014/15

	2013/14 (No.)	2014/15 (No.)	Change (No.)	Trend
Women	72	71	1	↓
Men	216	197	19	↓
BAME	78	75	3	↓
White	163	155	8	↑
Prefer not to say	15	18	3	↓
Unknown	32	20	12	↓
Disability – yes	11	17	6	↑
Disability – no	99	106	7	↑
Prefer not to say	9	7	2	↓
Unknown	169	138	31	↓

Harassment case outcomes

In 2014/15, harassment case outcomes totalled 94, a rise of 10 since 2013/14. Since 2013/14, the number of harassment cases opened involving female employees fell from 11 to seven in 2014/15. For BAME employees, the number of harassment cases opened fell from 12 to eight in 2014/15. For employees who have declared they have a disability, the number of harassment cases opened rose to four. Table 24 provides a breakdown of the 2014/15 total of harassment case outcomes by gender, ethnicity and disability, and table 25 provides the total of harassment case outcomes in 2013/14 and 2014/15.

Table 24 – Harassment case outcomes by gender, ethnicity and disability 2014/15

	Total	Men	Women	White	BAME	Prefer not to say	Unknown	Have declared their disability	Have declared they do not have a disability	Prefer not to say	Unknown
Complaint not upheld	33	24	9	18	11	2	2	0	18	1	14
Complaint partially upheld	12	6	6	5	6	0	1	3	3	1	5
Complaint upheld	7	4	3	2	2	2	1	0	1	1	5
Complaint withdrawn	5	4	1	1	2	1	1	1	3	0	1
Complaint open	30	23	7	17	8	1	4	4	12	0	14
Resolved informally	6	4	2	1	4	0	1	0	2	1	3
Employee resigned prior to disciplinary	1	0	1	1	0	0	0	0	1	0	0
Total	94	65	29	45	33	6	10	8	40	4	42

Table 25 – Overall number of harassment case outcomes in 2013/14 and 2014/15

	2013/14 (No.)	2014/15 (No.)	Change (No.)	Trend
Women	29	29	0	=
Men	55	65	10	↑
BAME	32	33	1	↑
White	40	45	5	↑
Prefer not to say	4	6	2	↑
Unknown	8	10	2	↑
Disability – yes	2	8	6	↑
Disability – no	36	40	4	↑
Prefer not to say	2	4	2	↑
Unknown	44	42	2	↓

6. Reward (recognising and rewarding our people)

Make a Difference awards

'Reward' is the third of the pillars supporting our People Strategy. One of the aims of this pillar is to promote our behaviours through our reward and recognition scheme. The Make a Difference award scheme allows all employees to be recognised under the same scheme and in the same way, and aims to promote, recognise, encourage and celebrate positive behaviours. The levels of recognition are shown below:

Award	Recognised for:
Instant	'On the spot' recognition for going above and beyond, making a positive impact on customers or colleagues to increase the level of TfL's desired behaviour, and are best used in operational/transactional/implementation areas.
Bronze	High degree of impact on the team/business area, going above and beyond the role with a good level of ownership shown and the desired positive behaviours demonstrated.
Silver	High degree of impact on the business area/organisation, going a good deal above and beyond the role, with a high level of ownership shown and the desired positive behaviours consistently demonstrated.
Gold	Exceptional actions which have a significant internal impact on the organisation or have provided external reputational enhancement to the organisation. The positive behaviours demonstrated will be self-initiated and independent of management direction, demonstrating several of the desired behaviours.

Overall, 5,927 Make a Difference awards were presented to employees during 2014/15, an increase of 1,447 awards since 2013/14. Of these awards 852 were 'Instant', 2,723 were 'Bronze', 1,833 were 'Silver' and 519 were 'Gold'.

In 2014/15, 1,554 awards (26.2 per cent) were received by women, BAME employees received 1,423 (24 per cent) awards, and employees who had declared their disability received 158 (2.7 per cent) awards.

In 2014/15, 267 awards (4.5 per cent) were received by senior managers, 2,793 (47.1 per cent) awards were received by staff in Paybands 1-3, and 2,867 (47.1 per cent) were awarded to operational employees.

LU's employees received the largest number of awards totalling 3,730, Surface Transport's employees received 787, Specialist Services' employees 1,380 and London Rail's employees 30.

The full range of awards are illustrated in tables 26-28.

Table 26 – Make a Difference awards by gender, ethnicity and disability

	Categories				Total awards
	Instant	Bronze	Silver	Gold	
Women	212	705	491	146	1,554
Men	640	2,018	1,342	373	4,373
BAME	241	703	385	94	1,423
White	484	1,592	1,139	333	3,548
Prefer not to say	52	156	88	21	317
Unknown	75	272	221	71	639
Employees who declared their disability	31	73	44	10	158
Employees who declared they do not have a disability	460	1,422	904	300	3,086
Prefer not to say	12	54	48	11	125
Unknown	349	1,174	837	198	2,558

Table 27 – Make a Difference awards by paybands

Paybands	Categories				Total awards
	Instant	Bronze	Silver	Gold	
Payband 4 and above	8	56	112	91	267
Payband 1-3	231	1,082	1,146	334	2,793
Operational	613	1,585	575	94	2,867
Total	852	2,723	1,833	519	5,927

Table 28 – Awards by the different organisational areas

Organisational areas	Categories				Total awards
	Instant	Bronze	Silver	Gold	
London Underground	673	1,864	995	198	3,730
London Rail	0	12	9	9	30
Surface Transport	96	308	280	103	787
Specialist Services	83	539	549	209	1,380
Total by category	852	2,723	1,833	519	5,927

Award categories/reasons by groups

We have one set of behaviours that links to the five pillars of our People Strategy and which applies to all roles. It provides a clear approach to the way we work together to achieve the same goals. We aim to demonstrate high and ultimately 'role model' standards of behaviour in everything we do. The behaviours are:

Accountable	Take personal responsibility for your actions and tell others what they can expect from you.
Active	Step up, make things happen, make things better and find solutions.
Collaborative	Share your knowledge with others outside your immediate team, so everyone can make better decisions.
Direct	Get each task done as quickly as possible, by communicating clearly and not wasting time.
Fair and Consistent	Be open and honest about your decisions, and consider other people's viewpoints and needs.

Gender

The overall number of awards given to women during 2014/15 was 1,554 (26.2 per cent) and for men 4,373 (73.8 per cent). Both women and men received the largest number of awards in the 'Active' category and the lowest number of awards in the 'Fair and Consistent' category (see table 29).

Table 29 – Make a Difference awards by gender, behaviours and categories

	Behaviours	Categories				Total
		Instant	Bronze	Silver	Gold	
Women	Accountable	29	103	110	32	274
	Active	120	367	221	76	784
	Collaborative	54	202	149	33	438
	Direct	5	16	5	4	30
	Fair and Consistent	4	17	6	1	28
Total women		212	705	491	146	1,554
Men	Accountable	77	328	264	72	741
	Active	401	1,029	651	194	2,275
	Collaborative	118	596	370	94	1,178
	Direct	41	39	40	9	129
	Fair and Consistent	3	26	17	4	50
Total men		640	2,018	1,342	373	4,373
Grand total		852	2,723	1,833	519	5,927

Ethnicity

Of the total number of awards given during 2014/15, 1,423 (24 per cent) were given to BAME employees, 3,548 (59.9 per cent) were given to White employees, and 956 (16.1 per cent) awards were given to employees who preferred not to reveal their ethnicity or 'unknown'. All the groups received the largest number of awards in the 'Active' category and the lowest number of awards in the 'Fair and Consistent' category (see table 30).

Table 30 – Make a Difference awards by ethnicity, behaviours and categories

	Behaviours	Categories				Total
		Instant	Bronze	Silver	Gold	
BAME	Accountable	37	125	76	21	259
	Active	129	342	161	48	680
	Collaborative	54	208	129	21	412
	Direct	19	14	9	4	46
	Fair and Consistent	2	14	10	0	26
BAME total		241	703	385	94	1,423
White	Accountable	54	251	236	67	608
	Active	318	822	553	170	1,863
	Collaborative	87	467	312	84	950
	Direct	23	28	29	8	88
	Fair and Consistent	2	24	9	4	39
White total		484	1,592	1,139	333	3,548
Prefer not to say	Accountable	7	17	15	3	42
	Active	33	91	42	14	180
	Collaborative	9	39	28	3	79
	Direct	2	7	3	1	13
	Fair and Consistent	1	2	0	0	3
Prefer not to say total		52	156	88	21	317
Unknown	Accountable	8	38	47	13	106
	Active	41	141	116	38	336
	Collaborative	22	84	50	19	175
	Direct	2	6	4	0	12
	Fair and Consistent	2	3	4	1	10
Unknown total		75	272	221	71	639
Grand total		852	2,723	1,833	519	5,927

Disability

Of the total number of awards given during 2014/15, 158 (2.7 per cent) were given to employees who declared their disability, 3,086 (52.1 per cent) were given to employees who declared they did not have a disability, and 2,683 (45.3 per cent) were given to employees who preferred not to reveal if they have a disability or 'unknown'. All the groups received the largest number of awards in the 'Active' category and the lowest number of awards in the 'Fair and Consistent' category (see table 31).

Table 31 – Awards by disability, behaviours and categories

	Behaviour	Categories				Total
		Instant	Bronze	Silver	Gold	
Employees who declared their disability (No.)	Accountable	3	15	6	2	26
	Active	21	33	23	4	81
	Collaborative	6	23	14	4	47
	Direct	0	0	1	0	1
	Fair and Consistent	1	2	0	0	3
Employees who do have a disability		31	73	44	10	158
Employees who declared they do not have a disability (No.)	Accountable	64	241	206	69	580
	Active	286	749	422	148	1,605
	Collaborative	96	380	245	71	792
	Direct	12	29	17	9	67
	Fair and Consistent	2	23	14	3	42
Employees who do not have a disability		460	1,422	904	300	3,086
Prefer not to say	Accountable	0	9	6	1	16
	Active	6	30	21	8	65
	Collaborative	6	11	19	2	38
	Direct	0	2	2	0	4
	Fair and Consistent	0	2	0	0	2
Prefer not to say total		12	54	48	11	125
Unknown	Accountable	39	166	156	32	393
	Active	208	584	406	110	1,308
	Collaborative	64	384	241	50	739
	Direct	34	24	25	4	87
	Fair and Consistent	4	16	9	2	31
Unknown total		349	1,174	837	198	2,558
Grand total		852	2,723	1,833	519	5,927

Total number of awards by gender, ethnicity and disability

Since the launch of Make a Difference in April 2012, 10,407 awards have been given (see table 32). Women have been presented with 2,715 awards (26.1 per cent), and 7,692 awards (73.9 per cent) have been presented to men. BAME employees received 2,451 awards (23.6 per cent) and White employees received 6,199 (59.6 per cent) awards. Employees who declared they had a disability were presented with 271 awards (2.6 per cent) and 5,280 (50.7 per cent) were awarded to employees who declared they did not have a disability.

Table 32 – Total awards by gender, ethnicity and disability in 2013/14 and 2014/15

Year	Gender		Ethnicity				Disability				Total No. of awards
	Women (No.)	Men (No.)	BAME (No.)	White (No.)	Prefer not to say (No.)	Unknown (No.)	Employees who declared their disability (No.)	Employees who declared they do not have a disability (No.)	Prefer not to say (No.)	Unknown	
2013/14	1,161	3,319	1,028	2,651	253	548	113	2,194	98	2,075	4,480
2014/15	1,554	4,373	1,423	3,548	317	639	158	3,086	125	2,558	5,927
Grand total	2,715	7,692	2,451	6,199	570	1,187	271	5,280	223	4,633	10,407

7. Develop (developing our people)

'Developing our people' is the fourth pillar and is a vital component of the People Strategy. We continue to invest in training and development and we offer a wide range of training methods including eLearning, classroom-based sessions and mandatory accessibility training. These focus on the requirements of our customers, plus refresher courses which cover safety, customer service and emergency procedures.



A strategic demand plan for learning and development (L&D) has been produced. It is aligned to business priorities in order to raise performance management standards, build strong teams, develop leaders and ensure succession plans are in place. The two-year plan is to be reviewed bi-annually.

L&D courses are being mapped to the TfL behaviours, which will widen the scope for including equality elements. This will ensure that equality and inclusion is aligned to TfL behaviours and business priorities.

Learning and development opportunities

The L&D curriculum covers technical, IT, business, management, professional and personal training as well as skills for life development. With a focus on skills and talent development to meet organisational needs, the L&D range of opportunities include:

- Management and professional development including our Managing Essentials programme
- Online learning provided through our 'ezone' system
- SAP education for all training related to our core enterprise resource planning (ERP) solution
- IM training for all technology related business as usual and systems projects
- Customer experience training supporting our call centres and customer experience personnel
- Learning Zone providing Skills for Life courses (English, Maths and IT), dyslexia support and maintaining an extensive library service

In 2014/15, there were 18,909 instances of a TfL employee attending an L&D training event. Of those attending courses, 21.5 per cent were women, 28.7 per cent were BAME employees, and two per cent were employees who have declared their disability.

L&D training event(s) attendees	% (2013/14)	% (2014/15)
Men	78.7	78.5
Women	21.3	21.5
White	54.3	54.4
BAME	27.8	28.7
Unknown/prefer not to say	17.9	16.9
Disability	2.2	2.0
No disability	46.8	47.9
Unknown/prefer not to say	51.0	50.1

When compared with 2013/14 all the groups remain at a similar level.

We continue to provide a programme that introduces all new starters, permanent and non-permanent employees, to the organisation. This focuses on engaging and inspiring new employees who learn about our business priorities, achievements, values and behaviours.

L&D initiatives supporting business delivery

- Valuing People through Fairness and Inclusion

The Valuing People through Fairness and Inclusion course is designed to help develop a better understanding of diversity, equalities and inclusion at TfL, and to show how everyone has a role to play in creating an inclusive work environment. This is a mandatory requirement for all new starters and newly appointed managers. In 2014/15, 173 employees attended the course, a rise of 49 employees since 2013/14. Of these 37.6 per cent were women, 25.4 per cent were BAME employees, and 1.2 per cent were employees who declared that they have a disability.

Valuing People training attendees	% (2014/15)
Men	62.4
Women	37.6
White	46.3
BAME	25.4
Unknown/prefer not to say	28.3
Disability	1.2
No disability	59.0
Unknown/prefer not to say	39.8

- Springboard Women's Development Programme

In 2014 we introduced the Springboard Women's Development Programme aimed at helping our Payband 1-3 delegates to identify practical and realistic steps towards building the skills and confidence to improve their professional and personal lives. Forty-two applications were received for the 25 places available on the course, which started in June 2014. The four modules were completed by October, with speakers who included a previous Springboard delegate and two of our Payband 5 managers

talking about their development journeys. The group was also given access to an action learning facilitator during additional sessions.

- Common Purpose development programme

Common Purpose is an international leadership development organisation offering courses aimed at giving managers the skills and connections to lead change in their organisation. Mixed groups of leaders from business, government and the not-for-profit sectors explore real-life leadership challenges.

This programme continues to provide leadership development, and in 2014/15 a bespoke programme was developed specifically for middle managers. A pilot of the course started in October 2014 and ran through to the end of January 2015. The course is complementary to the leadership development programme in place for directors, the senior manager development programme, and Managing Essentials (a common toolkit for all people managers which is currently being implemented). The nomination process still stipulates that preference for the programme is given to BAME employees, with a target of 40 per cent BAME representation to address under-representation at senior levels.

- Coaching

To support senior managers in their development, and achieving their performance goals, we offer external coaching. This provides individual development for those who face significant leadership challenges, where standard training responses are likely to be ineffective. Coaching is also provided as part of a development plan where detailed analysis and feedback is required to support it.

In 2013/14, 18 employees participated in the programme. Of these 55.5 per cent were women, 44.4 per cent were men, 16.7 per cent were BAME employees, 77.8 per cent were White employees, and 5.5 per cent preferred not to say.

- Managing equality diversity and inclusion (MEDI)

LU operational staff receive equality and inclusion training either through the MEDI course or as part of their annual continuous professional development training. To date, 880 employees have completed the new training. An evaluation of the revised training and its impact was scoped and was undertaken by the end of 2014. This will ensure that there is a good level of data to draw on. Outcomes from this exercise will be reported here when available. Messages to new starters via the induction process and the email from L&D have been refreshed and highlight the fact that the course is mandatory.

All our employees should be able to demonstrate understanding of the impact diversity and inclusion has in the workplace.

8. Engaging with our people

Staff Network Groups

Our Staff Network Groups provide a forum for all employees to share ideas and support each other in developing our equality agenda in all areas of employment. The six networks are the BAME group, the Carers group, the Disability group, the Faith and Wellbeing group, the LGBT group and the Women's group. Each exists to:

- ❖ Help improve working life
- ❖ Identify common workplace issues for the organisation to address
- ❖ Provide a forum to share ideas and best practices
- ❖ Provide information about opportunities for personal development
- ❖ Meet in a safe, supportive environment and assist in shaping TfL's equality agenda



- BAME Staff Network Group

A number of activities led by the BAME Staff Network Group have been taking place which are targeted at BAME staff though some are not exclusively for them.

In 2014/15, the TfL BAME Staff Network Group worked closely with other networks including the House of Commons' BAME group, ParliREACH, to share best practice. The group has also led a number of activities including TfL's participation in the Notting Hill Carnival and the Year of the Bus.

- Carers Staff Network Group

As part of its continuous engagement programme, the Carers Staff Network Group in 2014/15 used the opportunity to raise awareness of the issues faced by carers in the workplace during Carers Week and Carers Rights Day. For 2015/16, the group will be organising an all staff event with a high profile keynote speaker, to engage in the development of carers guidelines.

- Staff Network Group for Disability

The Staff Network Group for Disability has been supporting a peer-to-peer support group for people in the workplace who have experience of mental health conditions or wish to help others who do. This included providing articles and links with information, the promotion of mental health wellbeing, and supporting the training of Mental Health First Aiders.

- Faith and Wellbeing Staff Network Group

The Faith and Wellbeing group continues to engage with a number of external speakers and commentators. It hosted an awareness-raising event as part of the organisation's commitment to enable all employees to work without hatred or fear. This included a series of presentations and an exhibition about Islamophobia to assist in addressing the myths about it.

- LGBT Staff Network Group

The LGBT group continues to build on its outreach work with, for the first time, a stall at the Student Pride event during February 2015. This careers fair gives LGBT students the chance to meet with LGBT-friendly employers, including BP, Asda and the Armed Forces.



- Women's Staff Network Group

The Women's group is instrumental in the pan-industry initiative, 100 Years of Women in Transport. As well as being part of the steering group, the group offers a range of opportunities for employees to become involved, including a pan-industry shadowing scheme, network events, site visits and career fairs.

TfL Staff Network Groups celebrate 10 years of moving equality forward

The Staff Network Groups are celebrating 10 years of promoting equality and inclusion at TfL in 2015/16. This celebration coincides with National Inclusion Week, and the groups will be spearheading a number of activities to highlight their achievements, and engage with more staff across our organisation.

Appendix 1 – The Transport for London Story

Our goal

To keep London working and growing and make life in London better. We will deliver a transport system that secures London's position as a world-leading city and the engine of the UK economy. Our services will ensure that those who live, work in and visit London can access all the Capital has to offer in terms of jobs, leisure, health and education.

Our strategy

This has four pillars:

- **Our customers and users** – we will demonstrate that every journey matters, putting customers and users at the centre of everything we do
- **Our people** – we will be accountable, actively seek solutions to problems, and work with others directly, fairly and consistently
- **Our delivery** – every day we will deliver safe, reliable, clean, sustainable and accessible transport. We will introduce new assets without any disruption to services, and we will deliver our major investment programmes efficiently, getting them right first time, every time
- **Value for money** – we will continually ask 'can we do this better, simpler or cheaper?' We will deliver clear value for fare and taxpayers' money, helping us to secure funding for major improvements to our transport infrastructure

Our priorities

- Deliver high and consistently improving standards of operational performance and service to customers and users across the full range of our responsibilities, building on the success of our delivery during the 2012 Games
- Deliver our investment programme on time and to budget, with the upgrade and capital renewal of our Tube, rail and road networks, plus Crossrail, at its core
- Continually strive to be collaborative, innovative, lean and integrated

Our organisation

We are a single, fully integrated transport authority which exists to serve London, and which our people are proud to represent. We work together as a team to ensure that we deliver for, and listen to, our customers, businesses, users and stakeholders, and that they find us easy to do business with. We will work together with high levels of personal accountability, proactivity and collaboration, and continually strive to be more innovative, lean and integrated.

Appendix 2 – Our business areas

The following pages provide a more detailed workforce breakdown by gender, ethnicity and disability for the following business areas:

- London Underground
- Surface Transport
- Specialist Services
- London Rail

London Underground

LU is responsible for managing the Tube network which consists of 11 lines and 270 stations. The majority of our operational employees work in this business area, representing 69 per cent of the total workforce.

LU's overall workforce profile

In 2014/15, LU's workforce consisted of 17.1 per cent of women, 30.1 per cent of BAME employees and 293 employees who chose to declare a disability. Table 33 provides an overview of LU's workforce profile.

Table 33 – Overall workforce profile

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown/ prefer not to say (%)		No. of disabled staff
2013/14	16,227	16.7	↑	83.3	↓	29.3	↑	55.8	↓	14.9	=	304
2014/15	16,522	17.1		82.9		30.1		55.1		14.9		293

At senior management level, women represented 9.8 per cent and BAME employees represented 9.8 per cent. One employee chose to declare a disability at a senior level. Table 34 provides an overview of LU's workforce profile at the senior level.

Table 34 – Overall workforce profile at the senior level

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown/ prefer not to say (%)		No. of disabled staff
2013/14	333	9.3	↑	90.7	↓	8.7	↑	73.3	↓	18.0	↓	2
2014/15	316	9.8		90.2		9.8		72.5		17.7		1

At operational level, women represented 15.6 per cent, BAME employees represented 33 per cent, and 201 employees chose to declare a disability. Table 35 provides an overview of LU's workforce profile at the operational level.

Table 35 – Overall workforce profile at the operational level

Operational	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown/prefer not to say (%)		No. of disabled staff	
2013/14	11,855	15.1	↑	84.9	↓	32.4	↑	53.4	↓	14.2	↑	203	↓
2014/15	12,162	15.6		84.4		33.0		52.5		14.5		201	

Of those employees who work flexibly, women represented 50.5 per cent, BAME employees represented 33.9 per cent, and 15 employees chose to declare a disability. Table 36 provides an overview of LU's workforce profile of those who work flexibly.

Table 36 – Overall workforce profile of those who work flexibly

Part-time	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown/prefer not to say (%)		No. of disabled staff	
2013/14	685	49.9	↑	50.1	↓	31.2	↑	50.2	↑	18.6	↓	16	↓
2014/15	655	50.5		49.5		33.9		51.8		14.3		15	

1. Recruit (building an effective, efficient and continually improving organisation)

Joiners

In 2014/15, 1,053 people joined LU (see table 37) of which 22.1 per cent were women, 24.8 per cent were BAME and 1.5 per cent were people who chose to declare their disability.

Table 37 – Overview of joiners by gender, ethnicity and disability

Recruitment – External	Applications	Shortlisted	Appointed
	%	%	%
Women	28.7	25.0	21.0
BAME	41.3	28.9	19.1
Disability	2.0	2.2	0.9
Recruitment – Internal			
Women	24.6	22.7	23.2
BAME	52.8	51.7	30.5
Disability	2.6	2.4	2.0

Leavers

In 2014/15, 624 employees left LU (see table 38). Of those who left, 15.5 per cent were women, 17.8 per cent were BAME and four per cent were employees who had chosen to declare their disability.

Table 38 – Overview of leavers by gender, ethnicity and disability

Leavers – LU	Percentage	
	2013/14	2014/15
Women	14.4	15.5
Men	85.6	84.5
BAME employees	19.6	17.8
White employees	60.0	66.0
Prefer not to say/unknown	20.4	16.2
Who declared their disability	1.0	4.0
Who declared they did not have a disability	38.6	39.9
Prefer not to say/unknown	60.4	56.1

The key reasons for employees leaving LU during 2014/15 were:

- Resignation (27.2 per cent)
- Early retirement (17.1 per cent)
- Retirement on age grounds (16.2 per cent)

2. Manage (managing the performance of our people)

Promotions

In 2014/15, of the 167 promotions in LU, women accounted for 29.3 per cent, an increase of 3.3 per cent since 2013/14. BAME employees accounted for 28.7 per cent of promotions, a rise of 6.8 per cent since 2013/14, and 0.6 per cent of promotions were employees who chose to declare a disability, a decline of 2.8 per cent since 2013/14. Tables 39-41 provide a breakdown of promotions by gender, ethnicity and disability.

Table 39 – Overall promotions by gender

Year	Women		Men		Total
	No.	%	No.	%	No.
2013/14	38	26	108	74	146
2014/15	49	29.3	118	70.7	167

Table 40 – Overall promotions by ethnicity

Year	BAME			White			Unknown/prefer not to say			Total	
	No.	%		No.	%		No.	%		No.	
2013/14	32	21.9	↑	83	56.9	↓	31	21.2	↓	146	↑
2014/15	48	28.7		89	53.3		30	18.0		167	

Table 41 – Overall promotions by disability

Year	Employees who have declared they have a disability			Employees who have declared they do not have a disability			Unknown/prefer not to say			Total	
	No.	%		No.	%		No.	%		No.	
2013/14	5	3.4	↓	61	41.8	↑	80	54.8	↓	146	↑
2014/15	1	0.6		79	47.3		87	52.1		167	

Disciplinary, harassment and grievance case outcomes

Of the 634 case outcomes across TfL in 2014/15, LU accounted for 75.2 per cent. Table 42 provides a breakdown of the category of case by gender, ethnicity and disability.

Table 42 – Outcome of disciplinary, harassment and grievance cases

LU	Disciplinary	Harassment	Grievance
Women	27	24	47
Men	152	55	172
BAME employees	60	30	66
White	84	36	124
Prefer not to say/unknown	35	13	29
Employees who have declared they have a disability	1	5	11
Employees who have declared they do not have a disability	73	31	82
Prefer not to say/unknown	105	43	126

3. Reward (recognising and rewarding our people)

Make a Difference awards

In 2014/15, LU presented 3,730 Make a Difference employee recognition awards, 63 per cent of the total given out in TfL. These awards were presented to 712 women, 934 BAME employees and 81 employees who declared that they have a disability. Table 43 illustrates the category of the awards that each of the groups of employees was presented with.

Table 43 – Make a Difference awards by gender, ethnicity and disability

LU	Total	Instant	Bronze	Silver	Gold
Women	712	138	373	170	31
Men	3,018	535	1491	825	167
BAME employees	934	190	478	225	41
White employees	2,342	413	1,150	649	130
Prefer not to say/unknown	454	70	236	121	27
Employees who have declared they have a disability	81	21	37	20	3
Employees who have declared they do not have a disability	1,748	359	905	395	89
Prefer not to say/unknown	1,901	285	902	559	103

4. Develop (developing our people and recognising and rewarding our people)

Learning and development opportunities

During 2014/15, 14,249 employees working in LU attended a training event. Of these 16.6 per cent were women, 30.3 per cent were BAME employees, and 1.7 per cent were employees who have declared their disability. These figures align with the overall representation within LU. Table 44 provides an illustration of those who attended training events.

Table 44 – Training event(s) attendees by gender, ethnicity and disability

LU	Total No.	Total %
Women	2,359	16.6
Men	11,890	83.4
BAME employees	4,320	30.3
White	7,819	54.9
Prefer not to say/unknown	2,110	14.8
Employees who have declared they have a disability	242	1.7
Employees who have declared they do not have a disability	6,553	46.0
Prefer not to say/unknown	7,454	52.3

Equality training

During 2014/15, 66 employees working in LU attended the equality training course – Valuing People through Fairness. Of these 28.8 per cent were women, 31.8 per cent were BAME employees, and three per cent were employees who have declared their

disability. These figures align with the overall representation within LU. Table 45 provides an illustration of those who attended this training course.

Table 45 – Valuing People training attendees by gender, ethnicity and disability

LU	Total No.	Total %
Women	19	28.8
Men	47	71.2
BAME employees	21	31.8
White	31	47.0
Prefer not to say/unknown	14	21.2
Employees who have declared they have a disability	2	3.0
Employees who have declared they do not have a disability	35	53.0
Prefer not to say/unknown	29	44.0

Surface Transport

Surface Transport is responsible for managing the surface network, including one of the largest bus fleets in the world and London's busiest roads. Its remit extends to managing the Congestion Charging scheme and Low Emission Zones plus the taxi and private hire trade, river services, cycle hire scheme and Victoria Coach Station.

Surface Transport workforce profile

In 2014/15, Surface Transport's workforce consisted of 31 per cent women, 26.7 per cent BAME employees and 102 employees who chose to declare a disability. Table 46 provides an overview of Surface Transport's workforce profile.

Table 46 – Overall workforce profile

	Overall	Women (%)	Men (%)	BAME (%)	White (%)	Unknown/ prefer not to say (%)	No. of disabled staff
2013/14	3,123	30.3	69.7	26.2	56.2	17.6	101
2014/15	3,197	31.0	69.0	26.7	55.5	17.9	102

At senior management level, women represented 24.8 per cent, BAME employees 11.1 per cent, and there were six employees who declared a disability. Table 47 provides an overview of Surface Transport's workforce profile at the senior level.

Table 47 – Overall workforce profile at the senior level

	Overall	Women (%)	Men (%)	BAME (%)	White (%)	Unknown/ prefer not to say (%)	No. of disabled staff
2013/14	180	20.6	79.4	10.0	78.3	11.7	4
2014/15	198	24.8	75.2	11.1	74.8	14.1	6

At operational level, women represented 21.7 per cent, BAME employees represented 33 per cent, and there were 29 employees who chose to declare a disability. Table 48 provides an overview of Surface Transport's workforce profile at the operational level.

Table 48 – Overall workforce profile at the operational level

	Overall	Women (%)	Men (%)	BAME (%)	White (%)	Unknown/ prefer not to say (%)	No. of disabled staff
2013/14	1,087	23.0	77.0	31.8	52.1	16.1	32
2014/15	1,019	21.7	78.3	33.0	52.6	14.4	29

Of those employees who work flexibly, women represented 70.3 per cent, BAME employees represented 28.4 per cent, and there were 44 employees who chose to declare a disability. Table 49 provides an overview of Surface Transport's workforce profile of those who work flexibly.

Table 49 – Overall workforce profile of those who work flexibly

	Overall	Women (%)	Men (%)	BAME (%)	White (%)	Unknown/prefer not to say (%)	No. of disabled staff
2013/14	148	71.6	28.4	27.7	60.1	12.2	47
2014/15	148	70.3	29.7	28.4	60.1	11.5	44

1. Recruit (building an effective, efficient and continually improving organisation)

Joiners

In 2013/14, 341 people joined Surface Transport (see table 50) of which, 35.1 per cent were women, 24.5 per cent were people from the BAME communities, and 2.5 per cent were people who chose to declare their disability.

Table 50 – Overview of joiners by gender, ethnicity and disability

Recruitment – External	Applications	Shortlisted	Appointed
	%	%	%
Women	24.2	21.1	33.6
BAME	51.9	51.4	22.1
Disability	2.3	1.6	2.7
Recruitment – Internal			
Women	34.1	33.9	36.6
BAME	52.0	40.1	26.8
Disability	4.5	4.4	2.3

Leavers

In 2014/15, 218 employees left Surface Transport (see table 51). Of those who left 26.2 per cent were women, 22.5 per cent were BAME, and 4.6 per cent were employees who had chosen to declare their disability. There was a fall in the percentage of employees who ‘prefer not to say’ and the ‘unknown’ category.

Table 51 – Overview of leavers by gender, ethnicity and disability

Leavers – Surface Transport	Percentage	
	2013/14	2014/15
Women	25.9	26.2
Men	74.1	73.6
BAME employees	17.2	22.5
White employees	56.3	66.0
Prefer not to say/unknown	26.4	11.5
Who declared their disability	4.0	4.6
Who declared they did not have a disability	57.5	71.1
Prefer not to say/unknown	38.5	24.3

The key reasons for employees leaving Surface Transport during 2013/14 were:

- Resignation (39.9 per cent)
- Retirement on age grounds (11.9 per cent)

2. Manage (managing the performance of our people)

Promotions

Of the 119 promotions in Surface Transport in 2014/15, 40.3 per cent were women, 16 per cent were BAME employees, and 2.5 per cent were employees who chose to declare a disability. Tables 52-54 provide a breakdown of promotions by gender, ethnicity and disability.

Table 52 – Overall promotions by gender

Year	Women			Men			Total	
	No.	%		No.	%		No.	
2013/14	33	28.2	↑	84	71.8	↓	117	↑
2014/15	48	40.3		71	59.7		119	

Table 53 – Overall promotions by ethnicity

Year	BAME			White			Unknown/prefer not to say		Total		
	No.	%		No.	%		No.	%	No.		
2013/14	18	15.4	↑	75	64.1	↓	24	20.5	↑	117	↑
2014/15	19	16.0		72	60.5		28	23.5		119	

Table 54 – Overall promotions by disability

Year	Employees who have declared they have a disability			Employees who have declared they do not have a disability			Unknown/prefer not to say		Total		
	No.	%		No.	%		No.	%	No.		
2013/14	5	3.4	↓	61	41.8	↑	51	54.8	↓	117	↑
2014/15	3	2.5		81	68.1		35	29.4		119	

Disciplinary, harassment and grievance case outcomes

Of the 634 case outcomes across TfL in 2014/15, Surface Transport accounted for 14.8 per cent. Table 55 provides a breakdown of the category of case by gender, ethnicity and disability.

Table 55 – Outcome of disciplinary, harassment and grievance cases

Surface Transport	Disciplinary	Harassment	Grievances
Women	12	2	20
Men	45	3	12
BAME employees	24	2	7
White	29	2	22
Prefer not to say/unknown	4	1	3
Employees who have declared they have a disability	2	0	3
Employees who have declared they do not have a disability	30	5	17
Prefer not to say/unknown	25	0	12

3. Reward (recognising and rewarding our people)

Make a Difference awards

In 2014/15, Surface Transport awarded 787 Make a Difference employee recognition awards. This represents 13.3 per cent of the total awards. These awards were presented to 264 women, 178 BAME employees, and 27 employees who declared that they have a disability. Table 56 illustrates the level of the awards that each of the groups of employees was presented with.

Table 56 – Make a Difference awards by gender, ethnicity and disability

Surface Transport	Total	Instant	Bronze	Silver	Gold
Women	264	42	102	88	32
Men	523	54	206	192	71
BAME employees	178	33	77	53	15
White employees	466	32	174	182	78
Prefer not to say/unknown	143	31	57	45	10
Employees who have declared they have a disability	27	5	12	7	3
Employees who have declared they do not have a disability	497	54	188	176	79
Prefer not to say/unknown	263	37	108	97	21

4. Develop (developing our people)

Learning and development opportunities

During 2014/15, 1,761 employees working in Surface Transport attended a training event. Of these 30 per cent were women, 25.3 per cent were BAME employees, and 2.8 per cent were employees who have declared their disability. These figures align with the overall representation within Surface Transport (see table 57).

Table 57 – Training event(s) attendees by gender, ethnicity and disability

Surface Transport	Total No.	Total %
Women	528	30.0
Men	1,233	70.0
BAME employees	445	25.3
White	950	53.9
Prefer not to say/unknown	366	20.8
Employees who have declared they have a disability	49	2.8
Employees who have declared they do not have a disability	1,122	63.7
Prefer not to say/unknown	590	33.5

Equality training

During 2014/15, 37 employees working in Surface Transport attended the Valuing People through Fairness training course. Of these 45.9 per cent were women, 24.3 per cent were BAME employees and no employees who declared their disability. These figures align with the overall representation within Surface Transport (see table 58).

Table 58 – Valuing People training attendees by gender, ethnicity and disability

Surface Transport	Total No.	Total %
Women	17	45.9
Men	20	54.1
BAME employees	9	24.3
White	12	32.4
Prefer not to say/unknown	16	43.3
Employees who have declared they have a disability	0	0
Employees who have declared they do not have a disability	22	59.5
Prefer not to say/unknown	15	40.5

Specialist Services

This part of the organisation is responsible for corporate policy, strategy and TfL-wide services, and consists of the following directorates: Finance, General Counsel, Human Resources, Customer Experience, Marketing and Communications, and Planning.

Workforce profile

In 2014/15, Specialist Services' workforce consisted of 43 per cent women, 22.9 per cent BAME employees, and 129 employees who chose to declare a disability. Table 59 below provides an overview of Specialist Services' workforce profile.

Table 59 – Overall workforce profile

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown/ prefer not to say (%)		No. of disabled staff	
2013/14	3,789	42.6	↑	57.4	↓	21.9	↑	49.0	↑	29.1	↓	126	↑
2014/15	4,038	43.0		57.0		22.9		53.1		24.0		129	

At senior management level, women represented 32.3 per cent, BAME employees represented 10.4 per cent, and there were 18 employees who chose to declare a disability. Table 60 provides an overview of Specialist Services' workforce profile at the senior level.

Table 60 – Overall workforce profile at the senior level

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown/ prefer not to say (%)		No. of disabled staff	
2013/14	595	31.1	↑	68.9	↓	9.2	↑	70.1	↓	20.7	↓	16	↑
2014/15	669	32.3		67.7		10.4		69.4		20.2		18	

Of those who work flexibly, women represented 86.1 per cent, BAME employees represented 18.8 per cent, and there were six employees who chose to declare a disability. Table 61 provides an overview of Specialist Services' workforce who work flexibly

Table 61 – Overall workforce profile of those who work flexibly

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown/ prefer not to say (%)		No. of disabled staff	
2013/14	236	86.4	↓	13.6	↑	20.3	↓	65.7	↑	14.0	↑	5	↑
2014/15	245	86.1		13.9		18.8		66.1		15.1		6	

1. Recruit (building an effective, efficient and continually improving organisation)

Joiners

In 2014/15, 986 people joined Specialist Services (see table 62) of which 41.3 per cent were women, 27.7 per cent were from the BAME communities, and 1.6 per cent were people who chose to declare their disability.

Table 62 – Overview of joiners by gender, ethnicity and disability

Recruitment – External	Applications	Shortlisted	Appointed
	%	%	%
Women	32.6	29.0	36.4
BAME	48.4	38.4	25.1
Disability	2.1	1.7	1.3
Recruitment – Internal	Applications	Shortlisted	Appointed
	%	%	%
Women	42.1	44.5	46.1
BAME	52.2	36.1	30.3
Disability	3.5	2.9	1.8

Leavers

In 2014/15, 338 employees left Specialist Services (see table 63). Of those 41.7 per cent were women, 20.1 per cent were BAME employees, and three per cent were employees who had chosen to declare their disability.

Table 63 – Overview of leavers by gender, ethnicity and disability

Leavers – Specialist Services	Percentage	
	2013/14	2014/15
Women	40.3	41.7
Men	59.7	58.3
BAME employees	16.7	20.1
White employees	49.3	51.5
Prefer not to say/unknown	34.0	28.4
Employees who declared their disability	3.9	3.0
Employees who declared they did not have a disability	50.4	58.9
Prefer not to say/unknown	46.7	38.1

The key reasons for employees leaving Specialist Services during 2014/15 were:

- Resignation (57.7 per cent)
- Voluntary severance/redundancy (10.9 per cent)

2. Manage (managing the performance of our people)

Promotions

Of the 176 promotions in Specialist Services in 2014/15, 39.2 per cent were women, 14.8 per cent were BAME employees, and 2.8 per cent were employees who chose to declare a disability. Tables 64-66 provide a breakdown of promotions by gender, ethnicity and disability.

Table 64 – Overall promotions by gender

Year	Women			Men			Total	
	No.	%		No.	%		No.	
2013/14	56	40.0	↓	84	60.0	↑	140	↑
2014/15	69	39.2		107	60.8		176	

Table 65 – Overall promotions by ethnicity

Year	BAME			White			Unknown/prefer not to say		Total		
	No.	%		No.	%		No.	%	No.		
2013/14	25	17.9	↓	77	55.0	↓	38	27.1	↑	140	↑
2014/15	26	14.8		89	50.6		61	34.7		176	

Table 66 – Overall promotions by disability

Year	Employees who have declared they have a disability			Employees who have declared they do not have a disability			Unknown/prefer not to say		Total		
	No.	%		No.	%		No.	%	No.		
2013/14	1	1.0	↑	84	60.0	↓	55	39.3	↑	140	↑
2014/15	5	2.8		89	50.6		82	46.6		176	

Disciplinary, harassment and grievance case outcomes

Of the 634 case outcomes across TfL in 2014/15, Specialist Services accounted for 9.9 per cent. Table 67 provides a breakdown of the category of case by gender, ethnicity and disability.

Table 67 – Outcome of disciplinary, harassment and grievance cases

Specialist Services	Disciplinary	Harassment	Grievances
Women	12	3	4
Men	24	7	13
BAME employees	19	1	2
White employees	11	7	9
Prefer not to say/unknown	6	2	6
Employees who have declared they have a disability	2	3	3
Employees who have declared they do not have a disability	24	4	7
Prefer not to say/unknown	10	3	7

3. Reward (recognising and rewarding our people)

Make a Difference awards

In 2014/15, Specialist Services awarded 1,380 Make a Difference employee recognition awards. This represents 23.3 per cent of the total number of awards. These awards were presented to 576 women, 307 BAME employees, and 50 employees who declared that they have a disability. Table 68 illustrates the level of the awards that each of the groups of employees was presented with.

Table 68 – Make a Difference awards by gender, ethnicity and disability

Specialist Services	Total	Instant	Bronze	Silver	Gold
Women	576	32	229	232	83
Men	804	51	310	317	126
BAME employees	307	18	146	107	36
White employees	722	39	262	300	121
Prefer not to say/unknown	351	26	131	142	52
Employees who have declared they have a disability	50	5	24	17	4
Employees who have declared they do not have a disability	824	47	322	326	129
Prefer not to say/unknown	506	31	193	206	76

4. Develop (developing our people and recognising and rewarding our people)

Learning and development opportunities

During 2014/15, 2,747 employees working in Specialist Services attended a training event (see table 69). Of these 41.9 per cent were women, 23.4 per cent were BAME employees, and three per cent were employees who have declared their disability. These figures align with the overall representation within Specialist Services.

Table 69 – Training event(s) attendees by gender, ethnicity and disability

Specialist Services	Total No.	Total %
Women	1,150	41.9
Men	1,597	58.1
BAME employees	643	23.4
White employees	1,439	52.4
Prefer not to say/unknown	665	24.2
Employees who have declared they have a disability	81	3.0
Employees who have declared they do not have a disability	1,709	62.2
Prefer not to say/unknown	957	34.8

Equality training

During 2014/15, 67 employees working in Specialist Services attended the Valuing People through Fairness equality training course (see table 70). Of these 43.3 per cent were women, 19.4 per cent were BAME employees, and there were no employees who declared their disability.

Table 70 – Valuing People training attendees by gender, ethnicity and disability

Specialist Services	Total No.	Total %
Women	29	43.3
Men	38	56.7
BAME employees	13	19.4
White employees	35	52.2
Prefer not to say/unknown	19	28.4
Employees who have declared they have a disability	0	0
Employees who have declared they do not have a disability	43	64.2
Prefer not to say/unknown	24	35.8

London Rail

This is the business area responsible for managing London Overground, Trams and the Docklands Light Railway (DLR) network.

Workforce profile

In 2014/15, London Rail's workforce consisted of 22.7 per cent women, 13.8 per cent BAME employees, and five employees who chose to declare a disability. Table 71 provides an overview of London Rail's workforce profile.

Table 71 – Overall workforce profile

	Overall	Women (%)	Men (%)	BAME (%)	White (%)	Unknown/prefer not to say (%)	No. of disabled staff
2013/14	170	22.4	77.6	14.7	57.1	28.2	2
2014/15	203	22.7	77.3	13.8	55.2	31.0	5

At senior management level, women represented 14.8 per cent, BAME employees 6.6 per cent, and there were two employees who chose to declare a disability. Table 72 provides an overview of London Rail's workforce profile at the senior level.

Table 72 – Overall workforce profile at the senior level

	Overall	Women (%)	Men (%)	BAME (%)	White (%)	Unknown/prefer not to say (%)	No. of disabled staff
2013/14	49	14.3	85.7	6.1	77.6	16.3	1
2014/15	61	14.8	85.2	6.6	75.4	18.0	2

Of those who work flexibly, women represented 75 per cent, there were no BAME employees, and no employees who had chosen to declare a disability represented. Table 73 provides an overview of London Rail's workforce who work flexibly.

Table 73 – Overall workforce profile of those who work flexibly

	Overall	Women (%)	Men (%)	BAME (%)	White (%)	Unknown/prefer not to say (%)	No. of disabled staff
2013/14	3	100	0	0	66.7	33.3	0
2014/15	4	75.0	25.0	0	75.0	25.0	0

1.Recruit (building an effective, efficient and continually improving organisation)

Joiners

In 2014/15, 45 people joined London Rail (see table 74) of which, 22.3 per cent were women, 19.7 per cent were people from the BAME communities, and 6.8 per cent were people who chose to declare their disability.

Table 74 – Overview of joiners by gender, ethnicity and disability

Recruitment – External	Applications	Shortlisted	Appointed (hired)
	%	%	%
Women	20.3	15.2	23.8
BAME	44.8	19.7	14.3
Disability	1.5	3.0	9.5
Recruitment – Internal	Applications	Shortlisted	Appointed
	%	%	%
Women	27.7	21.5	20.8
BAME	49.9	29.2	25.0
Disability	1.9	1.5	4.2

Leavers

In 2014/15, 14 employees left London Rail. Of those who left 21.4 per cent were women, 21.4 per cent were BAME employees, and none were employees who chose to declare their disability. There was a significant increase in the category 'prefer not to say/unknown' (see table 75).

Table 75 – Overview of leavers by gender, ethnicity and disability

Leavers – London Rail	Percentage	
	2013/14	2014/15
Women	40.0	21.4
Men	60.0	78.6
BAME employees	10.0	21.4
White employees	70.0	42.9
Prefer not to say/unknown	20.0	35.7
Who declared their disability	0	0
Who declared they did not have a disability	80.0	50.0
Prefer not to say/unknown	20.0	50.0

The key reason for employees leaving London Rail during 2014/15 was resignation (78.6 per cent).

2. Manage (managing the performance of our people)

Promotions

In 2014/15, of the 10 promotions in London Rail, 20 per cent were women, 10 per cent were BAME staff, and none were employees who chose to declare a disability. Tables 76-78 provide a breakdown of promotions by gender, ethnicity and disability.

Table 76 – Overall promotions by gender

Year	Women			Men			Total	
	No.	%		No.	%		No.	
2013/14	2	22.2	↓	7	77.8	↑	9	
2014/15	2	20.0		8	80.0		10	

Table 77 – Overall promotions by ethnicity

Year	BAME			White			Unknown/prefer not to say		Total		
	No.	%		No.	%		No.	%	No.		
2013/14	1	11.1	↓	5	55.6	↑	3	33.3	↓	9	
2014/15	1	10.0		7	70.0		2	20.0		10	

Table 78 – Overall promotions by disability

Year	Employees who have declared they have a disability			Employees who have declared they do not have a disability			Unknown/prefer not to say		Total		
	No.	%		No.	%		No.	%	No.		
2013/14	1	11.2	↓	4	44.4	↑	4	44.4	↓	9	
2014/15	0	0		6	60.0		4	40.0		10	

Disciplinary, harassment and grievance case outcomes

Of the 634 case outcomes across TfL, London Rail had no cases.

3. Reward (recognising and rewarding our people)

Make a Difference awards

In 2014/15, London Rail awarded 30 Make a Difference employee recognition awards. This represents 0.5 per cent of the total number of awards. These awards were presented to two women, four BAME employees, and no employees who declared that they have a disability. Table 79 illustrates the level of the awards that each of the groups of employees was presented with.

Table 79 – Make a Difference awards by gender, ethnicity and disability

London Rail	Total	Instant	Bronze	Silver	Gold
Women	2	0	1	1	0
Men	28	0	11	8	9
BAME employees	4	0	2	0	2
White employees	18	0	6	8	4
Prefer not to say/unknown	8	0	4	1	3
Employees who have declared they have a disability	0	0	0	0	0
Employees who have declared they do not have a disability	17	0	7	7	3
Prefer not to say/unknown	13	0	5	2	6

4. Develop (developing our people and recognising and rewarding our people)

Learning and development opportunities

During 2014/15, 118 employees working in London Rail attended a training event. Of these 22.3 per cent were women, 14.9 per cent were BAME employees, and 2.7 per cent were employees who had declared their disability. Table 80 provides an illustration of those who attended training events.

Table 80 – Training events attendees by gender, ethnicity and disability

London Rail	Total No.	Total %
Women	28	23.7
Men	90	76.3
BAME employees	17	14.4
White employees	62	52.5
Prefer not to say/unknown	39	33.1
Employees who have declared they have a disability	1	0.9
Employees who have declared they do not have a disability	62	52.5
Prefer not to say/unknown	55	46.6

Equality training

During 2014/15, three employees working in London Rail attended the equality training course - Valuing People through Fairness. The figures are illustrated below in table 81.

Table 81 – Valuing People training attendees by gender, ethnicity and disability

London Rail	Total No.	Total %
Women	0	0
Men	3	100
BAME employees	1	33.3
White employees	2	66.7
Prefer not to say/unknown	0	0
Employees who have declared they have a disability	0	0
Employees who have declared they do not have a disability	2	66.7
Prefer not to say/unknown	1	33.3