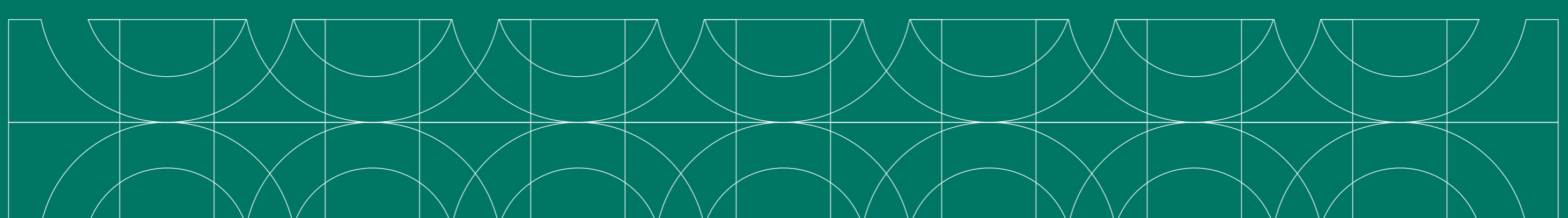
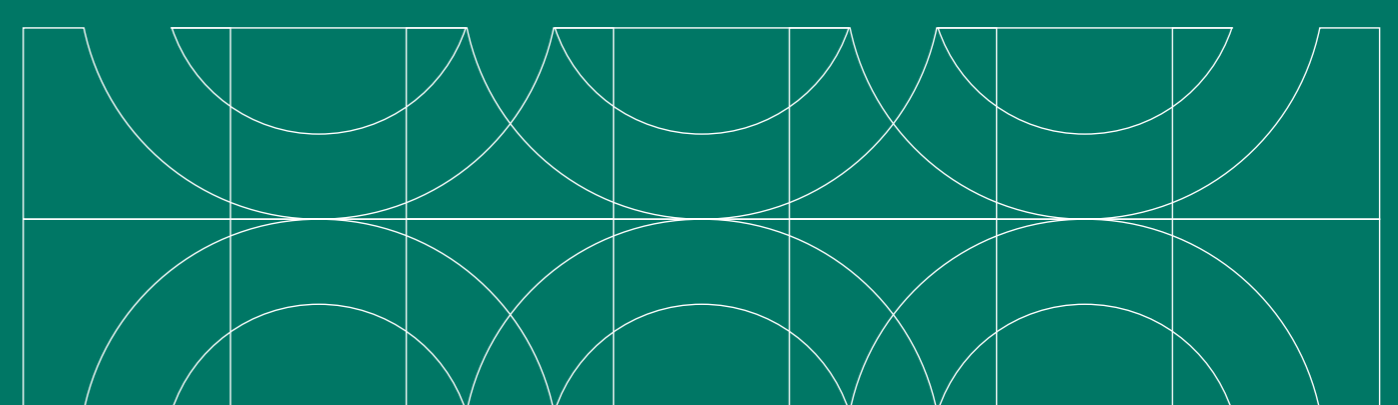


# Annual Diversity and Inclusion impact report

2019/20





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# Director's foreword

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

It is clear that now, more than ever, we need to focus on understanding and responding to the inequalities in our city, our transport network and our workforce.

The past year has shown us – both in terms of the pandemic and the resurgence of the Black Lives Matter movement – how fundamentally important it is for our workforce to represent the city we serve. We need to redouble our efforts so that we can play our part in delivering a recovery where everyone is able to make safe, spontaneous, seamless, affordable and accessible journeys with confidence. We are committed to meeting our customers' needs through relentlessly pursuing inclusive leadership, cultures, behaviours and ways of working.

This third Annual Diversity and Inclusion impact report charts our progress in a time before the pandemic, and highlights some of the innovative and pioneering ways in which we are making progress, including:

- Launching a new campaign to support women into cycling
- Building a bigger, better Independent Disability Advisory Group
- Creating our award-winning #EveryStoryMatters advertising campaign
- Working with Crossrail on the innovative community engagement programme

- Creating the 79th step-free station (Mill Hill East)
- Delivering our award-winning Disability Equality training
- Giving out the 90,000th 'Please offer me a seat' badge
- Setting up a £25m 'scrap for cash' scheme targeted at disabled car owners and those on low incomes
- Increasing female representation across all apprentices
- Rolling out new mental health training for employees, line managers and peer supporters
- Increasing the inclusion score in 2019/20 by four percentage points

We are proud to share these – and many more achievements – with you, while acknowledging that there is always more progress we can make, and committing to making it.



**Staynton Brown**  
Director of Diversity,  
Inclusion and Talent



# Our objectives

This report provides updates on our progress against the 11 equality, diversity and inclusion objectives listed in our Action on Equality strategy. It covers the period from 1 April 2019 to 31 March 2020.



## Customer experience

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



## Customer information

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



## Accessible network

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



## Travelling safely and securely

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



## Value for money and affordability

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



## Health

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



## Workforce diversity

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



## Support current and future employees

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



## Promote an inclusive culture

Create a culture where all staff feel engaged



## Our business partners

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



## Communication and engagement

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

# Diversity in London

London's population is growing fast and is projected to continue to rise over the coming decades, albeit at a slower pace than we have seen in recent years. Current projections place London's population at between 10.1 million and 10.4 million by 2041, creating around five million additional journeys every day. Our role is to provide a transport service that meets this growing demand, and also to be aware of and answer the needs of different groups and communities wherever possible. Below are some key facts<sup>1</sup> on London's diversity.

## Gender<sup>2</sup>

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

## Ethnicity

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

## Disability

Nineteen per cent of the Capital's population have identified themselves as being disabled, and 11 per cent of economically active Londoners have a disability.

## Age

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

## Faith/Belief

Forty-eight per cent of Londoners describe their religion/belief as Christian. The second largest group is Islam, with 14 per cent. Five per cent are Hindu, two per cent Jewish, two per cent Sikh and one per cent Buddhist.

## Sexual orientation

Around 5.1 per cent of economically active Londoners identify as lesbian, gay or bisexual.

<sup>1</sup> Based on Annual Population Survey 2019 data from the Office for National Statistics and the Greater London Authority 2019 round of trend-based population projections (central variant)

<sup>2</sup> It is not possible to accurately report the number of Londoners who would describe themselves as gender non-binary, gender fluid or as trans



Transport must meet the needs of London's diverse communities

# Customer experience: improving the whole journey

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



# Introduction

We are proud to say that, overall, customers tell us they are satisfied with our services. We work hard to ensure that these and the information we provide are as accessible as possible, to as many people as possible. We aim to ensure that everyone can use our network and receive a consistent and high-quality service that meets their needs, and our focus is on addressing important issues such as accessibility, affordability and safety.

Our approach to accessibility needs to be underpinned by good evidence. In 2019, we published [Understanding our Diverse Communities](#), a compendium of evidence that gives us a comprehensive picture of different travel patterns, behaviours and attitudes towards issues such as accessibility, fares, personal safety, security and customer satisfaction. The data and insights obtained enable us to continue to take an evidence-based approach to actions and decision-making.

Areas of particular focus in 2019/20 have included the work done with Crossrail to assist with accessibility by our Ambassador Team; bus driver and contact centre staff training; enhancement of our Assisted Transport Services roadmap; and targeted compliance testing on taxi and private hire drivers and private operators.



## Key achievements

- Our ground-breaking Crossrail community engagement programme
- Roll-out of new training pathways for Customer service and Professional services staff
- Our award-winning Disability Equality training
- A total of 161 accessibility trips carried out by our Customer and Community Ambassador Team



## Customer and Community Ambassador Team

As part of our action to work with Crossrail to support its engagement with, and customer service activities for, older and disabled people, the Customer and Community Ambassador Team conducted 161 bespoke accessibility trips from April 2019 to March 2020. In these, children, young adults and adults on the autism spectrum joined the team in riding in the train driver's cab. Around 20 train drivers volunteered in this initiative, which involved train rides from Liverpool Street to Shenfield stations. The Ambassadors talked to the group about safety, and familiarisation with the train and stations.

Other bespoke trips involved the Ambassadors holding pop-up sessions at Queen's Hospital, Romford, and Ealing Hospital. Aimed at hospital patients going through rehabilitation following physical disability, the sessions led to many of

the patients being shown around stations and trains in order to build their confidence for a return to travel.

An Accessibility Steering Group has now been set up, meeting on a quarterly basis. The team also took part in the 'Please offer me a seat' and 'Look Up' campaigns. They attended events such as Sight Action (Havering) at the Salvation Army headquarters; and the Accessibility and Mobility Forum at Hillingdon.

The Ambassador Team Manager attended the Havering Over Fifties forum at the council offices to discuss station upgrades, ticketing and accessibility. The team continues to work with Ageless Teenagers – a seniors community initiative – hosting 30 bespoke rail trips, and has met with older customers at libraries.



11 Travel Ambassadors are on the team, up from nine

## Bus driver training

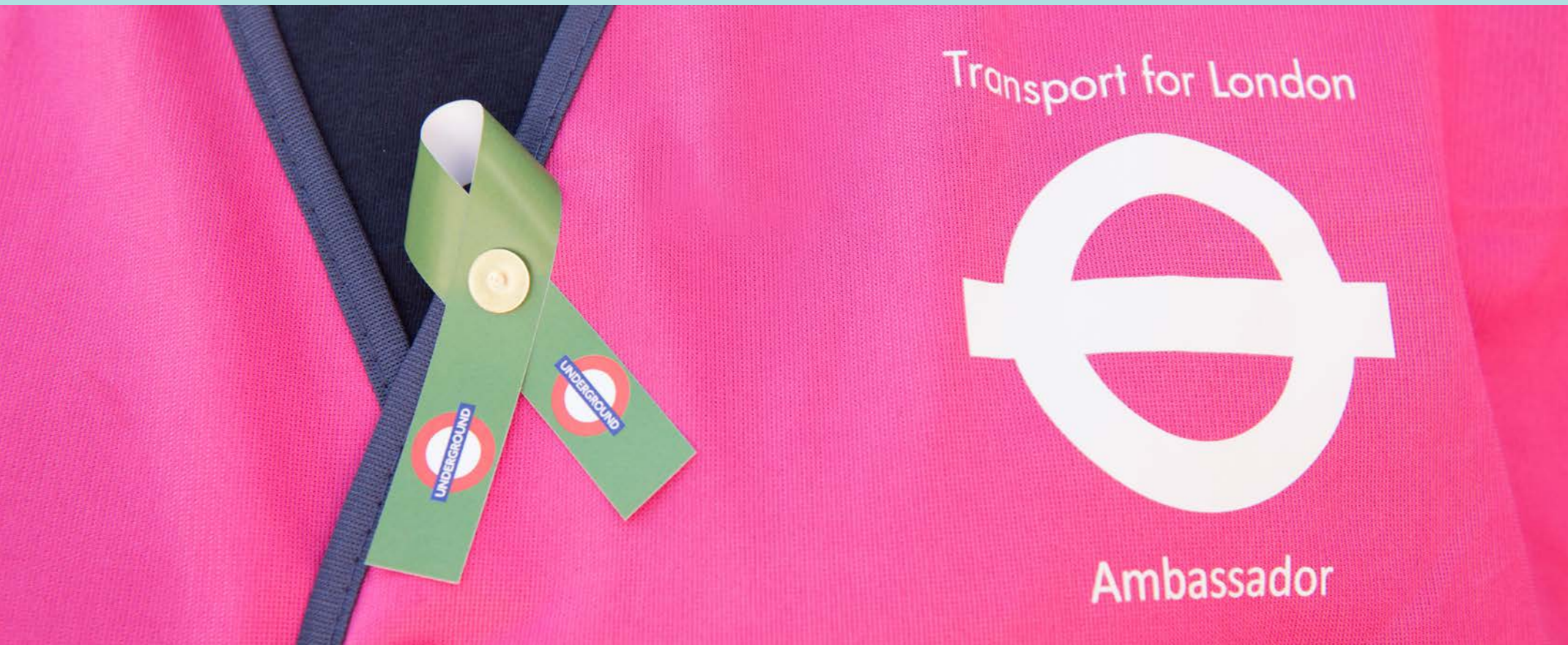
We delivered training to ensure that each bus garage has a Dementia Friend (an individual trained in dementia), and the plan remains for this to be included in the new driver training programme. We also held accessibility engagement events at bus garages across London, bringing disabled people and bus drivers together to help develop mutual understanding and engagement.



## Assisted Transport Services roadmap delivery

Work continued on the Assisted Transport Services (ATS) roadmap during 2019/20 in order to provide a more joined-up service for customers. The specifications for a new booking and scheduling system for Dial-a-Ride, which will form the basis of a digital 'one stop shop', were developed in preparation for inviting suppliers to bid for this work in October 2020.

We engaged with a number of NHS Trusts with a view to developing better integration between ATS and NHS non-emergency patient transport services. A strategy to increase awareness and usage of our travel mentoring service, an important element of our ATS offering, was developed for implementation during 2020/21.

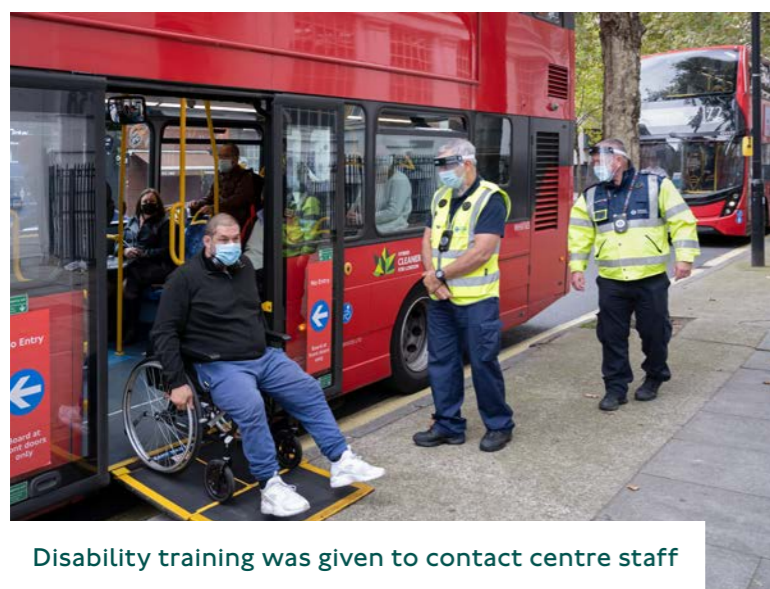


Ambassadors worked with different groups to promote accessibility

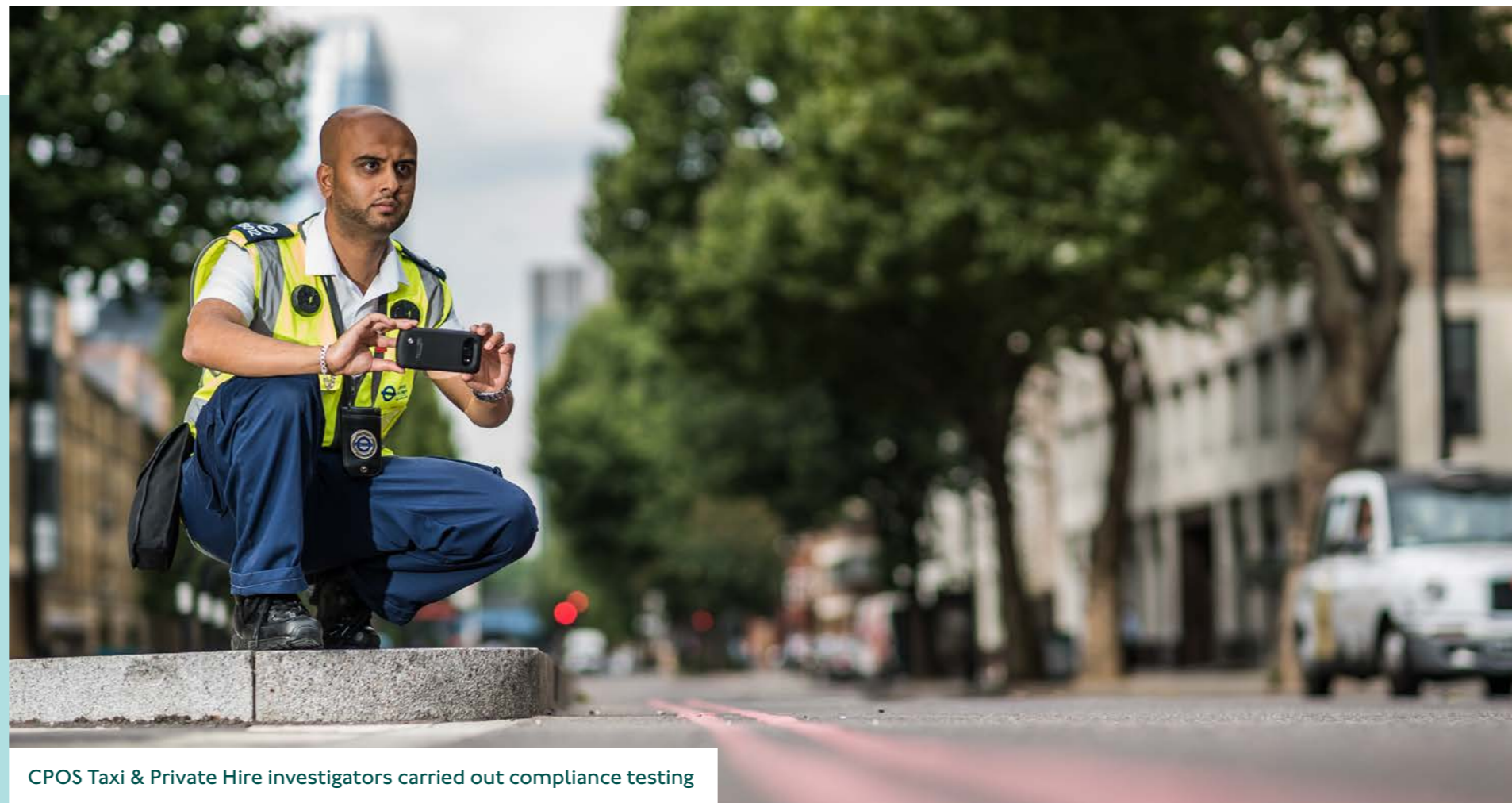


## Contact centre training

Contact centre staff completed the new award-winning Disability Equality for Professional services training during the year. This included a guided journey on our network with a disabled person to help staff understand the real barriers that exist to inclusive end-to-end journeys. The team also supported wider work to reduce issues for customers by collating and sharing accessibility-focused reports to ensure recurring themes from customer complaints were identified and learnt from.



Disability training was given to contact centre staff



CPOS Taxi & Private Hire investigators carried out compliance testing

## Taxi and Private Hire

The Compliance, Policing and On-Street Service Directorate (CPOS) Taxi and Private Hire investigations team undertook a series of targeted compliance tests on taxi and private hire drivers and private operators. This was in relation to the refusal to take passengers with assistance dogs, and subsequent failure to comply with the Equality Act.

The investigations team for the period 1 January–31 December 2019 secured 35 prosecutions for offences under the Equality Act. This resulted in 33 convictions (a conviction rate for the year of 94.29 per

cent), comprising 28 private hire vehicle drivers, three black cab drivers and two private hire vehicle operators.

Since February 2015, the investigations team has undertaken 98 prosecutions, resulting in 92 convictions (a conviction rate of 93.88 per cent). These comprise 80 private hire vehicle drivers, seven private hire vehicle operators and five black cab drivers.

In addition, work is ongoing to review accessibility at taxi ranks across the Capital and make improvements for passengers where feasible.

**35**  
prosecutions made for  
offences under the Equality  
Act, resulting in a conviction  
rate of

**94%**



# Customer information: improving inclusion

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



# Introduction

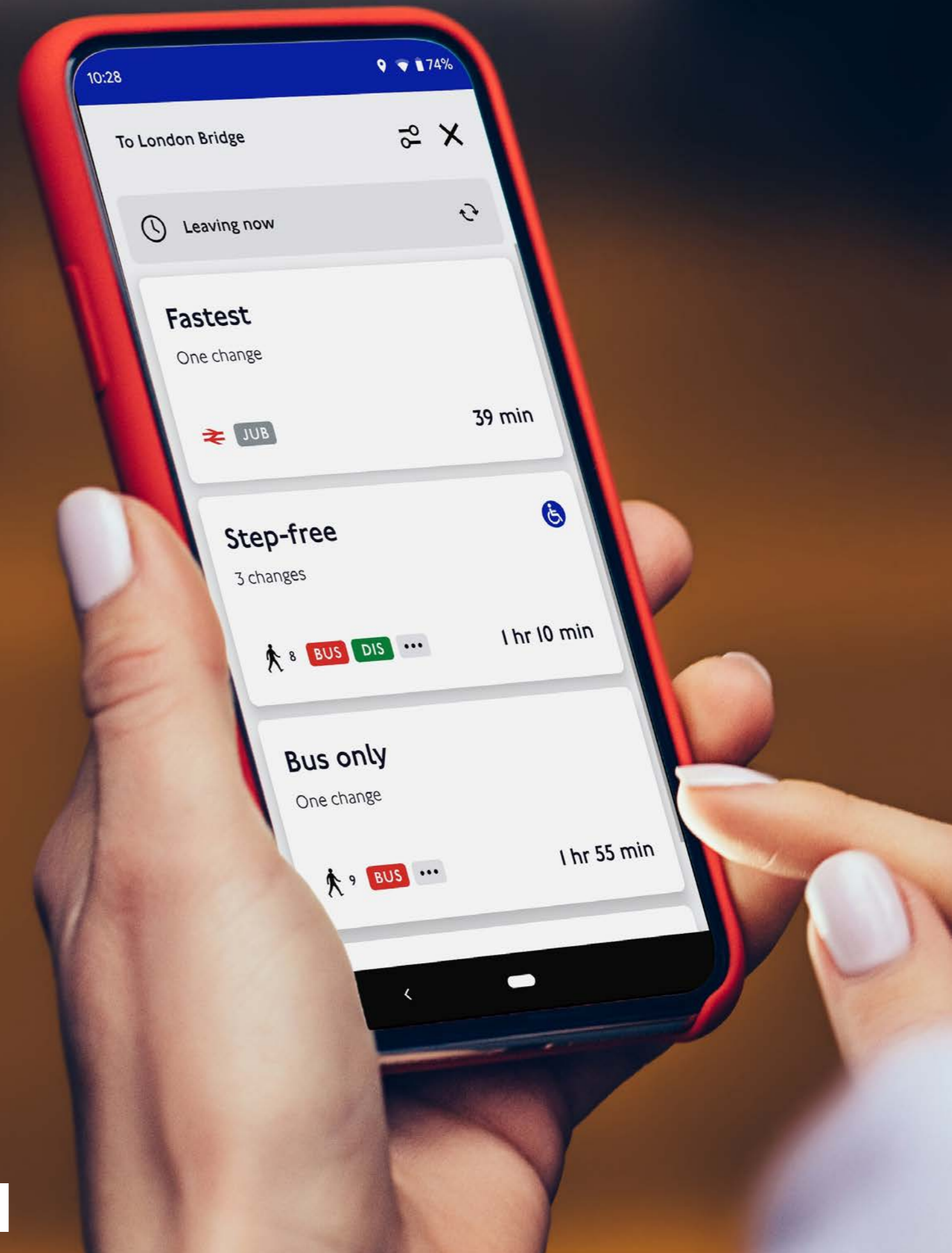
Our customers' travel experience begins at the point they start thinking about their journey. Reliable and realtime information is essential to help people get around, especially for those with accessibility-related needs. Our aim is to provide clear, accurate and up-to-date information on all our services, in a variety of formats, and we want to break down barriers that can deter disabled and older people from using our services.

Our TfL Go app, launched in 2020, is inclusive in its design, and is just one of a number of ways in which we are offering improved step-free journey planning. We have worked on help points provision, and raised awareness of our accessible services through printed publications, audio-visual information and videos. Campaigns such as Priority Seating Week and 'Look Up' raise awareness, as does our priority seating moquette design, which works as a visual reminder to customers of those with accessibility needs.



## Key achievements

- Development of our new TfL Go app to improve step-free journey planning
- Updating our 'Accessible Travel in London' guide
- Producing a new 'Travelling in London while pregnant or with a buggy' leaflet
- Giving out the 90,000th 'Please offer me a seat' badge following Priority Seating Week



## Improved step-free journey planning

In 2019/20, we worked to integrate an enhanced dataset for step-free journeys as part of TfL Go – our new app, launched in 2020. The app includes detailed information that up until then was only available in printed formats, such as the number of steps from platform to train, and toilet accessibility. The app is optimised for assistive technologies used by customers with visual impairments, which translate speech to text or text to speech.

We began integrating live lift status updates into new flagship digital channels, including the TfL Go app as well as new digital status boards in stations. Both the app and status

boards follow our new design approach, which is 'inclusive by default' in that it provides information in ways that are clear, simple and reassuring.

A successful proof-of-concept demonstrated how step-free journeys could be improved by the provision of detailed station wayfinding information in digital travel tools. We are planning further customer trials of these in 2021/22.

The Realtime Information app, whereby staff can provide live updates on lifts, escalator problems, station overcrowding and closures, has seen further updates.

The TfL Go app and status boards provide information in ways that are clear, simple and reassuring



## Accessibility publications

Our updated 'Accessible Travel in London' leaflet sets out all the help and support available on the network. The leaflet is available online in multiple different versions, including easy read, audio and braille. A British Sign Language video version of the leaflet can also be found on the 'People with sight or hearing loss' page of our website.

In August 2019, we produced a new 'Travelling in London while pregnant or with a buggy' leaflet, which is distributed at stations across the network and is also delivered with online 'Baby on board' badge orders. Our paper maps and guides continue to be reviewed and produced, because our evidence tells us that disabled and older Londoners are less likely to access the internet or own a smartphone.



Step-free journey planning has been improved this year



## Help points provision

Our contractor has now completed the configuration and routing of calls from passenger help points at 24 selected stations. However, the trial cannot begin until station numbers are back to at least 90 per cent as the data would be inaccurate and not fully representative of the impact of the calls on the London Underground control centre and contact centre operations.



Just under two-thirds of buses were fitted with hearing loops as of March 2020

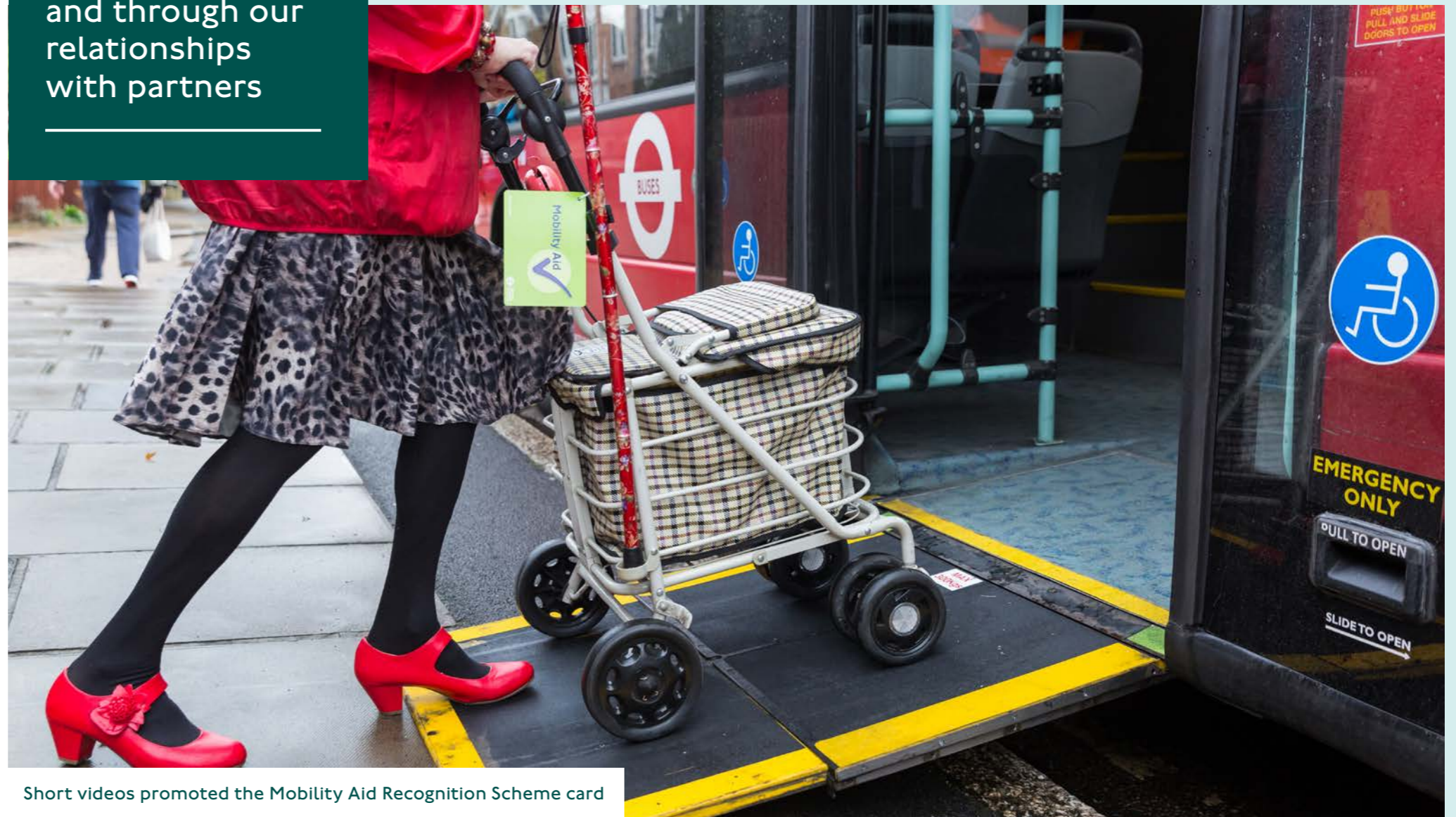
We promote the accessibility improvements to our services through our website, the Accessible Network leaflet, local events and through our relationships with partners

## Raising awareness of our accessible services

We continue to promote the accessibility improvements to our services through our website, the Accessible Network leaflet, local events and through our relationships with local, regional and national partners. Promotion also takes place via the Stakeholder Accessibility Forum, the Independent Disability Advisory Group and our Valuing People group, which consists of more than 50 adults with learning

difficulties. We are improving the audio-visual information used on buses, with just under two-thirds of buses being fitted with hearing loops as of March 2020.

In addition, we produced a range of new short videos to promote travel mentoring, the Turn Up and Go service, the travel support card and the Mobility Aid Recognition Scheme card.



Short videos promoted the Mobility Aid Recognition Scheme card

## Roll-out of priority seating moquette design

The priority seating moquette design, introduced in 2018/19, provides additional visual differentiation of the priority seating areas. It contains messaging that is woven into the seat fabric to give a visual reminder of the use of priority seating, including for customers whose impairments may not be visible.

London Underground installed this new design across the Jubilee line rolling stock fleet, following a successful trial of the design in 2018 as part of the refurbishment of the line.

The design will be installed on the Central line as part of its upcoming refurbishment programme, which has been pushed back to December 2021. Wheelchair bays will also be fitted, along with a new passenger information system.

The design has been specified for the Deep Tube Upgrade programme and for the new DLR rolling stock. It will additionally be used on the Routemaster refurbishment programme, making it the first time that a London bus will show visual demarcation for priority seating.

The priority seating moquette design will be used on the Routemaster refurbishment programme, making it the first time a London bus will show visual demarcation for priority seating

## Priority Seating Week

In April 2019, we held our second Priority Seating Week and marked the anniversary of the 'Please offer me a seat' badge and card. During the week, we shared videos on social media explaining why people wear the badge, focusing on those with invisible disabilities and highlighting how the 'Baby on board' badge helps pregnant women when they travel.

Vinyl stickers were installed above priority seats on TfL Rail, and announcements were made to increase awareness of the badge. By the end of the 2019/20 financial year, 90,000 'Please offer me a seat' badges had been distributed since the badges were launched in 2017.

We supported the 'Look Up' campaign for the second year in a row in August and November 2019 and February 2020. The campaign encourages people travelling on public transport to look up to see if someone may be in greater need of their seat.

We ran video content on social media and continued to run station announcements with the 'Look Up' message, as well as displaying messages on station indicator boards and posters.



90,000

'Please offer me a seat' badges distributed since 2017



The priority seating moquette messaging is clearly visible

# Spotlight

## #EveryStoryMatters wins Advertising Campaign of the Year award

Our #EveryStoryMatters campaign was recognised at the PinkNews awards in 2019 at a ceremony attended by numerous politicians and celebrities, including screenwriter Russell T. Davies and TV star John Barrowman.

The campaign won the Advertising Campaign of the Year award ahead of nominations for Uber, Samsung Galaxy, Dublin bus and the Co-op. Last year's winner in this category was Kellogg's My Perfect Bowl campaign.

#EveryStoryMatters was visible across our network in the build-up to, and during, Pride earlier this year. The campaign was most visible on the Underground, where roundels at various locations were adapted to include the colours of the LGBT+ Pride flag, the trans Pride flag and, for the first time, the bisexual Pride flag.

The LGBT+ Pride flag roundels this year featured black and brown stripes to represent the Black, Asian and minority ethnic communities, and the campaign also included posters of our LGBT+ employees in stations around the city.

The campaign was a result of excellent collaboration between a number of different teams, our staff network group OUTbound and all the LGBT+ staff and others who shared their personal stories and support.

‘Our win is thanks to all the hard work and authenticity we all bring to our roles at TfL every day’



**Kyle Monk**  
OUTbound  
group lead



#EveryStoryMatters was promoted on London Underground

# An accessible network: improving accessibility

Improving our transport network for all our  
customers





# Introduction

Our 'improving the whole journey' approach to making our streets, stops, stations and vehicles more accessible continues to deliver improvements across our network. The Mayor committed to investing £160m in step-free access by 2024, which represents the single biggest investment in accessibility in London Underground's 157-year history. The 79th step-free station was created, at Mill Hill East, and considerable investment has been made in disability equality training for frontline London Underground staff.

Ninety-five per cent of bus stops have been made wheelchair accessible since 2018, and work took place to modernise 4,000 bus shelters by the end of 2019/20. We are committed to developing inclusive Healthy Streets to encourage walking and cycling, and have commissioned research looking at the operation of new infrastructure to facilitate active travel.

In 2019/20, we made a number of improvements to our staff-facing Turn Up and Go app. This enhances the quality of the service we can offer our customers, while also helping to cut delays and reduce station platform congestion.



## Key achievements

- Step-free route signage updates rolled out at eight London Underground stations
- Building a new entrance to Bank station
- Creation of the 79th step-free station (Mill Hill East) and 68 new accessible bus stops
- Completion of 42 Healthy Streets checks

Investment has been made in improving step-free access





Frontline staff follow disability equality training

## Disability equality training

In 2019/20, 286 frontline London Underground staff were given disability equality training, with particular focus on those working in stations where high numbers of Turn Up and Go journeys take place and where manual boarding ramps are located. From November 2019, all new London Underground frontline staff now receive this training as a standard part of their induction when they join the organisation.

In January 2019, the programme was extended to make it available to all non-operational staff. Training was delivered to 885 people in 2019/20, which meant that more than 1,000 TfL staff members from our Professional services team have now attended a full-day session. Training was paused

in March 2020 due to the coronavirus social distancing restrictions but is planned to restart in 2021.

We worked in partnership with the Design Council to create a bespoke inclusive design training programme, attended by more than 200 employees from a wide range of teams. We have also been developing further training that will enable staff to become access consultants as recognised by the National Register of Access Consultants.



**885**

non-operational staff received disability equality training

## Improvements to Turn Up and Go app

In 2019/20, we implemented several improvements to the staff-facing Turn Up and Go app. There is now a functionality that ensures London Underground station staff are aware of an incoming Turn Up and Go journey, even if the Realtime Information app is not in use on their iPad. The message includes an estimated customer arrival time, which helps staff plan customer collection more accurately, saving them time and improving the quality and consistency of this service by ensuring customers are collected promptly. This also helps reduce delays and platform congestion at stations.



## Step-free route signage

The accessible signs standard signage and wayfinding updates were rolled out at eight London Underground stations: Finsbury Park, West Ham, Tottenham Court Road, Hammersmith (District, Circle and Hammersmith & City lines), Earl's Court, Victoria, Canada Water and Canning Town. Completion is due early next year.



**8**

London Underground stations received step-free route signage updates

## Step-free access at more stations

A new entrance was delivered at Bank station, which improved step-free access to the DLR. In addition to the completion of step-free access at Bond Street in 2017, and at Bromley-by-Bow, Victoria and Newbury Park in 2018, we have also made the following stations step-free: Finsbury Park (January 2019), South Woodford (March 2019) and Mill Hill East (February 2020).



**79**

step-free London Underground stations

## Funding to encourage active travel

Financial support continued in 2019/20 for boroughs' Local Implementation Plan spending submissions. This funding enables boroughs to deliver locally against the objectives of the Mayor's Transport Strategy. The funding led to delivery of 35,000 cycle parking spaces (including those via developers), 93 new signal-controlled crossing points for pedestrians, 211 safety schemes and 68 new accessible bus stops.

During 2019/20, we introduced a diagonal crossing at the junction outside Lambeth North Tube station, alongside cycling and other safety initiatives. We believe that measures such as diagonal crossings allow those with mobility issues more time to cross the road and that, as such, they improve the accessibility of London's streets for all. By improving the cycling infrastructure at junctions such as this, we are bringing the Mayor's Healthy Streets vision to life as it will encourage more Londoners to choose active travel.

## Active travel funding enabled delivery of 35,000 cycle parking spaces



Increased cycle parking has been enabled as a result of funding



Well-designed urban design and infrastructure encourage cycling

## Urban design guidance

We are committed to ensuring that we promote best practice in urban design using our Healthy Streets guidance. In 2019, we released the fourth edition of this guidance, defining our aspirations and criteria for good design, material selection, installation and maintenance. In 2020, we developed additional guidance to assist TfL and London boroughs in developing inclusive Healthy Streets to encourage walking and cycling.

We have commissioned a number of research projects looking at the operation of new types of infrastructure. This includes 'continuous footways', 'shared use bus boarders', and the impact of colourful crossings on behaviour, response and safety of customers – to better understand user behaviours in these scenarios.

# Spotlight

## TfL launches campaign to support women into cycling

In March 2020, we marked International Women's Day by launching a campaign to encourage more women to take up cycling. Although three quarters of women in London know how to ride a bike, only 13 per cent currently cycle<sup>3</sup>. Through the Cycle Your City campaign, we will work with women and organisations to build an in-depth picture of women's cycling across the capital. With this project, we aim to:

- Inspire a change in perceptions about riding a bike by highlighting women's stories about the benefits of cycling
- Commission new research and carry out engagement to better understand the barriers to cycling faced by women
- Establish what further work we can do to tackle these barriers

New research shows that where we have invested in new high-quality cycling routes, two-thirds of women feel safer cycling on the Capital's streets. However, it also reveals we have more to do to ensure that those who feel confident to cycle in London are as diverse as our city's population.

The reasons why many women choose not to cycle are well acknowledged, including the fear of being involved in a collision, and concerns around too much traffic. But there are also less well understood concerns, such as lack of representation within the cycling industry and experiences of harassment and hostility. We recognise that these issues need further exploration.

A TfL survey<sup>4</sup> undertaken by 1,792 women across London has revealed that 60 per cent of female cyclists would be encouraged to cycle more if they saw more women of their age and background cycling, this being particularly true of women under 25. For women who currently don't cycle, 64 per cent said they would cycle if they saw more people like them cycling. We have therefore launched a search for Ambassadors to share their personal stories in order to help inspire other women to cycle in the Capital.

<sup>3</sup> TfL Customer Pulse Survey, cycling module. Online panel survey of 1,292 people carried out from 15 September-12 October 2019. Sample includes 991 responses from a representative sample of Londoners and 301 from a cycling-specific sample boost

<sup>4</sup> An online quantitative survey of 1,792 women was carried out in February 2020. Of the representative sample of women living in London, fewer than 300 had cycled in London in the past 12 months. Fieldwork took place from 17-26 February 2020



We are working to promote the many benefits of cycling to women



Our streets need to be places for everyone to enjoy

## Improving facilities for all pedestrians

The aim of the Healthy Streets Approach – a key element of the Mayor’s Transport Strategy – is to make London’s streets more pleasant for people walking and cycling.

The Healthy Streets Check for Designers is one way in which we assess the design of a scheme to ensure that it is consistent with the Healthy Streets Approach. The check is used to assess the existing situation, and can help identify what the street needs to encourage sustainable travel and create places for everyone to enjoy. In 2019/20, TfL completed checks on a total of 42 schemes.

In March 2020, we released the Planning for Walking toolkit, designed to help make London’s streets more attractive for walking and spending time in. The document highlights the need for street designers to prioritise vulnerable road users by considering their specific needs.

Inclusive design is a key principle used to ensure that street facilities are improved for all. Equality Impact Assessments are conducted as part of all street design projects to ensure that consideration is given to the needs of everyone,

particularly those people with protected characteristics, as defined by the Equality Act 2010. We are setting out best practice for London boroughs to ensure that the assessment process is applied in a consistent and constructive way across the Capital.

Our Operation Clearway seeks to clear pavements from clutter and make it easier for everyone to walk in London, particularly older people and those with visual or mobility impairments. In 2019/20, we issued 543 warning letters, 160 fixed-penalty notices and prosecuted 18 businesses for unlawfully obstructing the highway.



For unlawfully obstructing the highway,

**160**

fixed-penalty notices issued, and 18 businesses prosecuted

# Travelling safely and securely: improving safety

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



# Introduction

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

We prioritise action on high-harm offences including sexual offences, hate crime and violence between customers and against transport staff and contractors. Regular days of action and engagement take place between police and our staff to target offenders and improve victim confidence to report offences. Communications and press involvement also play an important role.

We worked on a number of key initiatives in 2019/20 to improve road safety. The launch of a 20mph limit on the central London road network is an integral part of the Mayor's Vision Zero goal to eliminate all deaths and serious injuries from London's transport network by 2041. Programmes to help young drivers to be safe on the roads, and to educate schoolchildren on how to use the network safely and respectfully, have also been areas of focus.



## Key achievements

- Free transport education for schools
- Ongoing introduction of 20mph zones, the Safe Drive Stay Alive scheme and our Road Safety Club
- Working with policing partners on tackling hate crime and sexual harassment; safeguarding; suicide on the roads and public transport network; rough sleeping; and missing persons



We prioritise safety and security on the travel network

# Road safety

## New 20mph speed limit launched on road network

On 2 March 2020, we launched a new 20mph limit on our central London road network, which is a key element in the Mayor's Vision Zero ambition to eliminate death and serious injury from London's transport network. The new speed limits are being enforced across all our roads within the Congestion Charging zone, including Millbank, Victoria Embankment and Borough High Street, following public support.

We have recalibrated speed cameras in central London and are using mobile speed cameras to ensure compliance.

A marketing campaign was launched to announce the speed limit change and educate drivers on the purpose of the new limit. More than 50km of our road network is now subject to a 20mph speed limit.



The 20mph speed limit has been rolled out on our road network

## Helping young drivers to be safe on the roads

The Safe Drive Stay Alive scheme targeted boroughs with the highest levels of car drivers and passengers killed or seriously injured among those aged 16 to 19. The aim is to reduce road accidents, and focuses particularly on teenage drivers, who are more at risk because of their inexperience. Advice and information is given on how to drive safely.

The programme started in October 2019 and continued through to the closure of schools in March 2020. It ran across the London boroughs of Barking and Dagenham, Barnet, Bexley, Brent, Bromley, Croydon, Ealing, Enfield, Greenwich, Haringey, Harrow, Havering, Hillingdon, Hounslow, Redbridge and Waltham Forest. Bromley, Croydon and Haringey were forced to cancel eight of their programme events due to lockdown, and because of coronavirus restrictions were unable to re-organise sessions.



## Improving pedestrian safety in Peckham and Tooting

Consultation on the programme to improve pedestrian safety in Peckham town centre has finished, and in light of this we have made changes to the proposals. Accessibility and inclusion have been considered throughout the scheme development. Scenarios were tested for different user groups to ensure that all routes remained as accessible as possible. Accessibility and inclusion have also been key drivers in the construction design management in order to maintain access for all during the scheme delivery.

Public consultation on the scheme to improve pedestrian safety in Tooting was also undertaken, and concept designs finalised. We completed an Equality Impact Assessment and updated it at each stage of the consultation in order to ensure accessibility through its design.



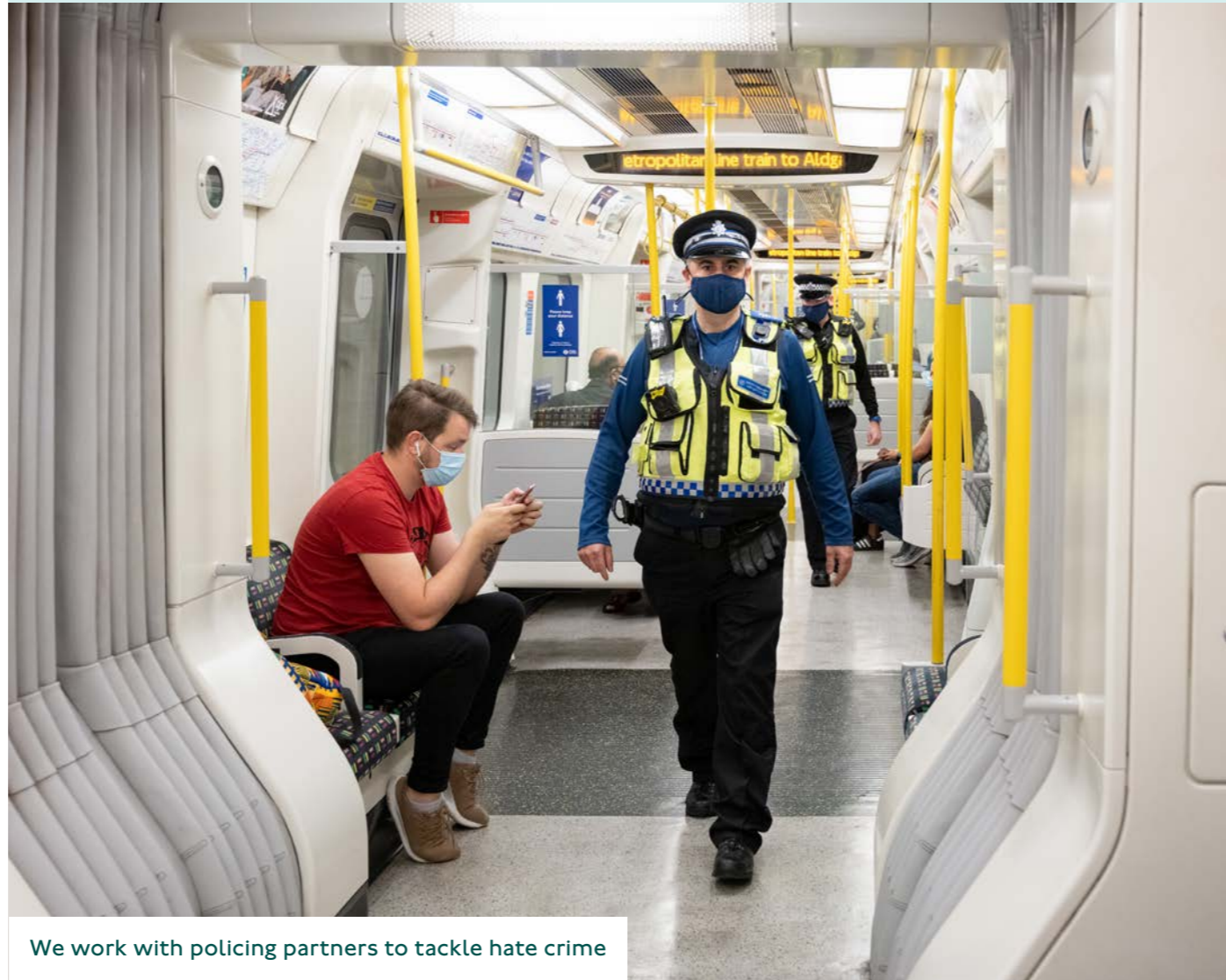
## Reviewing motorcycle training scheme

Although the delivery of a new training scheme for motorcyclists and scooter riders had been planned, it was decided instead to pause training from April 2019-March 2020. The reason for this was to review the effectiveness of two courses: the one-to-one motorcycle skills course and the Beyond Compulsory Basic Training course.



## Launching the Road Safety Club

The Children's Traffic Club has been replaced by our Road Safety Club. This online and printed resource focuses on areas of high deprivation and those from Black, Asian and minority ethnic backgrounds, over-represented, as a group, in the killed or seriously injured statistics.



We work with policing partners to tackle hate crime

## Raising awareness of hate crime

Our policing partners engage with staff, passengers and local communities to identify and understand their concerns around hate crime, as well as promoting key messages. At the start of 2020, we worked with officers in new ways due to the need to reduce social contact due to coronavirus, with many events being held online.

We continue to promote our hate crime eLearning course. The module

raises awareness about what hate crime is, its impact on staff and customers, and what action to take should you witness it or be a victim. We have also been working with our Staff Network Groups to improve the understanding of hate crime. And we are now reporting on transport-related hate crime in our quarterly crime statistics bulletin, which helps improve our transparency and accountability in this area.



## Educating schoolchildren on using the network

Our Safety and Citizenship team continues to provide a free-of-charge transport education service to London schools, aiming to promote safe, responsible and respectful behaviour on and around London's transport network. As in previous years, trained facilitators presented to Year 6 pupils in London preparing to transfer to secondary school.

Due to school closures in March 2020, many of the Safety and Citizenship sessions were cancelled. We therefore devised an online digital solution, STARS Safer Journey Planner, comprising information on active travel, safe use of public transport, journey planning, and guidance on the behaviour expected of young people on the network.

## Tackling sexual harassment on public transport

We have been working closely with the British Transport Police, Rail Delivery Group, sexual violence stakeholders and academics on a national initiative to tackle unwanted sexual behaviour on the rail network. This includes the development of a national public transport communications campaign, and builds on the successful Report It to Stop It initiative.

Together with our transport policing partners, we continue to prioritise the Safer Travel at Night (STaN) initiative. Its main aim is to improve the safety of travelling at

night, and focuses particularly on women's safety in taxis and private hire vehicles.

We ran an integrated communications campaign throughout 2019 to raise awareness about the rules for using black cabs and booking minicabs, with the aim of reducing the use of unbooked minicabs, which are illegal and unsafe. In 2019, more than 37,000 STaN leaflets were distributed during these campaigns which, in April, September and December, included 915 deployments, 30,112 vehicle checks and 175 operator engagement visits.

We are supporting police operations on offences against customers who are more at risk

## Safeguarding vulnerable adults and children

Our work continues with our policing partners to improve our response to safeguarding. Our focus is particularly on taxi and private hire issues, suicide on the roads and public transport network, rough sleeping and missing persons. Our Safeguarding eLearning package is available to all our employees to give them a foundation level of safeguarding awareness.

We are supporting police operations focused on offences against those customers who are more at risk. This includes co-ordinating plain clothes and uniformed operations across transport modes to tackle theft offences, our highest-volume crime and commonly targeted at older people. Officers work with passengers to provide crime prevention advice.

Our policing partners also conduct operations to tackle serious youth violence, improving the safety of young people travelling on public transport.

The TfL and Thames Reach night transport outreach team continue to help rough sleepers on the network. We hold a regular rough sleepers forum to ensure better coordination of our response to any rough sleeper locations across our services.



**37,000**

Safer Travel at Night leaflets distributed in 2019





## Value for money: improving affordability

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

# Introduction

Our transport network enables people to access work, training, education and many other activities. Transport needs to be affordable, so that everyone can take full advantage of life in London, and there must be a transparent pricing structure. Our aim is to provide clear and consistent communication to enable all customers to understand our fares.

Freezing fares has been a key part of making travel in London affordable, and weekly capping on buses and trams ensures that the most that people pay is the weekly season ticket price. With a Hopper fare that is now improved, and a number of free or discounted concession schemes for many of our most vulnerable customers, we have ensured that travel in the Capital is as affordable as possible.



## Key achievements

- Facilitation of customer refunds
- Contactless weekly capping affordability improvements
- Enhancements to the TfL app to better show journey history



# Making travel affordable

## Fares freezes and weekly capping

From 2016 to 2020, we will have helped the average London household save a total of around £200 through pay as you go fares freezes. People travelling by bus or tram in London have not had to pay any more than they did in 2016.

Top-ups and tickets bought online are now delivered within 30 minutes for Oyster cards and photocard. We have ensured

that weekly capping on buses and trams means no-one pays more than the weekly season ticket price. Customers are more easily able to collect refunds, as these can now be obtained via any reader when travelling. And we have ensured that it is easy to find information and buy tickets/top-ups on our website, also improving the TfL app to better show journey history.

From 2016-2020, we will have helped the average London household save around £200 through fares freezes

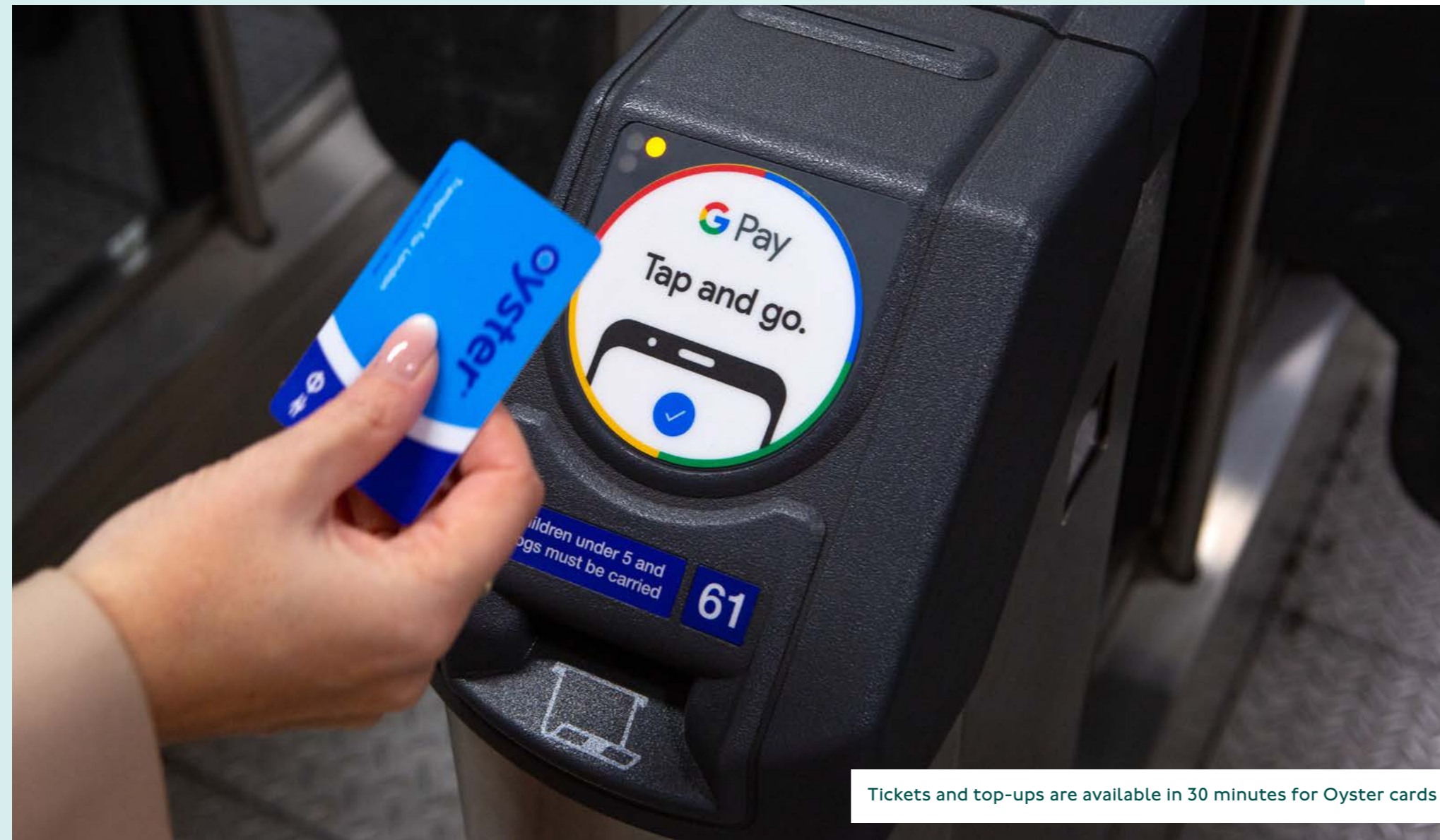
## Free and discounted travel

We have continued to offer a variety of free or heavily discounted concession schemes. These cover travel for many of our most vulnerable customers – young people in education, older people, apprentices and those seeking work. In addition, our free door-to-door services such as Dial-a-Ride continue, providing one million free trips per year for people unable to use public transport.



## Improving the Hopper fare

Work has been done to improve the Hopper fare, which now gives unlimited bus and tram pay as you go journeys within an hour of first touching in, even if a Tube/train journey is made in between.



Tickets and top-ups are available in 30 minutes for Oyster cards

# Health: improving London's streets

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



# Introduction

[The Mayor's Transport Strategy](#) examines all the ways our transport system affects people's health. The Healthy Streets Approach runs through the Mayor's Transport Strategy and underpins all that we do, making streets places where people choose to walk and cycle. Our vision is not only to reduce the barriers faced by older and disabled people, but also to make our city a place where active travel is easy, appealing and accessible to all. We have delivered the first year of our Active People Plan, aimed at encouraging active travel, and have appointed Healthy Streets Officers in each borough.

We must also take action to improve air quality, and so enhance the accessibility and appeal of our streets, creating a healthy, safe and inclusive city for all Londoners. We know that air pollution disproportionately affects the more deprived areas of London. The delivery of four more Low Emission Neighbourhoods is planned by summer 2022, and we aim to have a zero-emission bus fleet in place by no later than 2037.



## Key achievements

- Delivery of Year 1 of our Active People Plan, seeking to ensure all Londoners achieve 20 minutes of active travel every day
- Deployment of a Healthy Streets Officer in every borough
- Setting up a £25m 'scrap for cash' scheme targeted at disabled car owners and those on low incomes
- £3.5m of funding to create 7,800 cycle parking spaces



We are taking action to make London healthy and safe for all



Active travel in London is often much quicker than people think

## Encouraging active travel

### Cycling and walking initiatives

We continued to deliver our Cycling and Walking action plans, including the publication of the Strategic Walking Analysis, comprising datasets for boroughs and stakeholders. The Analysis draws on existing data and combines analyses of levels of walking, walkable trips and barriers to walking, detailing where the walking experience could be improved and where more people could walk.

Cycle route quality criteria were published in summer 2019 to help ensure there is a consistent level of provision across the Cycleways network. This process is now being used in the development of all Cycleways. This is important to encourage more people to cycle by giving everyone confidence in using the signed cycle network. It also means that the Cycleways will provide an accessible network for everyone who chooses to cycle.

In 2019/20, we announced 63 new local community projects that would receive cycling grants across the Capital. The winning projects included schemes training young people in bike maintenance, encouraging women working in hospitals to cycle, and training young offenders to become bike mechanics, for example.

In July 2019, we published the Cycle Parking Implementation Plan, a key pillar of our Cycling action plan. It sets out an evidence-based approach to providing cycle parking in London, using new demand analysis to target stations, town centres and other locations where more cycle parking is needed. It highlights the importance of on-street parking for cycles such as cargo bikes, handcycles and tricycles, which many Londoners rely on for mobility.

To support delivery of the Plan in 2019/20, we awarded 30 London boroughs more than £3.5m of investment to create a total of 7,800 new cycle parking spaces in London.

According to our research, people found that active travel can improve the overall journey experience

### Active People Plan

In 2019/20, we delivered the first year of our Active People Plan, which seeks to reduce health inequalities and ensure all Londoners achieve 20 minutes of active travel every day. We worked with partners at City Hall to deliver a set of 11 actions.

A particular highlight from this work included the publication of our Active People Debrief, a summary of qualitative research we commissioned, exploring a behaviour change challenge. The results showed that, once change had been triggered, some of the perceived barriers disappeared and people found that:

- Active travel is often much quicker than expected
- Active travel can improve the overall journey experience
- People found it easy to fit in active travel compared to other forms of activity
- Respondents became aware of a range of benefits arising from the change, including feeling healthier and more connected to others

### Healthy Streets

We supported London's boroughs to deliver Healthy Streets on parts of the network under their control. In autumn 2019, dedicated Healthy Streets Officers were appointed in each borough, funded by TfL, and managed by Sustrans.



# Air quality

## Delivering Low Emission Neighbourhoods

Since the Mayor's announcement in June 2019 that four more Low Emission Neighbourhoods would be funded in the areas of Becontree Heath, Camden, Stoke Newington and Walworth, significant progress has been made. We are working closely with our delivery partners to ensure we meet our targeted milestones and deliver the four Low Emission Neighbourhoods by summer 2022.

## Increasing numbers of zero-emission buses

More than 8,700 buses now meet the Euro VI emissions standard, or better. This figure includes 376 zero-emission buses, and we expect this to rise to around 450 zero-emission buses by the end of March 2021. We are working towards a zero-emission bus fleet no later than 2037.



**8,700+**

buses now meet the Euro VI emissions standard, or better



Our goal is to have a zero-emission bus fleet no later than 2037

# Spotlight

## Mayor delivers £25m polluting car fund for low-income Londoners

The Mayor of London has called on ministers to toughen UK targets for legal pollution limits as he delivered his latest measure to reduce London's harmful air: a £25m car and motorcycle scrappage scheme aimed at low-income and disabled Londoners. Polluting vehicles account for around 50 per cent of London's harmful nitrogen oxide air emissions. Air pollution has an annual economic cost to the Capital of up to £3.7bn, and to the country of £20bn.

The scrappage scheme aims to help those in need, ahead of the Ultra Low Emission Zone expansion up to the North and South Circular roads in 2021. It will run alongside the existing £23m fund for micro businesses, sole traders and charity owners who want to scrap older vans.

 **£3.7bn**  
Air pollution costs the Capital up to £3.7bn every year

 **£20bn**  
Air pollution costs the country £20bn every year

‘We have already cut pollution by a third in central London where we have implemented the world’s first Ultra Low Emission Zone’



**Sadiq Khan**  
Mayor of London



The Ultra Low Emission Zone will be expanded in 2021

# Workforce diversity and inclusion

Working to ensure our organisation represents the diversity of London



# Introduction

We are aware that achieving successful delivery of our commitments to customers is more likely if we are able to recruit a workforce that is representative of our city. This will only be the case, however, if this diversity is gained through inclusive leadership, cultures, systems and behaviours. Our belief in this is made clear in our scorecard measures, which see us place diversity and inclusion on the same footing as our other priorities, including safety, reliability, customer satisfaction and finances.

With last year being another busy year in terms of hiring across TfL, we have worked hard to recruit a diverse workforce, promoting the use of diverse interview panels and unconscious bias training, for example. We have also improved our recruitment strategies to enhance leadership diversity.

We have continued to work on employability and School Skills programmes, as well as apprentice and graduate recruitment, to address issues of under-representation, inequality and discrimination.



## Key achievements

- Steady increases in workforce diversity across most protected characteristics using inclusive branding, diverse interview panels and anonymised shortlisting
- Increased female representation across all apprentices, particularly in London Underground
- Thirteen per cent of hires at Band 5 or above were from Black, Asian and minority ethnic communities (up from five per cent)

We work to ensure our workforce is as diverse as the city we serve



# Defining our structure

To allow for meaningful comparisons against last year's report, we have reported below on our workforce using the structure we published in our Action on Equality strategy. Our structure has changed considerably since then, and will be reflected in our new strategy – Action on Inclusion (to replace Action on Equality) – and in subsequent annual impact reports.

For this report, we are therefore presenting our data using the following structure:

## Streets

Made up of areas responsible for congestion charging, roads, traffic signals, walking and cycling.

## Buses

Responsible for managing our bus operations.

## Rail

Consists of all areas responsible for the DLR, London Overground and trams directorates.

## London Underground

Responsible for managing the 11 lines and 270 stations of the Tube network. Most of our operational employees work in this business area, representing 72.3 per cent of the total workforce.

## Elizabeth line

All staff who work in the Elizabeth line and TfL Rail directorates.

## Other operations

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

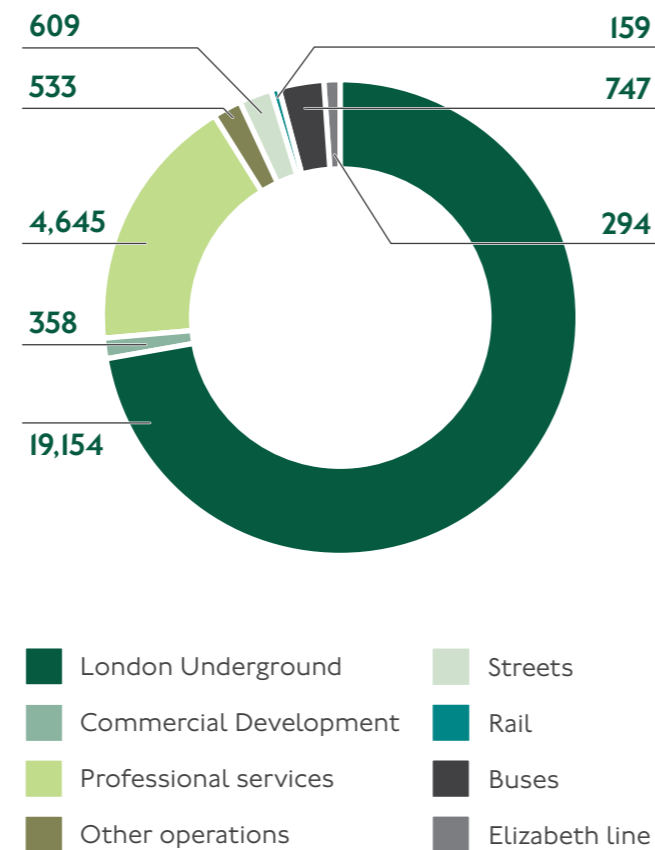
## Commercial Development

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

## Professional services

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

Figure 1: Number of TfL employees, broken down by services, 2019/20



London has one of the largest public transport networks in the world

# Workforce diversity overview

## Gender<sup>5</sup>

The number of females employed by TfL has risen by 33 since 2018/19 to 6,337. The percentage of women in TfL has increased from 23.7 per cent to 23.9 per cent, because of this rise and a larger ratio of male leavers (1,081).

Commercial Development has the highest percentage of women within the organisation, at 43 per cent. The number of both male and female employees in Commercial Development increased on last year. The male/female split was almost 50:50, with the number of females rising by 23, while males went up by 26.

London Underground has the lowest percentage of women within the organisation, at 18.8 per cent, but the very large London Underground population means that it still employs the greatest number of females in TfL, at 3,599. Professional services comes next, at 1,899.

The Other operations area saw the biggest percentage increase in the representation of women, rising from 36.3 per cent in 2018/19 to 37.9 per cent in 2019/20.

## Age

Within our workforce, 94.5 per cent of employees are aged between 25 and 64. In London as a whole, 86 per cent of the working population falls between these ages. There has been no change from 2018/19 to 2019/20. When comparing the age breakdown between London's working population and our workforce population, the under-represented groups still remain in the 16-24 age group and the 65-plus age group.

## Ethnicity

Employees from Black, Asian and minority ethnic communities represent 32.5 per cent of our workforce; White employees 52.3 per cent; and 15.1 per cent of our employees preferred not to say or their ethnicity is not known.

Of our employees, 84.9 per cent declared their ethnicity. Commercial Development has the highest ethnicity declaration rate, at 89.1 per cent, closely followed by Streets at 87.5 per cent. Buses has the highest number of employees from Black, Asian and minority ethnic backgrounds, at 37 per cent.

## Disability

Disabled people make up 2.8 per cent of our workforce, up from 2.2 per cent in 2018/19. Of our employees, 54.9 per cent have chosen to share that they are not disabled.

Disability declaration rates have risen across most parts of the business this year but are slightly lower in Streets and Buses. Commercial Development has the highest percentage of disabled employees, at 5.3 per cent, while London Underground has the smallest percentage, at 2.4 per cent, although the disabled population percentage has risen in London Underground from the 1.7 per cent in 2018/19.



**23.9%**  
of TfL employees are women



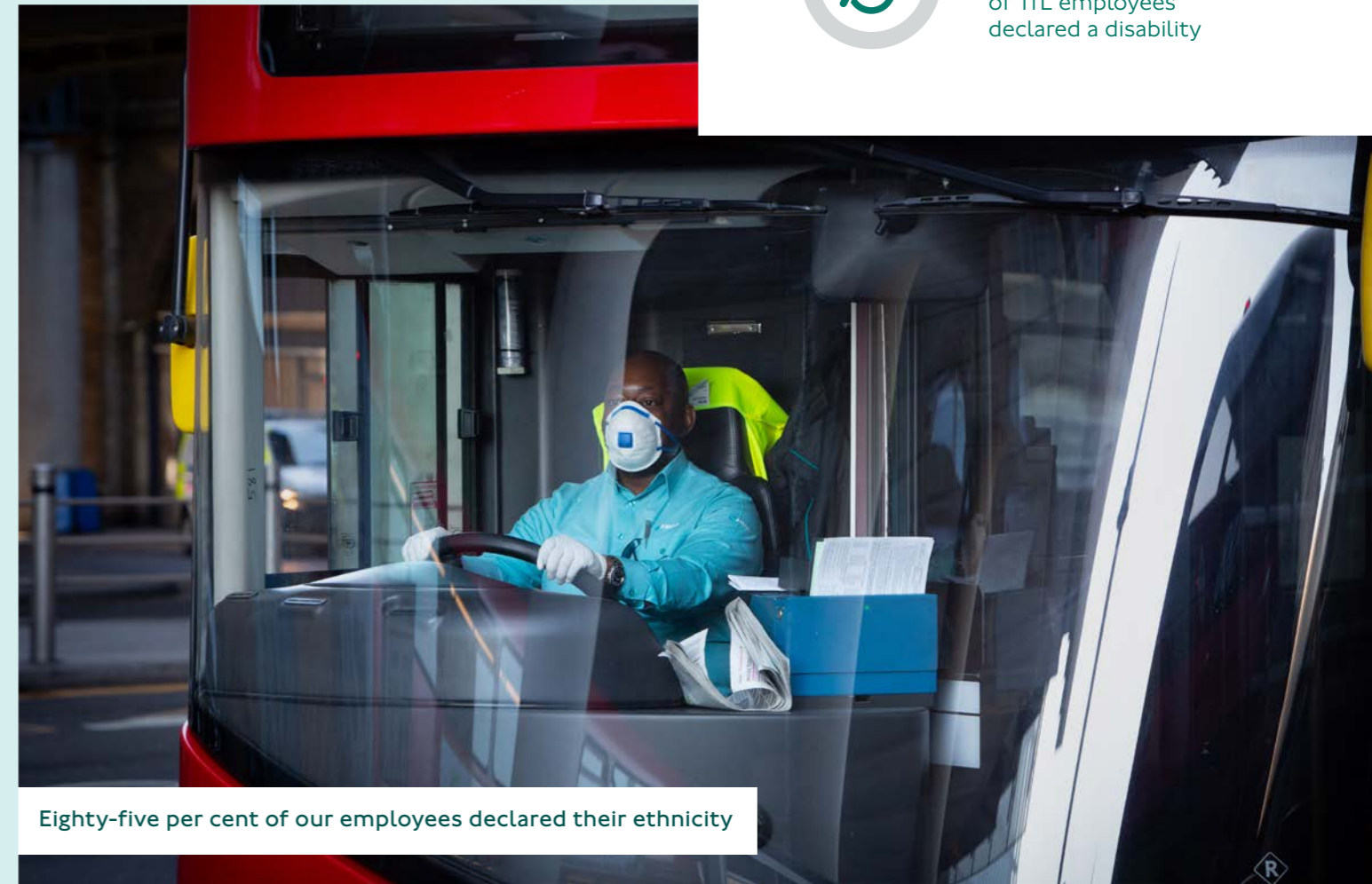
**5.5%**  
of TfL employees are under 25 or over 65



**32.5%**  
of TfL employees identify as Black, Asian or minority ethnic



**2.8%**  
of TfL employees declared a disability



Eighty-five per cent of our employees declared their ethnicity

<sup>5</sup> We recognise that some trans people will prefer to identify as a man or a woman without the 'trans' qualifier



More than half of our employees declared their faith/belief

**Sexual orientation declaration rates have risen from 47.7 per cent in 2018/19 to 55.1 per cent this year**

**Sexual orientation**

Of our employees, 3.6 per cent stated that they are lesbian, gay, bisexual or other sexual orientation (excluding heterosexual orientation). This has grown from 3.1 per cent in 2018/19, and has been helped by increased declaration rates, which have risen from 47.7 per cent in 2018/19 to 55.1 per cent this year. Commercial Development has the highest percentage at five per cent, while the Rail sector has the lowest representation at 2.5 per cent.

**Faith/Belief**

Within our workforce, 54 per cent of employees declared their faith or belief characteristic in the year, up from 46.5 per cent the previous year. Christians are the largest declared faith belief group, at 26.1 per cent of the population, while 11.2 per cent of employees declared a faith or belief other than Christian, and 16.7 per cent declared they have no faith or belief. Of our employees, 46 per cent have chosen not to share this information.



**3.6%**

of TfL employees declared they are not heterosexual



**11.2%**

of TfL employees declared a minority faith/belief

# Recruiting a diverse workforce

Large numbers of people every year apply for roles at TfL. In 2018/19, there were 101,641 internal and external applications. This number decreased to 84,446 in 2019/20. Appendix B provides details of applicant diversity for 2018/19 and 2019/20 by business area.

Last year was another busy year in terms of hiring across the organisation. There were a number of business areas that had many vacancies following organisational change, and required predominantly science, technology, engineering and mathematics skills.

Through integrated branding, we were able to ensure that our messaging around hiring was inclusive, and reached the intended target audiences. We promoted the use of diverse interview panels and ensured that hiring managers had undertaken unconscious bias training. Following a successful trial of anonymised shortlisting, we have been working through the procurement and systems integration needed to roll this out everywhere. The technology has now been activated within our applicant tracking system and is currently delivering 50 live vacancies.



## Tech & Data

The technology and data recruitment project continues into its third phase, with 214 hires made over the course of the last year. Of these, 42 per cent were women, representing an increase in the number of women hired from the previous year and significantly above the industry average. Thirty-one per cent of total hires were from Black, Asian or minority ethnic communities.

## Finance

As part of our post-transformation recruitment project, 60 per cent of external hires at senior manager level were from Black, Asian or minority ethnic communities. This was particularly significant given not only the lack of ethnic diversity at senior grades, but also within the finance industry.

## Engineering

The engineering recruitment project continues into its fifth phase, with 137 hires made over the course of the last year. Of these, 18 per cent were women, representing a decline in the number of women hired from the previous year although the figure still remains above the industry average. Thirty-five per cent of total hires were from Black, Asian or minority ethnic communities.

In terms of our more general or ad hoc recruitment, we continued to follow best practice and ensured advertising was gender balanced across all channels. We encouraged diverse interview panels and worked with ally organisations and groups to develop an inclusive employer brand.

We have trialled, and will be rolling out, anonymised shortlisting



The number of female engineers hired is above the industry average





More than one quarter of all applications were from women

### Hiring of lesbian, gay and bisexual employees

When the 'prefer not to say' representation is removed, 6.9 per cent of all applications, 7.7 per cent of all shortlisted candidates, and 6.1 per cent of those hired defined their sexual orientation as lesbian, gay, bisexual or 'other'. There has been a slight rise in the percentage of applicants and shortlisted candidates compared to last year, but the percentage of those hired is lower, although it is still above the London working population (5.1 per cent).

Thirty per cent of all applications were from a minority faith/belief group

### Hiring of women

When we remove those who chose the 'prefer not to say' option, 28.4 per cent of all applications were from women. Using the same methodology, 29 per cent of all shortlisted people, and 34 per cent of those hired, were women. The long-term aspiration of matching the percentage of female economically active Londoners (46 per cent) has not yet been achieved.

### Hiring of disabled employees

When we remove those who 'prefer not to say', four per cent of all applications, four per cent of all shortlisted candidates, and three per cent of those hired were disabled. This is significantly lower than the 11 per cent of the London working population that is disabled, but all stages saw small increases compared to 2018/19.



### Hiring of Black, Asian and minority ethnic employees

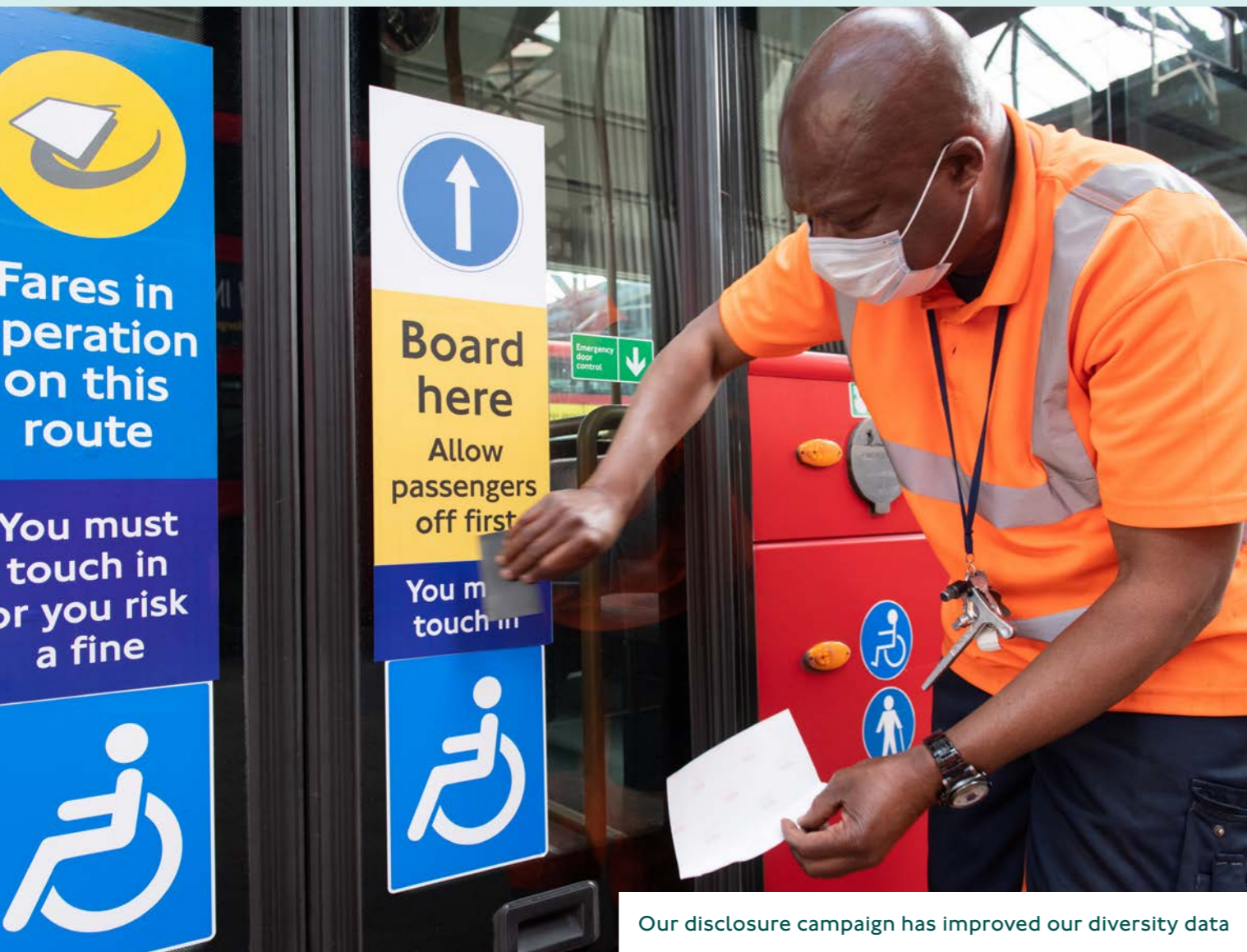
When those who 'prefer not to say' are removed, 56.7 per cent of all applications, 58.2 per cent of all shortlisted candidates, and 38 per cent of applicants hired were from Black, Asian and minority ethnic communities. There has been a decrease in all these stages of recruitment compared to last year, but our aspiration is to match London's Black, Asian and minority ethnic economically active population of 36 per cent, and this has been achieved.

### Hiring of employees with a minority faith or belief

When applicants who 'prefer not to say' are removed, 30 per cent of all applications, 31.8 per cent of all shortlisted candidates, and 18.6 per cent of those hired were from a minority faith/belief group – Jewish, Buddhist, Sikh, Hindu, Muslim and other.

For those hired, this is slightly lower than the 21 per cent current workforce representation (if the 'prefer not to say' population is removed), and also lower than the 22 per cent representation within London's working population.





Our disclosure campaign has improved our diversity data

## Improving and sharing diversity data

From September 2018 to May 2019, the diversity and inclusion team ran a disclosure campaign, which used a behavioural science approach and randomised control trial to identify the best way to request our diversity data. A target response rate of 20 per cent was initially set, with 35 per cent of employees updating one or more of their diversity characteristics by the end of the campaign.

The campaign was then rolled out to all employees – this included posting 12,000 questionnaires to operational staff, with 22 per cent completing their data. The

campaign means we now have much better diversity data on which to base our decisions and actions to tackle inequalities.

**Table 1: Disclosure rates year on year (%)**

	2018/19	2019/20
Ethnicity	82.7	84.9
Disability	52.5	57.7
Faith/Belief	46.5	54.0
Sexual orientation	47.7	55.1

## Operational recruitment

The extent to which we can recruit diverse candidates to the operational side of the business has been limited by internal recruitment campaigns, which usually target existing operational staff for promotional opportunities. This is as a result of legacy arrangements between the business and our trade unions. This means that the pool we can hire from is predefined, and diversity is low.

We decided to approach our campaign planning differently this year to reach out to women and Black, Asian and minority ethnic employees who

were not already employed in the operational sector. Through inclusive information sessions, and targeted advertising in corporate offices showcasing employees from these two groups currently working in operations, we saw an increase in the number of applicants and hires from both groups.

Our train operator campaign, for example, resulted in 35 per cent of hires being women, compared to 30 per cent the previous year. And 23.8 per cent of hires were from Black, Asian and minority ethnic communities compared to 20 per cent the previous year.



Operational female hires have increased this year

# Senior management diversity

## Our approach

Our senior management should be just as diverse as our organisation itself. Our strategic people agenda has been designed to enable us to achieve our goals and enhance our leadership diversity, particularly at Band 5 and above.

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

We have improved our recruitment strategies for external executive candidates, making better use of social media. We also target senior level talent outside our immediate industry to bring in diversity using our award-winning 'Core, Close and Creative' model. This approach emphasises the soft skills needed for leadership roles, including role modelling, inclusive behaviours and values.

Our ability to search internally has been improved, and we have run several trials to best identify hidden internal talent through our campaign planning. This is yielding excellent results and engagement from our leaders, helping ensure we have the right talent in place at the right time.

Our internal communication channels, such as Yammer, help our internal talent to prepare for interviews. We have also run sessions with Staff Network Groups on personal career development.

We are seeing far more promotional moves within the same function, demonstrating that talent is being well managed by our leadership teams



Developing senior level diversity is an important focus

## Conversion rates for senior level hiring

The aspiration is that the percentage of applications, and the percentage of those shortlisted for interview for senior manager roles from minority groups should be at the same level as the economically active London population. While it has been close in a few characteristics, the diversity of all our employees at Band 5 and above (around 250 people) shows that there is still a way to go (see Table 6, Appendix A).

The percentage of women hired at a senior level was 53.3 per cent, which is higher than the percentage of women shortlisted at this level. Eleven per cent of senior level hires declared a disability. The percentage of declared non-heterosexual senior level hires is lower than last year at 2.2 per cent (4.8 per cent in 2018/19).

While hires from the Black, Asian and minority ethnic community stands at 13 per cent, which is higher than last year's figure of five per cent, we are very aware that the level of representation at a senior level from the Black, Asian and minority ethnic communities is too low and that the rate of applications converting to recruitment is not at the desired level. We will continue to focus on this in the year ahead.

One of the main differences in 2019/20 from previous years is that we are seeing far more promotional moves within the same function, demonstrating that talent is being well managed by our leadership teams. Cross-functional promotional hires are more diverse than in 2018/19 with the help of a team initiative focused on coaching and championing diverse talent. It is planned to focus on encouraging lateral moves at Band 4 senior management level.



Our gender pay gap has decreased compared to last year

## Our pay gaps

### Gender pay gap

Gender pay gap Government regulations require us to calculate our pay gap in two ways: median and mean. Our gender pay gap in March 2020 decreased compared to last year, being 18.8 per cent (median) or 9.4 per cent (mean). We are pleased there has also been an overall increase in the number of women working at TfL. One of the more significant increases in representation has been at director level, which has helped lower the gender pay gap.

One of the reasons for our gender pay gap is that we have proportionally fewer women in higher paid senior roles, and proportionally more men in operational roles that are higher paid than other roles at a similar level. There are generally fewer women in the transport and engineering sector, which is why diversifying our talent pipeline is a key priority for us.

The Gender and Ethnicity Pay Gap reports were published in March 2020

### Ethnicity pay gap

In March 2020, our overall ethnicity pay gap result was 9.6 per cent (median) or 12.1 per cent (mean). As with the gender pay gap, the calculations have been in line with Government regulations in two ways, to provide the clearest possible picture.

We are disappointed that our ethnicity pay gap has increased. Despite a rise in the proportion of Black, Asian and minority ethnic staff at TfL, this has been mainly in lower paid operational roles.

In March 2020, 32.5 per cent of our workforce was from Black, Asian and minority ethnic communities, with 13.3 per cent represented at senior management levels. We are pleased to report the number of Black, Asian and minority ethnic staff at Band 5 and director level has increased since last year, but we know we have a lot more work to do to improve senior level representation. This is why our activity for the coming year will focus on internal progression, access to learning and development opportunities, and workplace cultures and behaviours.

	Mean	Median
Gender pay gap	9.4	18.8
Ethnicity pay gap	12.1	9.6



London Transport Museum reached out to 65,000+ young people

## Employability and School Skills Programmes

### School Skills Programme

Our School Skills Programme, launched in 2015, was initiated by us, our supply chain and industry partners to anticipate the need for uncommon skills. Our aim is to raise the profile of these scarce skills in our industry careers, and join with schools to give opportunities to the appropriate age groups.

The programme works to increase the representation of under-represented groups to our scarce skills fields, specifically the lack of girls pursuing science, technology, engineering and maths subjects at school, and engineering as a career. In 2019/20, we were able to reach more than 500 education institutions.

We support Skills London, careers fairs and the National Careers Advisors London event to enable young people and their parents, teachers and careers advisors to meet with our employees and discuss career options at TfL. These events extend our reach to schools and signpost students to the teams at TfL that can support their career options.

Six TfL insight days enabled 90 Key Stage 4 pupils from schools from three target boroughs to spend a day engaging in work-related activities to introduce them to different careers. And the London Transport Museum's Enjoyment to Employment programme reached more than 65,000 children and young people through initiatives turning childhood enthusiasm in transport into careers in the industry.

### Employability programmes

Employability programmes provide employability skills and experience to those not yet ready for work and/or have barriers to entering or re-entering the workplace. Usually the participants on such programmes are not our employees, although programmes may sometimes include paid placements.

In 2019, we began to review our work in this area with the aim of developing a sustainable approach addressing strategic priorities. Our draft proposals were people-centred, recognising that the characteristics of a group do not always determine the type of support required. We aimed to develop employability pathways based on barriers to work and any previous work experience.

### Route into Work

This pre-employment course for those aged 16-25 in London to help bridge the gap between skills shortages in the transport industry and young talent is delivered by the London Transport Museum and up to 86 referral partners. Work was carried out with young people from the Not in Education, Employment or Training demographic for our apprentice application process. This year, 45 young people completed the Route into Work programme.



### Steps into Work

This one-year work experience programme is aimed at adults with mild to moderate learning disabilities and those on the autism spectrum. In September 2019, Royal Mencap joined the partnership, replacing Remploy as the supported employment provider, working with us and Barnet & Southgate College.

Steps into Work gives participants the opportunity to gain real work experience as well as to learn new skills and increase their knowledge. It aims to bridge the gap between education and employment in a group that is under-represented in employment compared with other people with disabilities. By December 2019, eight of the 12 students who completed in December 2018 had achieved paid employment, including six as Customer Service Assistants on the Underground.

# Apprentice and graduate recruitment

## Enhancing apprentice recruitment

Following feedback from teachers and pupils, we separated our apprentice recruitment into Level 3 roles, and Level 4 to 6 roles. This was to draw timelines closer to those of UCAS applications to help students see apprenticeships as suitable alternatives to university. It also allowed students to focus on preparing for exams in April and May.

Following extensive work on our apprentice website and our brand 'The Next Move' in 2018/19, we focused on areas requiring greater exposure, including London Underground,

which tends to represent approximately 40 per cent of our vacancies.

We made minor amendments to our recruitment process and sought to support our candidates throughout the assessment process. As a result, we saw a significant increase in female representation across all apprentices, from 26 per cent in 2018 to 31 per cent in 2019. This was particularly evident in London Underground, with female representation increasing from zero in 2018 to 18 per cent in 2019. We also saw a marginal increase in the hiring of Black, Asian and minority ethnic candidates, from 33 per cent in 2018 to 35 per cent in 2019.

Additional new content on our website featured imagery of our female graduates to represent our engineering and technical roles

## Rebranding our graduate website

Following the success of our apprentice microsite, we rebranded our graduate website for 2019 recruitment. We replaced the imagery used previously, which included trains, tracks and TfL infrastructure, with images that more directly represent our graduates and the culture of the organisation. This included a significant increase in our Black, Asian and minority ethnic graduates featuring in images and in content on the site.

Additional new content included case studies detailing the experience of TfL graduates, all featuring prominently on the website. We also featured imagery of our female graduates to represent our engineering and technical roles. This plays a key role in attracting women into careers around science, technology, engineering and maths skills, and resulted in a significant increase in engagement on our graduate blog. Understanding the importance of progression to graduates, we focused on how previous graduates have progressed throughout the organisation and the opportunities they have been involved in.

The visual content on our blog reflects the Mayor's Transport Strategy. The imagery includes shots from parks, pictures of electric buses and our graduates riding bikes, as well as capital projects including the Northern Line Extension. By showing real graduates in street scenes across London and in the workplace, we created the antithesis of the corporate film people expect from us. Our target audiences could identify with people in the pictures and not feel intimidated by the size of the organisation.

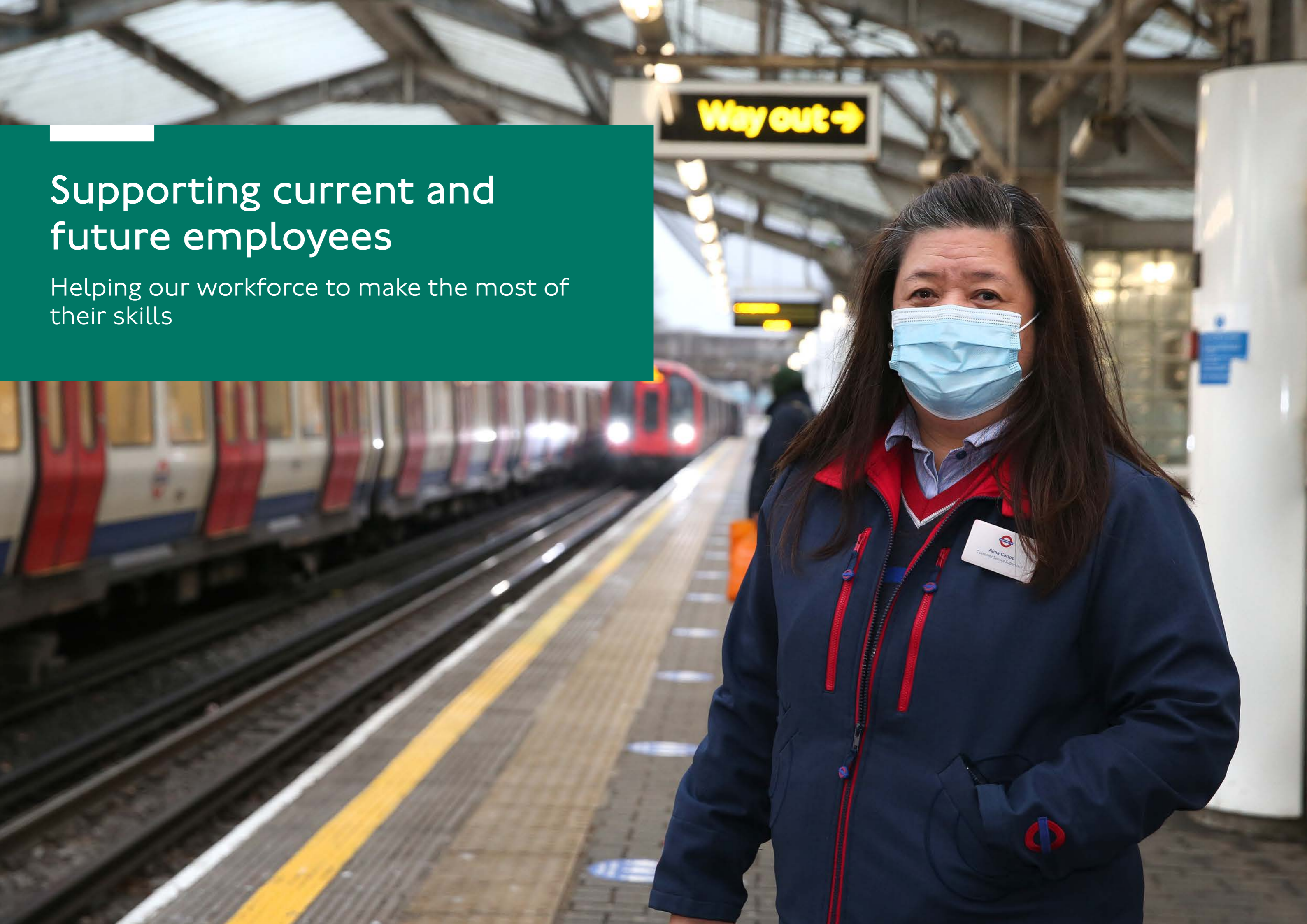
Following the success of our customers, communication and technology internship for Black, Asian and minority ethnic students, we combined this with our existing Stuart Ross internship which offers five similar opportunities. The scheme continues to improve the representation of individuals in the communications industry in memory of Stuart Ross.



We have enhanced our apprentice recruitment this year

# Supporting current and future employees

Helping our workforce to make the most of their skills



# Introduction

Our Staff Network Groups (SNGs) provide forums for all employees to share ideas and support each other in developing our diversity and inclusion agenda. There are six networks, comprising the Raising Awareness of Culture and Ethnicity (RACE) SNG, the Carers SNG, the Disability SNG, the Faith SNG, the LGBT+ SNG (OUTbound), and the Women's SNG. Each network helps to improve working life, identifying common workplace issues, sharing ideas and best practices – all within a safe, supportive environment.

In 2019, as part of our disability roadmap, we looked at how the provision of reasonable adjustments for our staff could be improved, while also noting what was working well. We have taken steps to promote good physical and mental health across our organisation, offering mental health training for managers and peer supporters, for example.

We continue to manage the performance of our staff effectively, fairly and consistently, as well as supporting employees to perform to their full potential.

We take seriously our responsibility to create safe and supportive working environments, free from harassment and bullying, and we are investigating how we can improve the data we capture in this area.



## Key achievements

- Our award-winning #EveryStoryMatters Pride campaign
- Our International Women's Day gala
- Relaunch of our Raising Awareness of Culture and Ethnicity network
- Photography exhibition for the International Day of People with Disabilities
- Developing internal talent through the Mayor's Our Time initiative and a new Leadership Foundation
- New mental health training for employees, line managers and peer supporters

We marked the International Day of People with Disabilities





# Staff Network Groups

## Women's SNG

In 2019, the Women's SNG marked International Women's Day with a month of 30 events, including the annual gala at TfL headquarters in Stratford, and the installation of International Women's Day roundels at five stations across the Underground network that have connections to women and famous firsts in TfL. This formed part of a campaign to raise awareness of TfL's support of gender equality and the varied roles of women in transport.

In 2019, the Women's SNG launched Xnicity, a sub-group focused on the experiences of Black, Asian and minority ethnic women at TfL. The aims of this group are to raise awareness of the inequalities around gender and ethnicity, inspire ethnically diverse women and bring about positive change in the business. To date, Xnicity has run several successful events, is implementing an action plan and planning further activities in this area.



OUTbound highlighted the importance of being happy and healthy, and that London is open and welcomes everyone

## OUTbound SNG

OUTbound (the LGBT+ SNG) took part in the Pride in London Parade and UK Black Pride on 6 and 7 July 2019 respectively. Our staff highlighted the importance of being happy and healthy, that we stand together against hate crime, and that London is open and welcomes everyone, regardless of background, religion, race, gender, disability, age or sexual orientation.

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

Croydon bus stations. The campaign won at the Pink News Awards and has been nominated for a British LGBT Award (pending, delayed due to the coronavirus).

We also took part in other key LGBT+ events during the year, running dedicated discussions for Trans Awareness Week, raising the flag over 55 Broadway for Trans Day of Remembrance, encouraging the use of pronouns on International Day of Pronouns and supporting colleagues on 'coming out day'.

Internally, OUTbound has run events and workshops on identity and inclusive language. OUTbound also shares best practice with colleagues in external organisations through mentoring and joint campaigns, for example.



Flying the rainbow flag to celebrate our LGBT+ community



## Raising Awareness of Culture and Ethnicity SNG (formerly known as BAME SNG)

Every October, Black History Month celebrates the history and contribution Black Britons have made to the UK. In 2019, the focus was on the role of Black staff in transport in London, both historically and today. TFL showcased artwork in Brixton as part of Art on the Underground, and filmed station staff who have been at Brixton over the years, who shared their experiences of working at the station.

We worked with Business in the Community to run a successful Let's Talk about Race session.

The BAME SNG used Black History Month to consult members on the objectives of the network and the creation of a new name – the new chosen name being RACE: Raising Awareness of Culture and Ethnicity.

## Disability SNG

Our Disability SNG marked National Inclusion Week by hosting an exhibition in our head office building to highlight the work carried out by disabled employees from before World War I up until the present day. The exhibition also looked at how the transport network has become increasingly accessible.

In December 2019, the group marked the International Day of People with Disabilities with events including a 'Living with...' series, where colleagues shared their personal stories, a film night screening of The Theory of Everything, and the raising of the Disability SNG flag over 55 Broadway.

WellMent – our peer support group for colleagues – also continued to raise awareness of mental health and support people with mental health issues.



7 faith-specific groups



Our network of faith groups has expanded this year

## Faith SNG

The network of faith-specific groups has continued to expand during 2019/20 with a newly established TFL Buddhist Network, in addition to the TFL Muslim Network, TFL Jewish Society, TFL Christian Fellowship, TFL Sikh Network, TFL Hindu Network and TFL Jain Network.

The group marked numerous faith occasions and celebrations with employee-led activities for Rosh Hashanah, Diwali and Christmas. It also marked the beginning of Ramadan by

supporting the launch of a new fasting guide as well as a series of internal blogs linked to our TFL Faith Calendar, Interfaith Week and Islamophobia Awareness Month.

The group's continued advocacy to improve faith inclusion in the workplace led to the installation of washroom facilities for Muslim staff in our head office buildings. The Faith SNG has also been providing the organisation with support in relation to raising awareness and understanding of faith-related issues such as islamophobia, antisemitism and religiously motivated hate crimes.



## Carers SNG

The Carers SNG launched a number of 'Care for Coffee' sessions to allow members to informally discuss some of the challenges they face juggling work and caring responsibilities. A number of sessions were started during Carers Week in June and have been happening regularly since.

As members of Employers for Carers, the network undertook its latest survey to gain feedback on carer health and wellbeing in the workplace. This gives TFL valuable insights into how carers are managing work and home life, and feeds into the Employers for Carers overall charter to raise awareness of some of the challenges faced by carers across multiple sectors.

The Carers SNG has also encouraged management's commitment to supporting carers when they are not able to work usual work patterns, particularly as a result of the pandemic.

# Disability roadmap

In 2019, we delivered a review and feasibility study looking at options to improve the provision of reasonable adjustments for our staff. The study was informed by insights from disabled staff, trade unions, and teams including Legal, Occupational Health, Health & Safety, Tech & Data, Employee Relations, Diversity and Inclusion, Facilities and Building Management.



Disability was the focus of a review and feasibility study

## Review and feasibility study results



### What is working well?

- Some effective local processes within Professional services departments
- Internal service improvements within Occupational Health
- Dyslexia assessments, support and staff awareness training
- Equality Impact Assessments involving staff-facing initiatives
- Creating workplaces that function better for everyone through inclusive design
- A strategic funding relationship with Access to Work



### What should be investigated further?

- The feasibility of buying in an expert helpline for all staff and managers
- How best to triage and case manage requests for adjustments, and signpost people to specialists where needed
- How to put in place one simple and compliant route for assessments, equipment and training
- Ways to increase the confidence of line managers to make informed decisions
- An easy-to-use system to capture decisions, actions and assessments
- Having one team accountable for end-to-end operational effectiveness, including budget management, procurement and escalation

# Mental health and wellbeing

## Mental health awareness training

We have ensured that all employees have access to online training that provides them with the information and skills to be able to take care of their own mental health. We launched an e-learning course, developed by mental health charity MIND, to raise awareness of mental health. The course covers:

- Common mental health problems, such as depression and anxiety
- The role of mental health in our working lives
- Stigma and how it impacts on our mental health

- Raising awareness of workplace wellbeing
- Tips on self-care
- Building resilience
- Supporting others



511

employees accessed our online mental health awareness training



Staff can access training to help them care for their mental health

## New Employee Assistance Programme provider

A new Employee Assistance Programme was launched during July 2019. Vita Health replaced AXA in offering a 24/7 free confidential helpline for all employees to have access to emotional support, advice and information. Vita Health's enhanced service also offers face-to-face counselling sessions and computerised Cognitive Behavioural Therapy. There is a dedicated helpline to support managers with their wellbeing and to provide advice.



## Online support

From August 2019, TfL staff were offered Headspace, a mindfulness meditation app, on a free basis for one year. The regular practice of mindfulness meditation has been shown to reduce stress by 11 per cent in 10 days, and improve focus by 14 per cent in 30 days. This application was highly valued by employees, with more than 3,800 colleagues signing up.

## Practical skills training for managers

The counselling team designed a new workshop for line managers: 'Practical skills for developing a mentally healthy workplace', launched in January 2020. The aim of the training course is to help managers to:

- Have the skills and confidence to manage mental health in the workplace
- Be aware and understand how mental health issues can impact work
- Be confident enough to identify and converse with those who may be struggling with their mental health
- Understand possible barriers that may prevent someone returning to work
- Be aware of the support available to all employees across TfL

More than 90 managers undertook the training and the evaluation feedback has been positive, with most reporting increased confidence in being able to have good conversations about mental health.



90+

managers undertook our new mental health training course

## Training mental health peer supporters

The Trauma Support Group staff volunteers are trained to support colleagues by providing practical support immediately following a traumatic incident and arranging aftercare. We have seen 30 new volunteers, and another 103 undertook refresher training.

Supporting Colleague Network volunteers are a group of volunteer peer supporters for colleagues experiencing mental health issues such as stress, anxiety or low mood, and who would value a confidential chat about how they are feeling with a trained peer who can direct

them to professional help. A total of 55 new volunteers have been trained, and 88 received follow-up training.

There has been continued support for these groups so that they can carry out their valuable role within TfL.

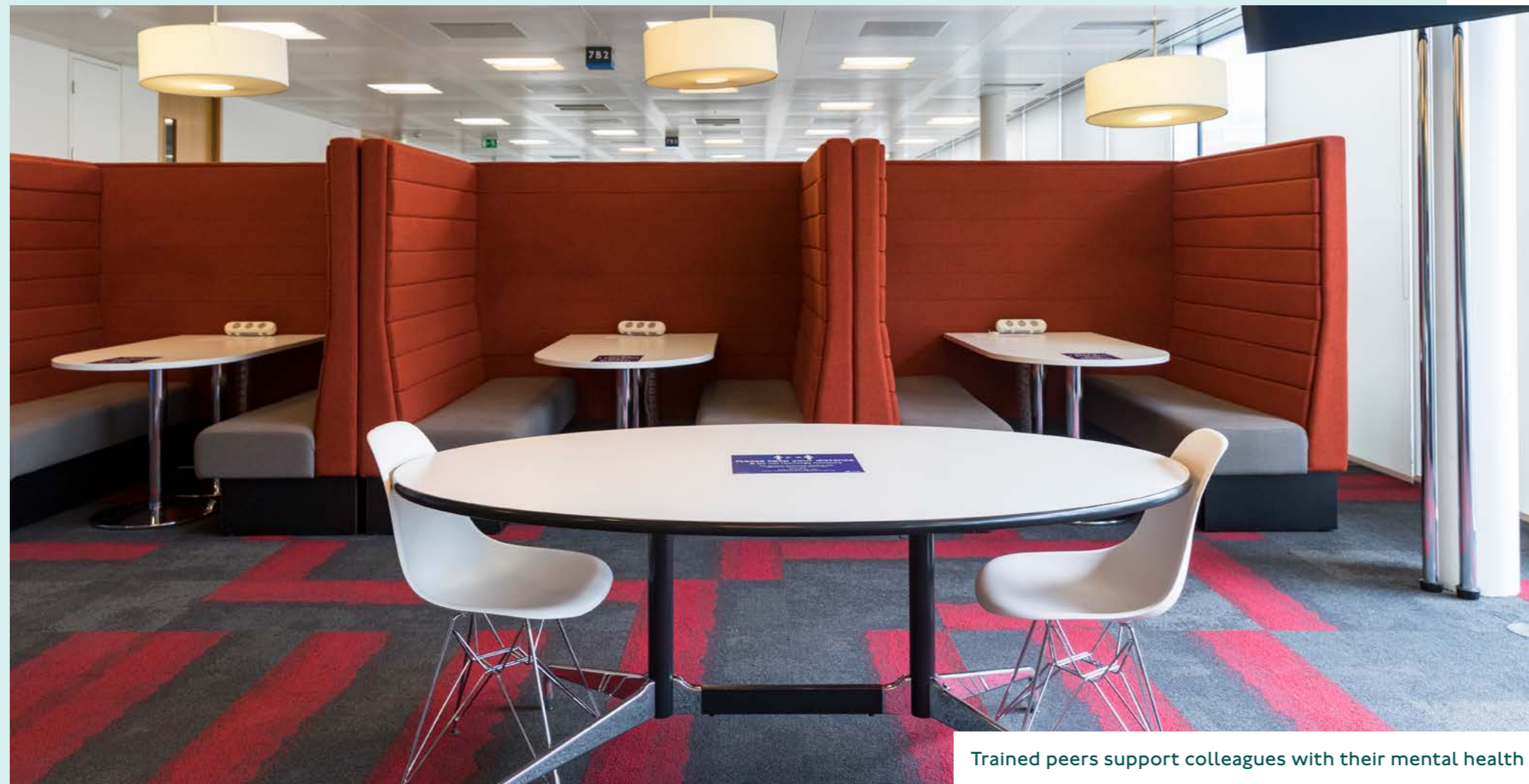


Work and Health training aims to help managers develop the knowledge and skills to manage a healthy and productive team

## Promoting good physical and mental health

A total of 126 managers from across TfL attended Work and Health training for managers, which was launched earlier in the year. This one-day workshop aims to help managers develop the knowledge and skills to manage a healthy and productive team.

The training covers topics such as reducing workplace stressors, understanding the impact of work on health, the manager's role in supporting employees with health issues, and how to make a good referral to Occupational Health. Evaluation feedback has been positive.



## Raising awareness

The theme for Mental Health Awareness Week in May 2019 was body image – the event was promoted locally by peer supporters, who held coffee mornings, games and quizzes. A Yammer campaign included daily tips on improving resilience, mindfulness, body image, promotion of the Sleepio tool and the launch of the mental health e-learning course.

Our peer supporters helped TfL to support World Mental Health Day in October 2019 through talks, cake bakes and team events. For Time to Talk Day in February 2020, they organised breathing and meditation sessions, lunchtime walks and a gratitude Yammer thread.

# Spotlight

## Article aimed at raising awareness of World Mental Health Day for staff

The following article is one example of the many staff-facing communications produced in the year to raise awareness of key diversity and inclusion issues.

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### Raising awareness

‘World Mental Health Day aims to raise awareness of mental health and advocates against social stigma of mental illness. Colleagues from our Occupational Health team raised the green flag above Broadway, and peer supporters, to raise awareness of mental health in the workplace and signpost colleagues to mental health support, wore green ribbon pin badges.

This year’s theme was suicide prevention. Although this can be a difficult subject to discuss, having conversations about suicide and gaining a better understanding of the issue is essential to raise awareness and save more lives. If you have a spare 20 minutes, I would encourage you to watch this training video about suicide awareness and prevention. The video is called ‘Suicide Let’s Talk’ and is available from the ZeroSuicideAlliance (an initiative from NHS trusts and businesses). It gives practical help with talking to someone that you might be worried about. Please share it with friends and family, you never know who might need it.’

WORLD  
MENTAL  
HEALTH  
DAY



Prioritising mental health has never been as important as it is now

# Performance management

Our ambition is to make TfL a great place to work for everyone, and this requires our staff to be motivated and engaged with the work they do. Having open and honest conversations with team members about their contribution, career aspirations and development is key to achieving this and ensures we are focusing on the future, not just the past.

Our performance review process highlights the need to provide regular, constructive feedback on an individual's performance and development. Through regular monitoring, reviewing and evaluating, we can assess and converse with our employees, working to

support them in improving their performance and ensuring their contribution to our success is recognised.

Annual performance assessments are carried out for all permanent employees, excluding those working in London Underground. Their overall performance is rated according to the achievement of set objectives and the behaviours demonstrated while doing so.

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

Having open and honest conversations with team members about their contribution, aspirations and development is key



## High/role model standard

To receive a high/role model standard rating, the employee must meet all their objectives, and demonstrate a high standard of TfL behaviours. Role model rating is achieved by those who have excelled in completing their objectives and demonstrated excellent behaviours while doing so. Table 7 (see Appendix A) provides a breakdown of all high/role model standard performance ratings by different diversity groups.



## Low standard/improvement needed

To receive a low standard/improvement needed rating, all or some of the objectives have not been met, and the employee has demonstrated a low standard of TfL behaviours. Table 8 (see Appendix A) shows a breakdown of all low standard/improvement needed ratings, broken down by different diversity groups.



# Continuous development

## Leadership development

In 2019/20, we began the design phase to create a new Leadership Foundation – the accompanying feasibility study was signed off by our executive committee in April 2019. The year ended with more than 20 early adopter areas ready to pilot elements of the Leadership Foundation, including group coaching and secondments.

We know that great leadership is vital as we move into the next phase of our business plan, and we have a pressing need to build a values-based inclusive culture that responds effectively to any barriers to inclusion. Building a Leadership Foundation is our new, ambitious approach to professionalising leadership at TfL, using experiential development, peer learning, coaching and work experience, and focusing on addressing real business priorities.

To support our staff and enable them to perform to their full potential, as well as identify talent within the business, we have developed initiatives to enhance a continuous development journey for our employees



## Mentoring and internships

We work to ensure that women and people from Black, Asian and minority ethnic communities are able to access senior, higher paid roles. Links to mentors and coaches are being extended, and we continue with targeted development programmes to identify the next generation of leaders from typically under-represented groups.

We were proud to be part of the second year of the Mayor's Our Time programme, in which we increased our involvement and supported 12 women with high potential to be sponsored by senior leaders from across the GLA. Last year's cohort has seen the women involved gain promotion and advancement as a result of the programme.

Internal mentoring remains an important tool to develop future leaders. Mentor matching links potential mentees to a suitable mentor. Our leaders have a wealth of knowledge and experience to share with mentees, for whom this is an opportunity to explore personal goals and gain a different perspective on careers and development opportunities.







## Learning and Development

The Learning and Development training team provides training and support for employees to improve their skills and confidence in English, Maths and IT. It supports staff with dyslexia and dyspraxia, and offers training on dyslexia-friendly software. It also gives awareness training to managers and departments wanting to know how to support colleagues who are affected. The team provided 45 dyslexia and dyspraxia assessments in 2019/20.



## Promotions

Our development framework supports employees along their career path to deliver our business priorities, and creates a consistent service for our customers. Table 9 (see Appendix A) shows promotions, broken down by diversity group. In this data, promotion is classified by moving upwards through each pay band.

The aim of the succession planning framework, linked to Maximising Potential, is to identify and develop a diverse pool of internal talent to fill business-critical roles, now and in the future

## Talent management

Maximising Potential is TfL's talent management framework for employees at Band 3 (manager grades) and above. Career Conversations is a 'light' version of Maximising Potential for employees at Bands 1 and 2 (operational and support grades). The aim of the succession planning framework, linked to Maximising Potential, is to identify and develop a diverse pool of internal talent to fill business-critical roles, now and in the future.

In 2019/20, we continued to embed Maximising Potential and, as the framework had been in place for five years, also reviewed how it could be improved. We benchmarked with other organisations and gathered feedback from local teams, making recommendations for changes we hope to progress in 2020/21.

Our Engineering department trialled a local talent board to find ways to encourage promotions and we hope this will be replicated in other business areas.



Work took place to improve our talent management framework



We are improving our data on harassment, bullying and grievances

## Employee matters

### Harassment and bullying

All employees are entitled to a supportive working environment, free from harassment and bullying. We have a responsibility for creating safe and supportive working environments, and this includes behaving in a responsible, moderate and sensitive manner whenever we have dealings with others.

If employees have concerns, they can try to resolve them informally by raising them with the individual the concern relates to. When this fails to happen, the employee can raise the matter formally.

We are looking at a number of ways to improve the data we capture in this area. While we are able to report on the diversity of the individual involved, we are not yet able to report on the subject matter of their cases.

Table 18 (see Appendix D) shows formal harassment and bullying cases raised, broken down by the likelihood of each diversity group raising a case. In 2019/20, the total number of cases dropped from 77 to 71. The number of cases raised by disabled employees fell to six, down from 37.

We have a responsibility for creating safe and supportive working environments

### Grievances

Grievances are concerns, problems or complaints raised by a staff member relating to another staff member. We usually try to resolve grievances informally in the first instance. Where this is not possible, a formal process is instigated.

Table 18 (see Appendix D) shows all formal grievance cases raised, broken down by the likelihood of each diversity group raising a case. Overall, the numbers of grievance cases rose from 237 in 2018/19 to 258 in 2019/20.

The number of grievance cases raised by Black, Asian and minority ethnic employees increased considerably, from 41 in 2018/19 to 75 in 2019/20. This may in part relate to increases in declarations of ethnicity, but without more case data it is difficult to determine the reasons for this increase. The number of grievance cases raised by disabled employees has dropped this year from 70 to 25.



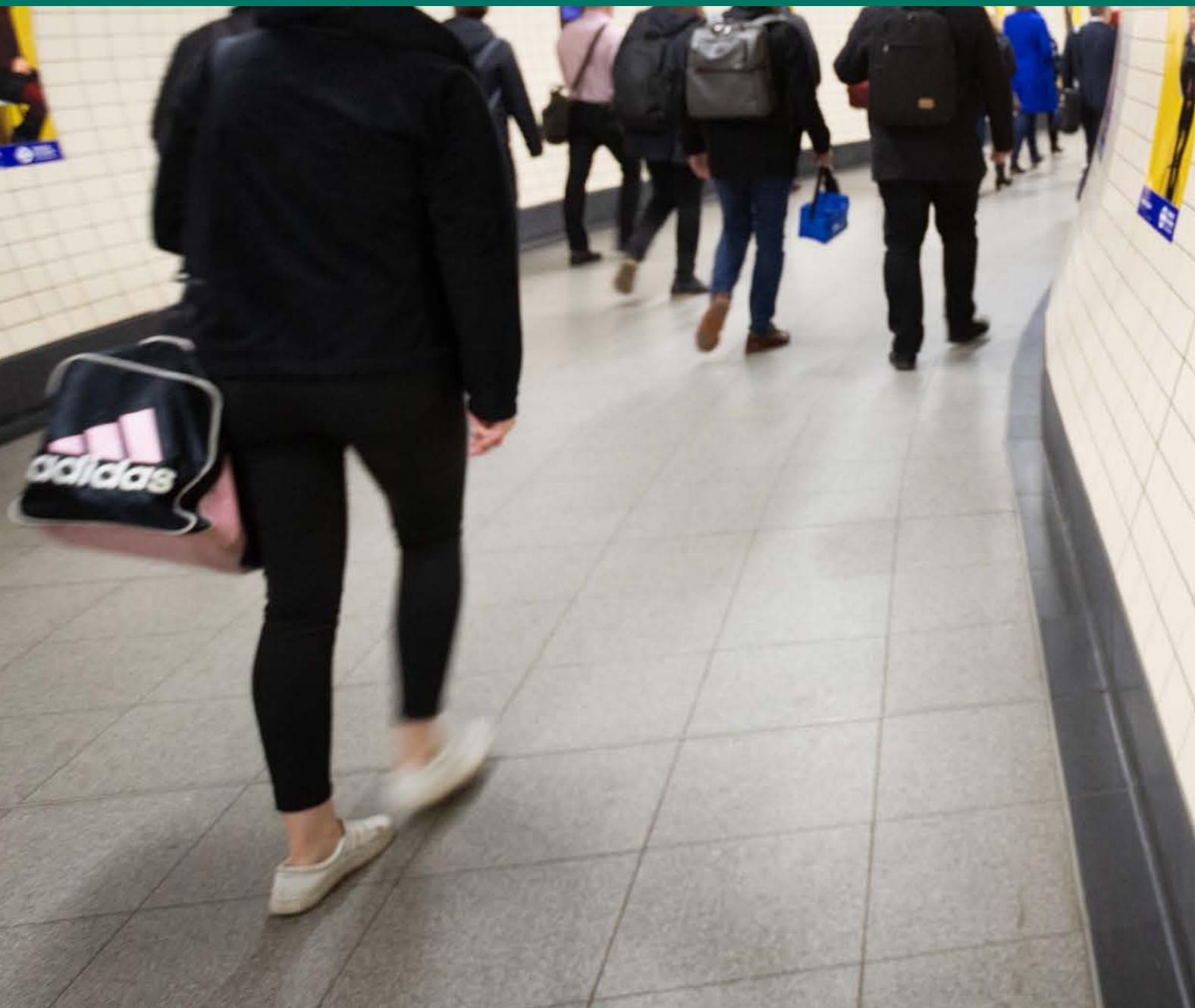
### Turnover

While we wish for all employees to stay at TfL and develop their careers with us, people choose to leave for a variety of reasons.

Our turnover data tells us that women are more likely to leave than men, and disabled people are more likely than non-disabled people to leave. However, those from minority religions and Black, Asian and minority ethnic communities are more likely to stay than their majority counterparts.

# Promoting an inclusive culture

Engaging with employees so that everyone feels they are treated equally



'Each one of my colleagues are different which helps with the team's dynamic and makes for a good work environment. I enjoy working at my station as we have females working on all grades which shows how diverse the company is.'

Chantale Wildman  
Customer Service Assistant

MAYOR OF LONDON

 **TRANSPORT FOR LONDON**  
EVERY JOURNEY MATTERS

# Introduction

It is of the utmost importance to us that our workforce remains engaged and happy. Every year, we carry out our employee survey, Viewpoint, to determine the level of engagement and inclusion of our workforce. We report and analyse the engagement and inclusion index scores according to diversity.

In August 2019, as a result of research indicating an opportunity to create a fairer working environment within London Underground, we started work on delivering an operational cultural change programme. This comprised work on areas such as engagement and representation at senior level. The programme is now a part of the London Underground People Plan.

Our one-day diversity and inclusion training course is attended by every new employee. We also deliver Valuing People and unconscious bias training.



## Key achievements

- Improved overall inclusion score in 2019/20 (up from 43 per cent to 47 per cent)
- Successful Valuing People course - with 403 attending classroom courses and 708 completing the online version



We want all staff to be happy and motivated in their work

## Engagement index

The engagement index score for 2019/20 was 57 per cent. Figure 10 (Appendix C) illustrates the engagement level of staff according to diversity.

The disability category shows the largest difference between majority and minority

engagement levels. Those in the minority group (those who are disabled) have an overall engagement score of 48.3 per cent, while those in the majority group have a score of 59.7 per cent. It should be noted that the minority population here is low, and so a few people could have had a high impact on this score. The sexual orientation group has the second largest difference (53 per cent versus 60 per cent).

In 2019/20, the overall inclusion score was 47 per cent, up from 43 per cent

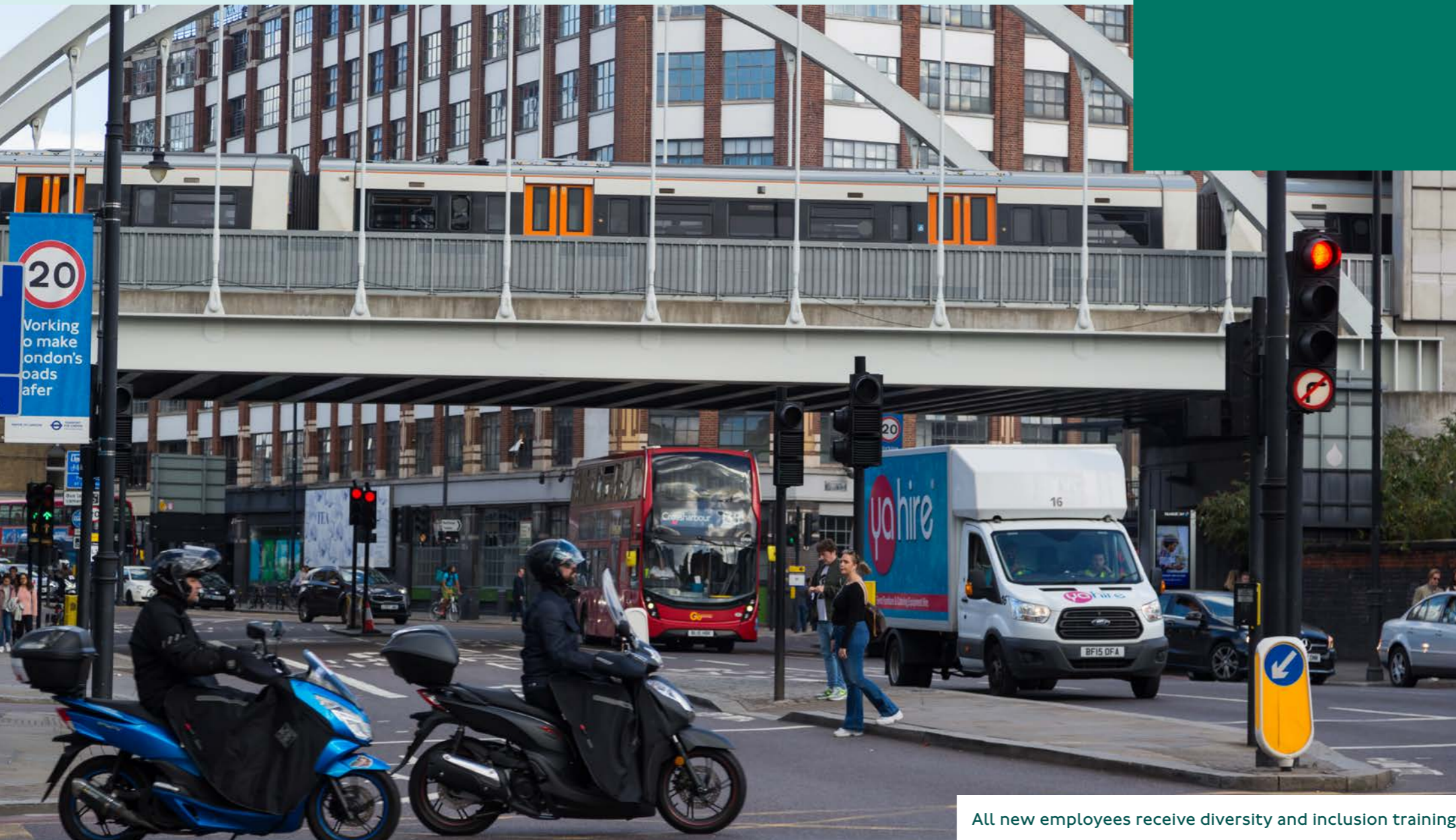
## Inclusion index

The inclusion index is one of the six indices within Viewpoint, and is based on the agreement rating for the following statements:

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

In 2019/20, the overall inclusion score was 47 per cent, up from 43 per cent. Figure 11 (Appendix C) shows the inclusion scores according to diversity. Minority employees felt less included than those in majority groups, the largest difference being in the disabled category. All minority groups scored lower than majority groups when answering the question, 'I believe that my workplace is free from bullying, harassment and/or discrimination'.

Further details can be found in Appendix C.



All new employees receive diversity and inclusion training



61%

engagement index level in Black, Asian and minority ethnic declared employees compared to 58% in White declared employees



We looked at how to improve diversity in London Underground

## Inclusive operational culture – London Underground

A team set up in London Underground in January 2018 to focus on improving diversity and inclusion within operational teams identified opportunities to create a fairer working environment.

As a result, in August 2019, we began designing and delivering an ambitious operational cultural change programme. This included specific work on listening, engagement and education as well as measures to tackle lack of representation at senior leadership levels. This programme is now a specific and fully integrated part of the London Underground People Plan.

In August 2019, we began designing and delivering an ambitious operational cultural change programme in London Underground

## Training

Every new employee attends a one-day introduction to diversity and inclusion training course. During 2019/20, 403 people completed our Valuing People classroom courses, and 708 undertook the online version. A total of 1,268 people also completed unconscious bias training, which is targeted at those who are responsible for hiring.

# Our business partners

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



# Introduction

Our approach to supply chain management continues to place engagement with a diverse range of stakeholders at the heart of our work. This includes implementing equality, diversity and inclusion requirements in our procurement processes to ensure our supply chain partners share our values and commitments. It also means measuring our spend and engagement with small and minority-owned businesses to ensure the types of businesses we are contracting with represent the diversity of the communities we serve.

Our Supplier Skills Team works with charities and employability partners to connect their diverse candidates with opportunities in our supply chain, thus creating employment opportunities for under-represented individuals.

Our National Apprenticeship Week recruitment fair in February 2020 enjoyed its largest attendance to date, with many candidates meeting employers from our supply chain, thus furthering work in this area. We also held work experience programmes, with a significant number finding employment as a result of taking part in these initiatives.



## Key achievements

- Updating our approach to evaluating the equality, diversity and inclusion elements of tenders
- Promoting the adoption of the Mayor's Good Work Standard to our suppliers
- National Apprenticeship Week recruitment fair in February 2020 enjoyed its largest attendance to date



We strive to ensure our supply chain partners share our values



## Inclusive procurement

As an organisation that works with many private and public sector organisations to keep London moving, industry-wide collaboration is vital if we are to implement our work in a way that really makes a difference. We have recently refreshed our procurement approach to equality, diversity and inclusion to ensure our supply chain is set up to share our commitments. The risk and proportionality-based approach is linked to contract spend, with contracts more than £5m in value requiring suppliers to provide an overview and action plan of their approach to promoting equality, diversity and inclusion in their workplace and services. By evaluating responses and managing requirements over the contract life, we can be sure of selecting suppliers who we can work with to create environments where all can travel safely on our network.

We continue to promote the Mayor's Good Work Standard through supplier engagement. More than 15 key suppliers have taken part in our pre-employment programmes to offer work experience and guaranteed job interviews to individuals traditionally under-represented in our industry.



Pre-employment programmes attracted a diversity of candidates

## Supplier Skills Team

Since 2016, the Supplier Skills Team has engaged with charity and employability partners who specifically work with women, candidates from Black, Asian and minority ethnic backgrounds, and those facing barriers to employment such as care leavers and ex-offenders. This is in response to the recommendations in the Department for Transport's Transport Infrastructure Skills Strategy, to which TfL is a committed signatory. The Supplier Skills Team works to connect candidates to the vacancies and opportunities in our supply chain.

Since the project start, the team has supported the supply chain to create more than 6,000 apprenticeships and 5,750 jobs, and address skills shortages in transport and engineering. In 2019/20, 636 apprenticeship starts were created, with 62 per cent awarded to those from a Black, Asian and minority ethnic background.



Each stage of the procurement process is supported by the Supplier Skills Team, which includes:

- Implementing and evaluating contract requirements
- Supporting suppliers from the beginning to the end of their contract
- Working with suppliers on a voluntary basis to help them maximise the skills and employment opportunities that may arise while working on one of our contracts
- Helping suppliers to secure Government funding for apprenticeship programmes

## National Apprenticeship Week

In February 2020, our National Apprenticeship Week recruitment fair enjoyed the largest attendance to date, with more than 700 candidates attending – most from a diverse background – to meet 40 employers from TfL's supply chain. These included our property development partners through the Construction Skills Fund. For the first time, we collaborated with other transport bodies such as HS2, Network Rail, Heathrow Airport and the National Skills Academy for Rail, and also hosted career advice sessions through the National Careers Service.

## Employment partners

Pre-employment and work experience programmes in 2019/20 included Women with Drive; BAME into Transport and Engineering; and Get into Transport, a collaborative programme delivered by TfL with our transport industry partners Heathrow Express, HS2 and the National Skills Academy for Rail. Across the three programmes, 57 per cent of attendees were from a Black, Asian and minority ethnic background, and 32 per cent of individuals found employment as a result of participating in the programmes.

# Communication and engagement

Engaging with key stakeholder groups to better understand our customers

the Jubilee line

Out and about

TAP INTO THE WONDERFUL WORLD OF OFF-PEAK

Waterloo Southbank Centre  
10 minutes from this station

Green Park  
Royal Academy of Arts  
5 minutes from this station

Bond Street  
Wigmore Hall  
6 minutes from this station

Baker Street  
The Sherlock Holmes Museum  
4 minutes from this station

MAYOR OF LONDON

UNDERGROUND TRANSPORT FOR LONDON  
EVERY JOURNEY MATTERS

The advertisement is a cylindrical wrap-around poster for the Jubilee line. It features a central blue line representing the subway route. Along this line, four stations are highlighted with colorful illustrations and text: Baker Street (4 minutes from this station) with a pink building and a dog; Bond Street (6 minutes from this station) with a pink building; Green Park (5 minutes from this station) with a wheelchair user and a person with a cane; and Waterloo Southbank Centre (10 minutes from this station) with a group of people and a sign for the Southbank Centre. The top of the poster has the text 'the Jubilee line' and 'Out and about'. A banner at the top right says 'TAP INTO THE WONDERFUL WORLD OF OFF-PEAK'. The bottom of the poster features the Mayor of London logo and the Transport for London logo with the slogan 'EVERY JOURNEY MATTERS'. The background is a light yellow color with various illustrations of people and buildings.

# Introduction

We work with a range of groups that advocate for our customers and users, including those representing women, and disabled, older and young people. Engaging with these groups is vital to remove barriers to travel, as well as ensuring our network is inclusive and accessible. Our ambition to work with more of London's diverse communities will help us inform, develop and deliver consultations, strategies, services and programmes that are inclusive of all Londoners.

Regular engagement with key stakeholder groups, such as our new expanded youth panel, is critical to our ability to deliver the Mayor's Transport Strategy and our business objectives. Our quarterly Stakeholder Accessibility Forum brings together the charity and disability sectors with our project teams and senior management. We enjoy a constructive relationship with the Alzheimer's Society UK, with whom we have successfully delivered Dementia Friends training across TfL, among other initiatives.

Our Independent Disability Advisory Group is an integral part of our commitment to making London increasingly accessible and inclusive. And the Valuing People group, with its membership including those with learning disabilities, continues to inform and direct our work.



## Key achievements

- Expanding the size of our Independent Disability Advisory Group to 10 people
- Quarterly accessibility forums attended by more than 20 organisations representing older and disabled people
- Expanded youth panel
- First Dementia Summit held
- Valuing People network boosted inclusivity



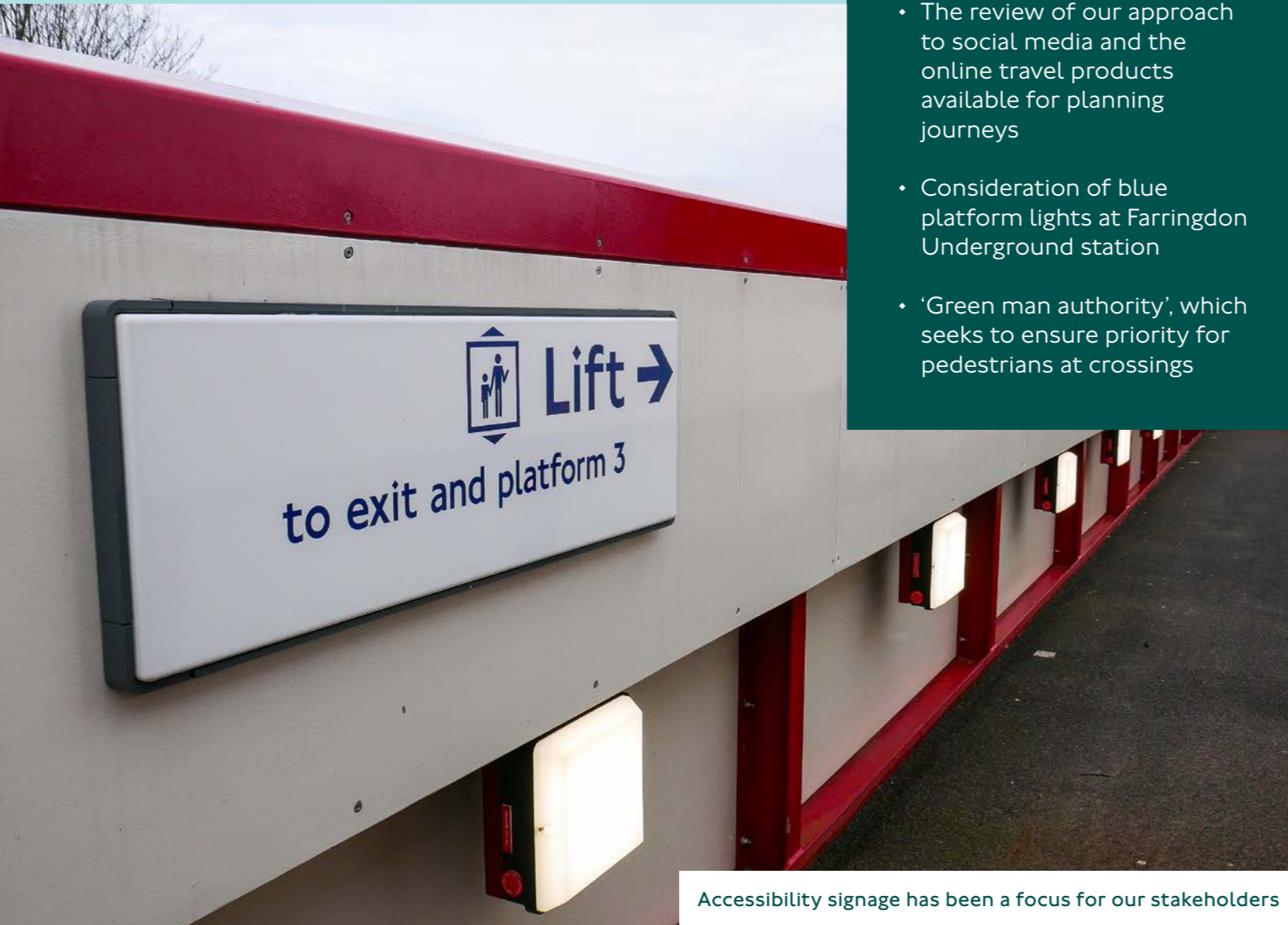
## Stakeholder Accessibility Forum

Our quarterly Stakeholder Accessibility Forum (SAF) is a key opportunity for our stakeholders from the charity and disability sectors to influence and engage with our project teams and senior management. It is attended by more than 20 different organisations representing older and disabled people, and is chaired by the chair of our Independent Disability Advisory Group. This ensures the critical link between this group and SAF is maintained for the organisation.

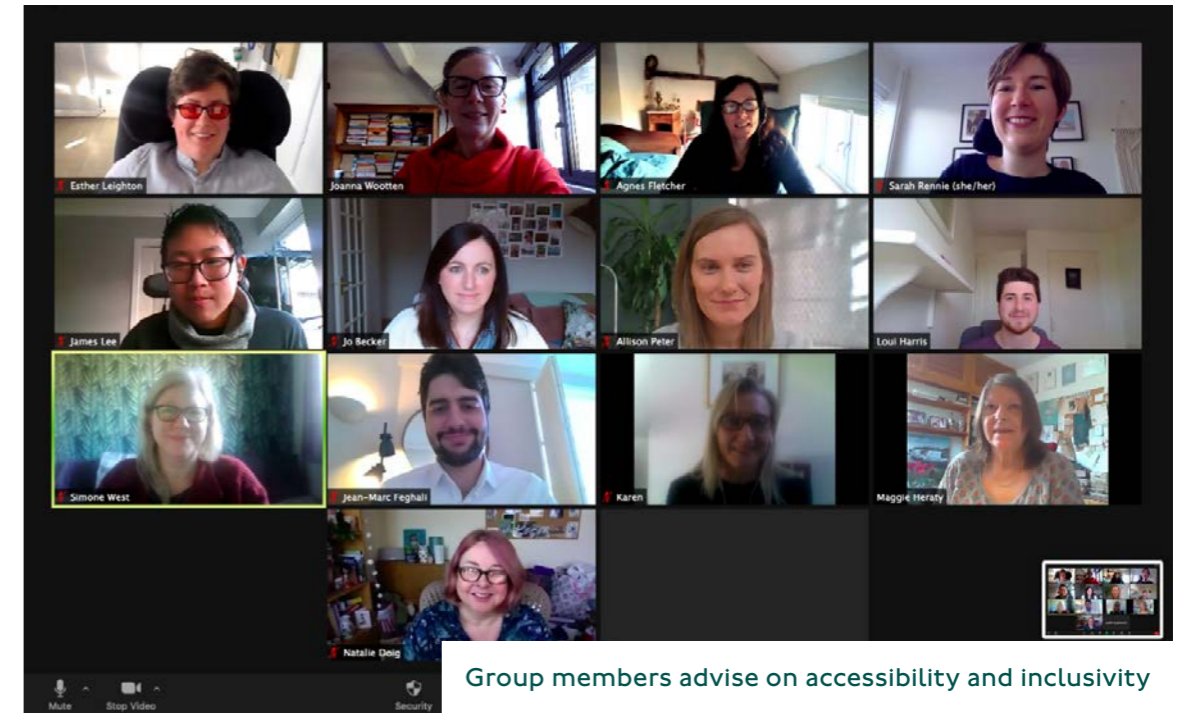


Between April 2019 and March 2020, SAF member organisations contributed to the development of projects, including:

- The updated accessibility signage standard for London Underground stations, finalised in March 2020
- The review of our approach to social media and the online travel products available for planning journeys
- Consideration of blue platform lights at Farringdon Underground station
- 'Green man authority', which seeks to ensure priority for pedestrians at crossings



Accessibility signage has been a focus for our stakeholders



Group members advise on accessibility and inclusivity

## Independent Disability Advisory Group

Our Independent Disability Advisory Group helps us to keep London moving, working and growing in a way that works for everyone. The group's advice is invaluable as we commit to making London ever more accessible and inclusive. Members continued to provide strategic and practical recommendations throughout 2019/20 based on best practice for inclusion, informed by evidence and supported by lived experience.

In 2019/20, we increased the size of the group to 10 paid members – recruiting and onboarding five new experts. Members have a variety of professional expertise and first-hand experience of living with a disability. To ensure independence, members are not employed by TfL or the Greater London Authority.

The group also provided strategic, expert and independent advice on a number of major infrastructure projects, and fed back on Equality Impact Assessments on many programmes, such as the design of rolling stock, the ULEZ scrappage scheme, step-free access, signage, bus driver training, dockless bike parking, priority seating, cashless car parks, station upgrades, technology-based projects and our new diversity and inclusion strategy.

The group presented to our Executive Committee, who agreed to set up a buddying relationship between ExCo and group members, which is now in place.

## Raising dementia awareness

We have long enjoyed a constructive relationship with the Alzheimer's Society UK. Together, we have delivered Dementia Friends training across TfL as well as our first Dementia Friendly Summit in May 2019 to celebrate Dementia Action Week. We invited members of the Mayor's People's Panel, all of whom are living with dementia, to share their experiences on the barriers to travel they face. More than 50 professionals attending the summit left as Dementia Friends.



## Enlarged youth panel

We have expanded the youth panel, which now comprises 30 members aged 16-25 from a diverse range of backgrounds. The panel plays a role in policy development and ensures the youth voice is represented in our policy and strategy. It also leads our annual Youth Participation Day at the London Transport Museum which, in May 2019, discussed what a Healthy Streets Approach should consider for young people.

In 2019, we also piloted a youth voice project, inviting one young panel member to interview the Commissioner and the rest of the executive level board. This was an excellent opportunity for a young member to speak to the decision leaders responsible for ensuring the transport network is fit for the future of today's young people.

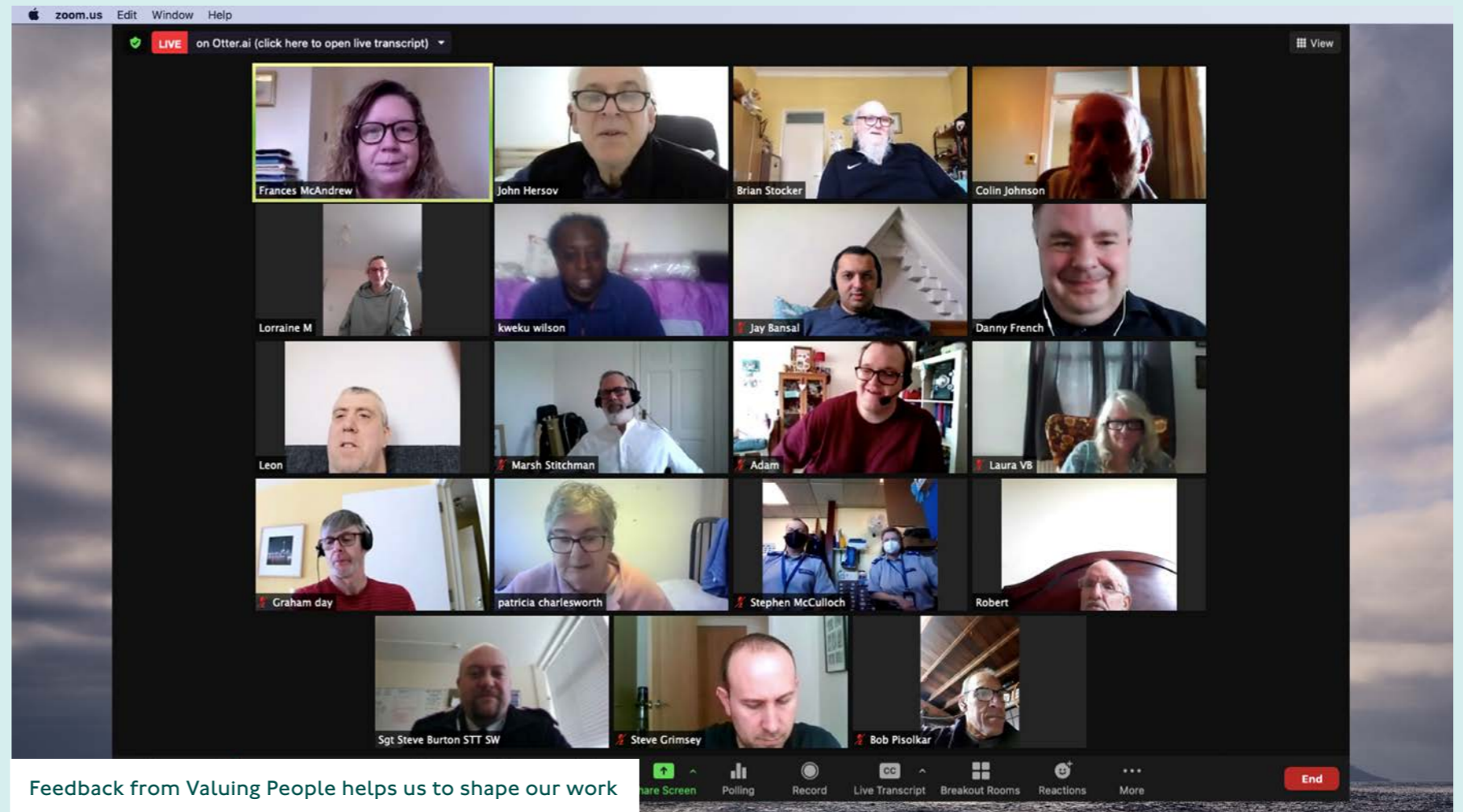
More than 50 professionals attending the Dementia Friendly Summit in May 2019 left as Dementia Friends

## Valuing People

The Valuing People group, established in February 2007 and funded by us since April 2011, has representation from most of London's boroughs and an active membership of people with a wide range of learning disabilities. The group met four times in 2019/20, providing useful feedback on projects, which we were able to use to boost the inclusivity of our work. Members took part in events such as bus garage open days, where self-advocacy groups for people with learning disabilities talked directly to bus operators.

Key projects reviewed by the group included the development of bus driver training; changes to our digital channels including the introduction of the TravelBot discussions on road safety; and a question and answer session with three London Underground Customer Service Assistants.

In October 2019, members of the group also took part in a workshop and site visit to Old Street roundabout to help us identify the challenges that construction can present for adults with learning difficulties. The findings from the session continue to inform our advice to suppliers and in-house project teams.



# Appendices



# Appendix A

## Overall diversity

Table 2: Protected characteristics (%)

	London Underground		Elizabeth line		Buses		Rail		Streets		Other operations		Commercial Development		Professional services	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
<b>Gender</b>																
Women	18.43	18.75	19.93	21.43	28.19	29.59	20.00	20.13	27.87	28.57	36.29	37.90	41.97	43.30	41.36	40.88
Men	81.57	81.25	80.07	78.57	71.81	70.41	80.00	79.87	72.13	71.43	63.71	62.10	58.03	56.70	58.64	59.12
<b>Age</b>																
16-24 years	3.29	3.05	10.96	8.84	0.85	0.54	1.88	5.03	2.46	2.13	2.04	0.75	2.30	3.07	4.73	4.31
25-34 years	19.03	18.99	33.89	32.99	10.06	10.58	28.13	24.53	17.05	17.24	27.09	23.26	17.38	21.23	23.91	22.33
35-44 years	24.48	24.77	24.58	25.85	20.25	22.09	30.63	33.33	32.95	33.00	30.32	31.89	33.77	32.40	33.62	33.20
45-54 years	31.77	30.56	21.26	21.77	35.41	33.33	28.13	23.27	26.56	26.93	25.04	28.14	29.18	26.82	25.87	26.48
55-64 years	19.40	20.28	8.97	9.86	28.47	28.51	10.00	12.58	14.75	14.94	13.46	14.26	16.39	15.36	11.03	12.38
65+ years	2.03	2.34	0.33	0.68	4.96	4.95	1.25	1.26	6.23	5.75	2.04	1.69	0.98	1.12	0.84	1.31
<b>Ethnicity</b>																
Black, Asian and minority ethnic	31.31	33.40	22.92	24.83	36.83	36.95	13.13	20.75	27.54	29.72	31.35	32.83	17.05	17.32	28.95	30.98
White	51.98	51.78	58.14	58.50	49.01	48.06	64.38	62.89	57.05	57.80	36.29	40.71	68.85	71.79	52.50	53.52
Prefer not to say	4.73	4.91	4.65	4.42	5.52	5.49	11.25	10.06	6.89	5.91	5.11	5.44	7.87	6.15	6.66	5.98
Unknown	11.99	9.90	14.29	12.24	8.64	9.50	11.25	6.29	8.52	6.57	27.26	21.01	6.23	4.75	11.89	9.52
<b>Disability</b>																
Disabled	1.66	2.35	1.66	2.38	4.25	4.42	3.75	2.52	2.62	3.78	3.75	4.13	5.57	5.31	3.47	4.20
Not disabled	46.54	52.19	46.51	48.30	65.72	65.19	55.63	61.01	69.67	67.65	48.55	52.91	67.54	64.53	60.08	62.41
Prefer not to say	9.70	9.20	4.65	4.08	3.12	3.61	12.50	11.95	4.59	5.09	4.43	4.69	4.92	4.47	5.95	5.53
Unknown	42.10	36.26	47.18	45.24	26.91	26.77	28.13	24.53	23.11	23.48	43.27	38.27	21.97	25.70	30.50	27.86

**Table 2: Protected characteristics (%) continued**

	London Underground		Elizabeth line		Buses		Rail		Streets		Other operations		Commercial Development		Professional services	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
<b>Sexual orientation</b>																
Lesbian	0.45	0.48	0.33	0.68	1.13	1.07	0.63	0.63	0.16	0.66	0.17	0.56	0.98	1.40	0.46	0.54
Bisexual	0.74	0.66	0.33	0.68	0.57	0.54	0.63	0.00	0.82	0.82	1.19	1.88	0.66	0.00	0.80	0.75
Gay	1.40	1.73	1.66	2.38	1.13	1.20	2.50	1.26	1.64	1.97	1.53	1.88	3.93	3.35	2.45	2.86
Other	0.21	0.40	0.00	0.68	0.14	0.27	0.63	0.63	0.66	0.66	0.51	0.56	0.33	0.28	0.40	0.52
Heterosexual	38.66	46.57	64.45	66.33	54.25	57.16	64.38	72.33	64.26	67.49	47.02	53.66	66.23	72.07	60.71	65.62
Prefer not to say	9.30	9.23	11.63	11.56	6.37	7.23	15.00	15.09	8.69	9.03	6.30	6.38	8.20	8.10	9.63	9.39
Unknown	49.23	40.93	21.59	17.69	36.40	32.53	16.25	10.06	23.77	19.38	43.27	35.08	19.67	14.80	25.56	20.32
<b>Faith/Belief</b>																
Buddhist	0.36	0.42	0.00	0.00	0.28	0.27	1.25	1.26	0.49	0.33	0.17	0.00	0.33	0.28	0.42	0.50
Hindu	1.67	1.94	1.33	1.70	1.70	1.87	0.63	0.63	3.44	3.28	2.73	2.63	2.62	1.96	3.71	3.88
Jewish	0.23	0.32	0.33	0.00	0.28	0.27	0.00	0.00	0.16	0.16	0.34	0.38	1.31	0.84	0.65	0.71
Muslim	4.45	5.60	6.31	6.12	6.80	7.90	2.50	4.40	2.62	3.61	5.11	5.25	2.95	3.07	4.56	5.40
Other	1.11	1.51	1.00	2.72	1.98	2.41	1.25	1.89	3.61	4.27	1.36	1.50	2.95	2.79	2.07	2.28
Sikh	0.51	0.66	1.33	1.36	0.99	0.80	0.63	1.89	0.66	1.31	0.51	0.94	0.66	0.56	0.88	1.01
Christian	20.34	23.77	28.57	28.57	31.16	31.86	40.63	40.88	33.77	34.15	26.58	31.33	36.39	37.99	29.62	31.39
None	11.41	14.27	25.91	29.25	13.88	15.80	21.88	22.64	21.15	24.30	12.78	15.57	23.28	26.82	22.29	24.46
Prefer not to say	9.66	9.65	12.62	11.90	5.81	6.43	15.00	15.09	9.34	8.70	6.98	7.50	10.82	10.89	10.42	9.82
Unknown	50.26	41.86	22.59	18.37	37.11	32.40	16.25	11.32	24.75	19.87	43.44	34.90	18.69	14.80	25.37	20.56



**Table 3: Changes in TfL demographics from previous year: minority group numbers**

	2018/19	2019/20
Women	6,304	6,337
Black, Asian and minority ethnic	8,126	8,637
Disabled	580	753
Minority Faith/Belief	2,466	2,964
Not heterosexual	825	954
Under 25, Over 65	1,451	1,449
<b>Total population</b>	<b>26,577</b>	<b>26,499</b>

**Table 4: Changes in TfL demographics from previous year: minority & variances**

	2018/19 (%)	2019/20 (%)	Variance
Women	23.7	23.9	+0.2
Black, Asian and minority ethnic	30.6	32.6	+2.0
Disabled	2.2	2.8	+0.6
Minority Faith/Belief	9.3	11.2	+1.9
Not heterosexual	3.1	3.6	+0.5
Under 25, Over 65	5.5	5.5	+0.0

**Table 5: Changes in TfL demographics from previous year: majority & variances**

	2018/19 (%)	2019/20 (%)	Variance
Men	76.3	76.1	-0.2
White	52.1	52.3	+0.2
Not disabled	50.4	54.9	+4.5
Christian, Agnostic, Atheist	37.2	42.8	+5.6
Heterosexual	44.6	51.5	+7.0
25-64 years old	94.5	94.5	-0.0

**Table 6: Protected characteristics of senior employees (%)**

Band 5+	2018/19	2019/20
Men	71.9	71.6
Women	28.1	28.4
16-24 years	0.0	0.0
25-34 years	2.3	1.3
35-44 years	28.5	27.5
45-54 years	50.0	53.0
55-64 years	18.4	16.9
65+ years	0.8	1.3
White	82.0	83.5
Black, Asian and minority ethnic	6.3	7.2
Unknown	11.7	9.3
Not disabled	73.4	76.7
Disabled	2.0	2.5
Unknown	24.6	20.8
Majority Faith/Belief	63.7	69.9
Minority Faith/Belief	5.1	6.4
Unknown	31.3	23.7
Heterosexual	66.4	74.2
Not heterosexual	3.9	3.8
Unknown	29.7	22.0

**Table 7: High/role model performance ratings (%)**

	2018/19	2019/20
Women	26.9	28.0
Men	22.4	24.4
Black, Asian and minority ethnic	18.4	18.2
White	26.7	28.8
Ethnicity unknown	23.6	26.8
Disabled	17.0	17.0
Not disabled	26.4	27.9
Disability unknown	20.0	22.4
Minority sexual orientation	29.8	32.3
Heterosexual	25.8	27.3
Sexual orientation unknown	20.0	22.1
Minority Faith/Belief	19.9	21.2
Christian, Agnostic, Atheist	26.9	28.9
Faith unknown	20.8	22.2
Under 25 & Over 65	17.8	16.6
25-64 years old inclusive	24.1	25.8

**Table 8: Low/improvement needed performance ratings (%)**

	2018/19	2019/20
Women	2.9	2.7
Men	3.3	3.0
Black, Asian and minority ethnic	4.8	4.4
White	2.4	2.2
Ethnicity unknown	3.4	3.0
Disabled	7.8	5.2
Not disabled	3.1	2.8
Disability unknown	2.8	2.9
Minority sexual orientation	3.3	3.4
Heterosexual	3.0	2.8
Sexual orientation unknown	3.5	3.0
Minority Faith/Belief	4.0	4.3
Christian, Agnostic, Atheist	3.0	2.6
Faith unknown	3.3	3.0
Under 25 & Over 65	4.8	5.6
25-64 years old inclusive	3.1	2.8

**Table 9: Promotions by diverse group (%)**

	2018/19	2019/20
Women	34.5	32.5
Men	65.5	67.5
Black, Asian and minority ethnic	30.2	28.3
White	51.2	59.3
Ethnicity unknown	18.6	12.4
Disabled	2.2	3.8
Not disabled	65.4	70.4
Disability unknown	32.4	25.7
Minority sexual orientation	4.3	5.1
Heterosexual	58.4	69.7
Sexual orientation unknown	37.3	25.3
Minority Faith/Belief	11.7	11.3
Majority Faith/Belief	49.8	59.7
Faith unknown	38.5	28.9

# Appendix B

## Applicant diversity

Table 10: Applicant diversity (%)

	London Underground		Elizabeth line		Buses		Rail		Streets		Other operations		Commercial Development		Professional services	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
<b>Gender</b>																
Women	22.09	19.06	16.47	19.41	24.51	25.13	25.97	25.62	28.17	28.84	36.55	36.12	35.77	32.42	30.26	32.82
Men	74.66	76.84	80.54	76.87	73.12	72.22	70.68	70.27	70.18	67.80	61.84	60.85	60.96	63.94	61.64	59.52
Unknown	3.25	4.10	2.99	3.72	2.37	2.65	3.35	4.11	1.65	3.35	1.61	3.03	3.26	3.64	8.09	7.66
<b>Age</b>																
16-24 years	12.57	7.92	9.97	7.25	9.96	9.32	10.26	9.66	14.27	13.15	12.59	7.72	9.75	7.61	30.01	24.87
25-34 years	38.27	37.24	39.97	39.39	38.77	40.68	42.30	45.43	42.17	43.05	42.47	44.30	38.84	38.20	29.41	29.53
35-44 years	24.05	25.49	25.35	26.82	23.85	25.92	23.90	21.77	21.63	21.39	20.40	19.49	21.09	24.60	14.81	16.58
45-54 years	12.70	14.05	12.51	14.16	14.73	13.28	10.79	9.92	10.22	9.77	9.31	8.00	12.53	12.99	6.78	7.88
55-64 years	2.69	3.46	2.84	3.13	4.81	3.64	2.44	2.50	2.06	2.67	2.07	2.30	3.82	4.41	1.46	1.87
65+ years	0.11	0.12	0.06	0.09	0.13	0.12	0.03	0.13	0.10	0.00	0.23	0.18	0.08	0.15	0.07	0.10
<b>Ethnicity</b>																
Black, Asian and minority ethnic	53.69	47.15	48.07	49.64	59.45	64.24	51.91	52.94	60.12	56.74	61.49	59.01	48.23	46.19	50.13	47.58
White	37.21	41.08	43.93	41.98	33.75	27.96	40.02	37.85	31.24	34.18	25.86	21.51	40.79	43.41	34.32	34.92
Prefer not to say	5.33	4.42	6.53	5.00	5.22	5.50	6.20	4.78	5.94	3.67	8.51	5.70	8.16	5.55	8.55	4.01
Unknown	3.77	7.34	1.48	3.38	1.58	2.30	1.88	4.43	2.70	5.41	4.14	13.79	2.83	4.85	7.00	13.50
<b>Disability</b>																
Disabled	3.20	3.26	2.87	3.38	3.78	4.63	2.91	2.70	3.51	4.04	3.85	3.86	3.18	3.71	3.29	3.69
Not disabled	90.23	87.63	91.39	91.09	91.97	90.16	91.43	90.50	90.28	89.25	87.13	80.15	88.30	88.94	82.83	80.26
Prefer not to say	3.53	2.69	4.62	2.91	3.07	3.26	4.10	2.73	3.91	2.09	5.46	2.94	6.09	3.47	7.08	3.20
Unknown	3.05	6.42	1.12	2.63	1.18	1.95	1.56	4.08	2.29	4.62	3.56	13.05	2.43	3.88	6.80	12.84

**Table 10: Applicant diversity (%) continued**

	London Underground		Elizabeth line		Buses		Rail		Streets		Other operations		Commercial Development		Professional services	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
<b>Sexual orientation</b>																
Lesbian	0.80	0.63	0.45	0.38	1.12	0.84	0.47	0.29	0.78	0.66	0.98	0.64	0.60	0.61	0.56	0.51
Bisexual	2.27	2.19	1.96	1.75	2.13	2.18	1.91	1.54	2.33	2.32	1.78	1.93	1.31	1.67	1.63	1.82
Gay	2.35	2.29	2.87	2.91	3.25	2.77	1.72	1.80	2.40	3.09	1.72	2.30	2.39	3.22	2.16	2.27
Other	0.97	0.85	0.76	0.56	1.05	1.16	0.69	0.45	0.98	0.74	0.57	0.64	0.76	0.68	0.56	0.51
Heterosexual	78.42	76.82	80.00	81.24	79.51	80.11	82.51	82.76	79.93	78.34	78.10	71.97	79.51	78.96	74.87	72.66
Prefer not to say	10.68	9.19	11.93	8.97	10.62	9.93	10.45	7.90	10.43	8.06	12.59	8.27	12.02	9.30	12.77	7.61
Unknown	4.52	8.02	2.02	4.19	2.31	3.00	2.25	5.26	3.17	6.79	4.25	14.25	3.42	5.55	7.44	14.61
<b>Faith/Belief</b>																
Buddhist	0.90	1.28	0.57	0.66	0.79	0.90	0.91	1.54	0.51	0.95	0.40	0.37	0.92	1.10	0.63	0.77
Hindu	4.75	4.93	5.11	4.69	4.61	4.25	6.01	5.04	5.09	5.10	4.54	3.95	6.25	4.77	5.35	5.26
Jewish	0.43	0.34	0.33	0.25	0.40	0.35	0.53	0.29	0.54	0.32	0.75	0.46	0.60	0.61	0.46	0.48
Muslim	16.05	12.66	13.11	15.69	19.38	21.20	12.67	11.78	18.93	17.54	21.72	16.64	12.34	11.65	14.98	13.50
Other	2.58	2.48	2.75	2.66	2.48	2.74	2.28	2.09	2.63	2.43	2.18	2.67	2.03	2.39	1.97	1.99
Sikh	1.23	1.26	1.72	1.66	2.24	2.04	1.60	1.51	1.59	1.85	1.95	1.47	1.23	1.17	1.65	1.52
Christian	37.65	36.33	38.61	35.51	36.74	38.88	40.11	40.16	37.99	35.60	34.94	36.12	39.63	38.01	31.00	29.86
None	20.13	22.03	23.96	24.13	20.26	17.21	21.90	22.22	18.18	21.47	16.03	14.06	18.94	22.42	21.98	22.13
Prefer not to say	10.92	9.70	11.21	9.07	10.40	9.11	11.14	8.86	11.34	8.03	13.28	9.10	13.29	10.47	13.78	8.54
Unknown	5.36	8.99	2.63	5.69	2.68	3.32	2.85	6.52	3.21	6.71	4.20	15.17	4.78	7.42	8.19	15.96

**Table II: Shortlisted applicant diversity (%)**

	London Underground		Elizabeth line		Buses		Rail		Streets		Other operations		Commercial Development		Professional services	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
<b>Gender</b>																
Women	26.49	24.53	16.84	19.51	26.21	43.59	36.14	38.30	41.38	38.07	52.17	49.43	40.00	38.46	27.07	30.02
Men	71.96	73.11	80.61	73.17	71.37	51.92	63.86	61.70	56.03	59.39	45.22	50.57	57.78	58.33	71.41	68.40
Unknown	1.56	2.37	2.55	7.32	2.42	4.49	0.00	0.00	2.59	2.54	2.61	0.00	2.22	3.21	1.51	1.59
<b>Age</b>																
16-24 years	15.68	6.63	6.12	6.71	4.44	3.21	4.82	7.45	12.07	8.63	6.09	8.05	5.19	5.13	62.60	59.39
25-34 years	39.09	38.48	32.65	37.20	30.65	33.97	44.58	42.55	45.69	39.09	33.91	42.53	31.11	32.05	18.33	17.95
35-44 years	23.82	26.94	23.47	25.00	23.79	28.85	34.94	23.40	20.69	20.81	13.04	13.79	28.15	22.44	6.69	7.09
45-54 years	12.00	14.87	21.43	17.07	23.79	12.18	6.02	7.45	5.17	5.58	3.48	2.30	8.89	14.10	2.70	2.94
55-64 years	2.53	3.39	6.63	2.44	6.05	6.41	0.00	2.13	0.00	0.00	0.87	2.30	2.22	1.28	0.56	0.66
65+ years	0.13	0.07	0.00	0.00	0.40	1.28	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.04	0.04
<b>Ethnicity</b>																
Black, Asian and minority ethnic	62.13	54.04	26.53	35.98	48.39	51.92	36.14	38.30	33.62	30.46	32.17	48.28	33.33	23.08	55.98	52.22
White	30.81	36.15	64.29	51.22	38.31	33.97	60.24	47.87	50.00	46.19	26.09	19.54	51.11	57.69	36.47	37.43
Prefer not to say	4.57	4.25	8.67	9.76	11.29	6.41	2.41	2.13	6.90	2.54	20.87	2.30	10.37	3.21	4.80	2.58
Unknown	2.49	5.56	0.51	3.05	2.02	7.69	1.20	11.70	9.48	20.81	20.87	29.89	5.19	16.03	2.74	7.76
<b>Disability</b>																
Disabled	3.35	3.64	0.51	2.44	0.81	1.92	4.82	3.19	2.59	1.52	2.61	0.00	0.74	2.56	3.45	3.78
Not disabled	92.06	88.24	92.35	88.41	90.32	83.97	91.57	82.98	79.31	76.14	58.26	68.97	75.56	75.00	89.70	86.18
Prefer not to say	2.68	2.68	6.63	6.10	7.66	7.05	2.41	1.06	8.62	2.03	18.26	2.30	16.30	3.85	4.24	2.38
Unknown	1.90	5.44	0.51	3.05	1.21	7.05	1.20	12.77	9.48	20.30	20.87	28.74	7.41	18.59	2.61	7.66

**Table II: Shortlisted applicant diversity (%) continued**

	London Underground		Elizabeth line		Buses		Rail		Streets		Other operations		Commercial Development		Professional services	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
<b>Sexual orientation</b>																
Lesbian	1.18	1.40	0.00	0.61	1.61	1.28	2.41	2.13	0.86	0.51	0.00	0.00	0.74	1.28	0.45	0.51
Bisexual	2.61	3.70	0.00	2.44	1.61	1.92	0.00	0.00	3.45	0.51	3.48	1.15	0.74	1.28	1.74	1.85
Gay	3.05	4.02	3.57	3.05	2.82	1.28	4.82	4.26	4.31	1.52	1.74	4.60	3.70	3.21	1.56	1.47
Other	0.97	0.92	0.00	1.22	0.00	0.64	0.00	0.00	0.86	0.00	0.00	0.00	0.74	1.28	0.59	0.54
Heterosexual	77.99	72.21	83.67	75.61	77.02	73.08	80.72	75.53	68.97	69.04	50.43	62.07	69.63	70.51	84.11	81.22
Prefer not to say	10.84	11.66	12.24	14.02	14.92	14.10	10.84	4.26	12.07	7.61	23.48	1.15	19.26	7.05	8.01	5.66
Unknown	3.37	6.10	0.51	3.05	2.02	7.69	1.20	13.83	9.48	20.81	20.87	31.03	5.19	15.38	3.54	8.76
<b>Faith/Belief</b>																
Buddhist	0.67	1.00	0.51	0.61	0.40	0.64	0.00	1.06	0.00	0.00	0.00	0.00	0.00	0.00	0.55	0.58
Hindu	4.09	4.08	1.02	4.27	2.42	1.28	4.82	3.19	10.34	4.06	4.35	2.30	5.93	2.56	3.80	3.43
Jewish	0.43	0.43	0.00	0.00	0.40	0.00	0.00	0.00	0.00	0.51	0.87	0.00	0.00	0.00	0.41	0.31
Muslim	21.63	14.96	6.63	10.98	18.15	10.26	1.20	6.38	4.31	8.63	6.96	12.64	4.44	2.56	20.86	18.78
Other	2.80	3.73	2.04	3.66	1.21	1.28	0.00	4.26	3.45	3.55	0.00	2.30	2.96	2.56	2.03	2.12
Sikh	1.13	1.09	2.55	1.83	2.82	3.21	1.20	1.06	0.86	0.51	0.87	1.15	2.22	0.64	2.06	1.87
Christian	36.81	34.89	37.24	28.66	34.68	41.67	45.78	30.85	25.00	23.35	30.43	33.33	36.30	26.92	29.55	29.14
None	17.89	20.41	34.69	34.15	19.76	19.87	33.73	28.72	31.90	30.46	10.43	14.94	21.48	35.26	26.38	26.33
Prefer not to say	10.48	12.44	14.29	12.20	16.94	12.82	12.05	8.51	14.66	8.12	24.35	3.45	20.74	12.18	9.48	6.94
Unknown	4.07	6.98	1.02	3.66	3.23	8.97	1.20	15.96	9.48	20.81	21.74	29.89	5.93	17.31	4.88	10.51

**Table 12: Hired applicant diversity (%)**

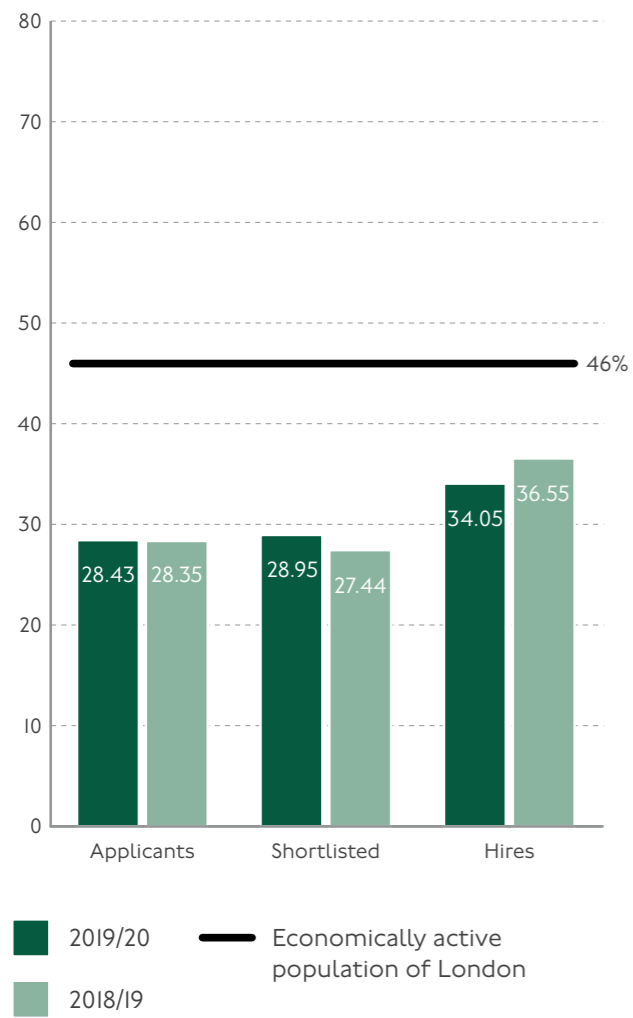
	London Underground		Elizabeth line		Buses		Rail		Streets		Other operations		Commercial Development		Professional services	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
<b>Gender</b>																
Women	26.32	19.33	17.07	19.44	30.30	43.08	30.91	39.58	36.56	38.98	52.78	50.62	43.48	42.34	43.23	43.94
Men	70.03	76.57	80.49	72.22	64.65	52.31	69.09	60.42	60.22	59.32	43.06	49.38	53.26	55.86	54.12	53.50
Unknown	3.65	4.11	2.44	8.33	5.05	4.62	0.00	0.00	3.23	1.69	4.17	0.00	3.26	1.80	2.65	2.56
<b>Age</b>																
16-24 years	10.86	7.54	10.98	11.11	7.07	2.31	5.45	4.17	13.98	11.02	5.56	7.41	7.61	6.31	10.82	11.57
25-34 years	31.54	34.95	31.71	41.67	26.26	35.38	41.82	39.58	48.39	44.07	23.61	41.98	33.70	36.04	30.41	28.13
35-44 years	21.03	23.30	20.73	15.28	32.32	30.77	34.55	31.25	16.13	22.88	11.11	14.81	23.91	18.02	19.44	17.70
45-54 years	13.12	11.85	20.73	16.67	13.13	13.08	5.45	8.33	6.45	6.78	4.17	2.47	4.35	12.61	7.36	8.88
55-64 years	2.17	2.96	4.88	1.39	4.04	5.38	0.00	0.00	0.00	0.00	1.39	2.47	1.09	0.90	1.77	2.29
65+ years	0.43	0.13	0.00	0.00	0.00	1.54	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07
<b>Ethnicity</b>																
Black, Asian and minority ethnic	32.49	28.08	25.61	25.00	45.45	53.08	29.09	35.42	34.41	36.44	25.00	46.91	27.17	20.72	29.09	28.80
White	48.13	53.60	65.85	63.89	33.33	36.92	65.45	52.08	50.54	50.85	20.83	20.99	53.26	60.36	46.98	44.08
Prefer not to say	9.99	4.04	7.32	9.72	18.18	6.92	3.64	2.08	8.60	0.85	26.39	2.47	13.04	2.70	15.91	3.57
Unknown	9.38	14.28	1.22	1.39	3.03	3.08	1.82	10.42	6.45	11.86	27.78	29.63	6.52	16.22	8.03	23.55
<b>Disability</b>																
Disabled	2.17	2.09	0.00	4.17	1.01	2.31	5.45	2.08	3.23	1.69	1.39	0.00	1.09	0.90	2.28	3.30
Not disabled	79.76	80.40	89.02	84.72	84.85	86.92	89.09	85.42	80.65	85.59	45.83	69.14	69.57	74.77	70.77	68.30
Prefer not to say	8.69	3.30	9.76	8.33	12.12	7.69	3.64	2.08	9.68	0.85	25.00	2.47	19.57	4.50	17.67	4.10
Unknown	9.38	14.21	1.22	2.78	2.02	3.08	1.82	10.42	6.45	11.86	27.78	28.40	9.78	19.82	9.28	24.29

**Table 12: Hired applicant diversity (%) continued**

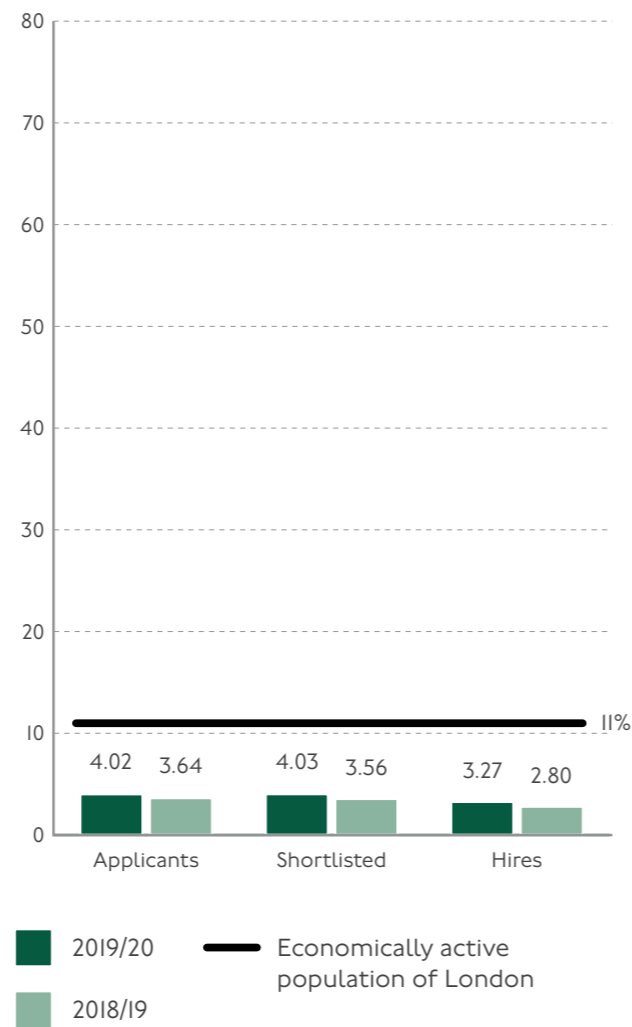
	London Underground		Elizabeth line		Buses		Rail		Streets		Other operations		Commercial Development		Professional services	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
<b>Sexual orientation</b>																
Lesbian	1.22	0.61	0.00	1.39	1.01	0.77	0.00	0.00	1.08	0.85	0.00	0.00	0.00	1.80	0.22	0.87
Bisexual	1.82	1.28	0.00	1.39	3.03	2.31	0.00	0.00	4.30	0.85	2.78	1.23	1.09	0.90	1.25	1.01
Gay	2.17	2.09	6.10	2.78	5.05	1.54	3.64	2.08	5.38	1.69	0.00	4.94	4.35	3.60	3.02	2.42
Other	0.35	0.40	0.00	1.39	0.00	0.77	0.00	0.00	1.08	0.00	0.00	0.00	0.00	0.90	0.44	0.00
Heterosexual	70.63	72.66	80.49	75.00	69.70	77.69	83.64	79.17	67.74	79.66	40.28	61.73	68.48	69.37	66.20	63.39
Prefer not to say	14.16	7.74	12.20	16.67	19.19	13.08	10.91	6.25	13.98	5.08	29.17	1.23	19.57	8.11	20.25	7.87
Unknown	9.64	15.22	1.22	1.39	2.02	3.85	1.82	12.50	6.45	11.86	27.78	30.86	6.52	15.32	8.62	24.43
<b>Faith/Belief</b>																
Buddhist	0.26	0.34	0.00	0.00	1.01	0.77	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.66	0.27
Hindu	2.43	3.03	1.22	4.17	3.03	1.54	5.45	2.08	10.75	6.78	5.56	2.47	5.43	3.60	4.20	3.50
Jewish	0.78	0.27	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.85	1.39	0.00	0.00	0.00	0.66	0.34
Muslim	7.30	5.19	7.32	4.17	14.14	11.54	1.82	6.25	5.38	9.32	5.56	12.35	2.17	3.60	5.15	5.59
Other	2.52	2.09	1.22	5.56	1.01	1.54	0.00	4.17	3.23	5.08	0.00	2.47	3.26	2.70	1.91	2.15
Sikh	0.61	1.08	2.44	2.78	1.01	3.08	1.82	0.00	1.08	0.85	1.39	1.23	2.17	0.00	1.03	1.08
Christian	34.67	31.85	41.46	26.39	36.36	43.85	41.82	29.17	21.51	24.58	19.44	32.10	36.96	27.03	27.91	27.46
None	25.54	29.83	29.27	38.89	21.21	20.00	40.00	37.50	34.41	34.75	8.33	16.05	21.74	35.14	28.57	25.10
Prefer not to say	15.20	9.90	15.85	15.28	19.19	12.31	7.27	8.33	17.20	5.93	29.17	3.70	20.65	10.81	21.43	9.02
Unknown	10.69	16.43	1.22	2.78	3.03	5.38	1.82	12.50	6.45	11.86	29.17	29.63	7.61	17.12	8.47	25.50



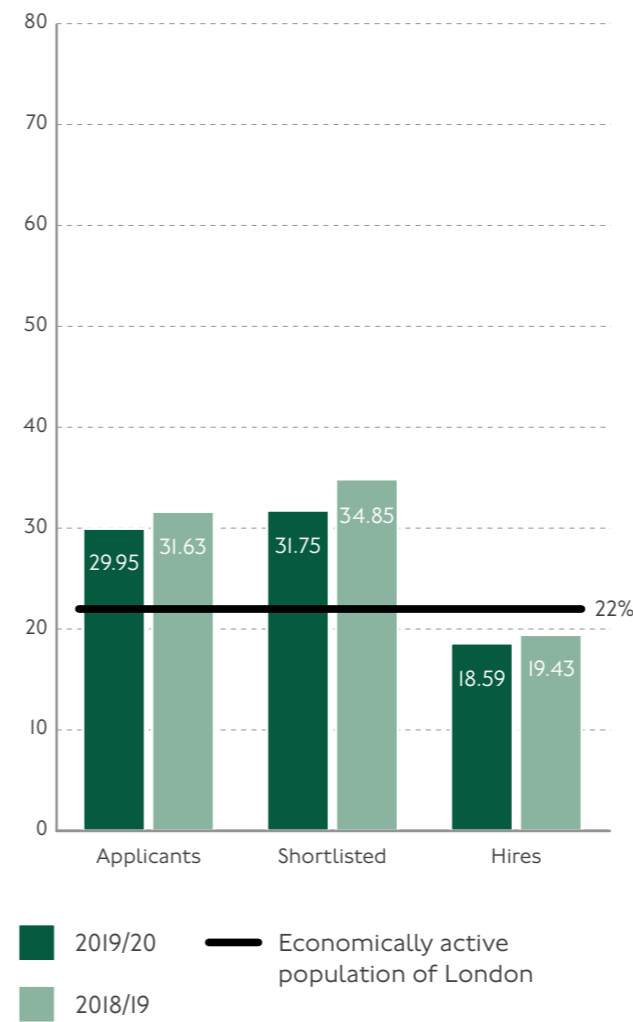
**Figure 2: Year-on-year comparison of applications by female candidates across different stages of the recruitment process\* (%)**



**Figure 3: Year-on-year comparison of applications by disabled candidates across different stages of the recruitment process\* (%)**



**Figure 4: Year-on-year comparison of applications by candidates declaring a minority faith/belief, across different stages of the recruitment process\* (%)**



\* TfL's aspiration is to be as diverse as the economically active population of London (shown as horizontal line on graphs)



Black, Asian and minority ethnic applications have gone down

Figure 5: Year-on-year comparison of applications from Black, Asian and minority ethnic candidates across different stages of the recruitment process\* (%)

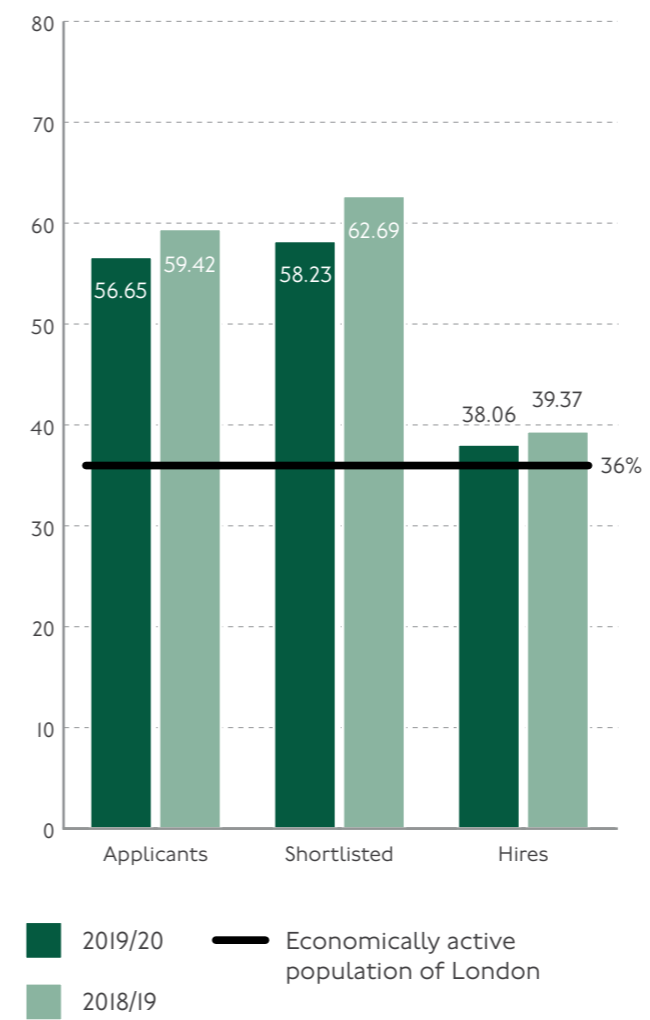
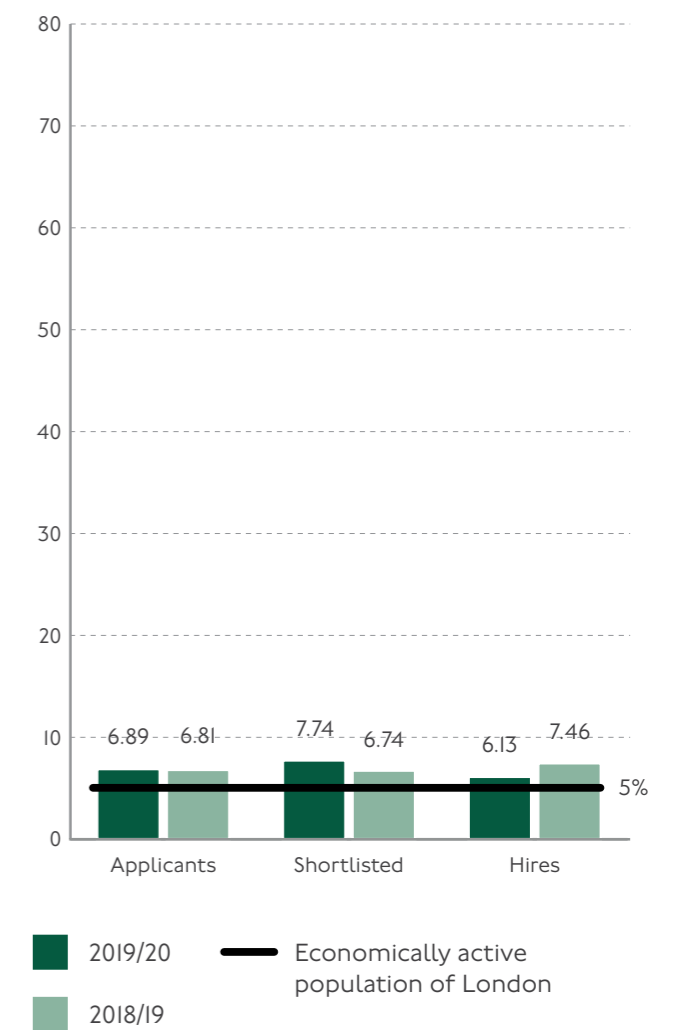


Figure 6: Year-on-year comparison of applications by lesbian, gay and bisexual candidates across different stages of the recruitment process\* (%)



\* TfL's aspiration is to be as diverse as the economically active population of London (shown as horizontal line on graphs)

Figure 7: Senior level recruitment conversion rates – applications (%)

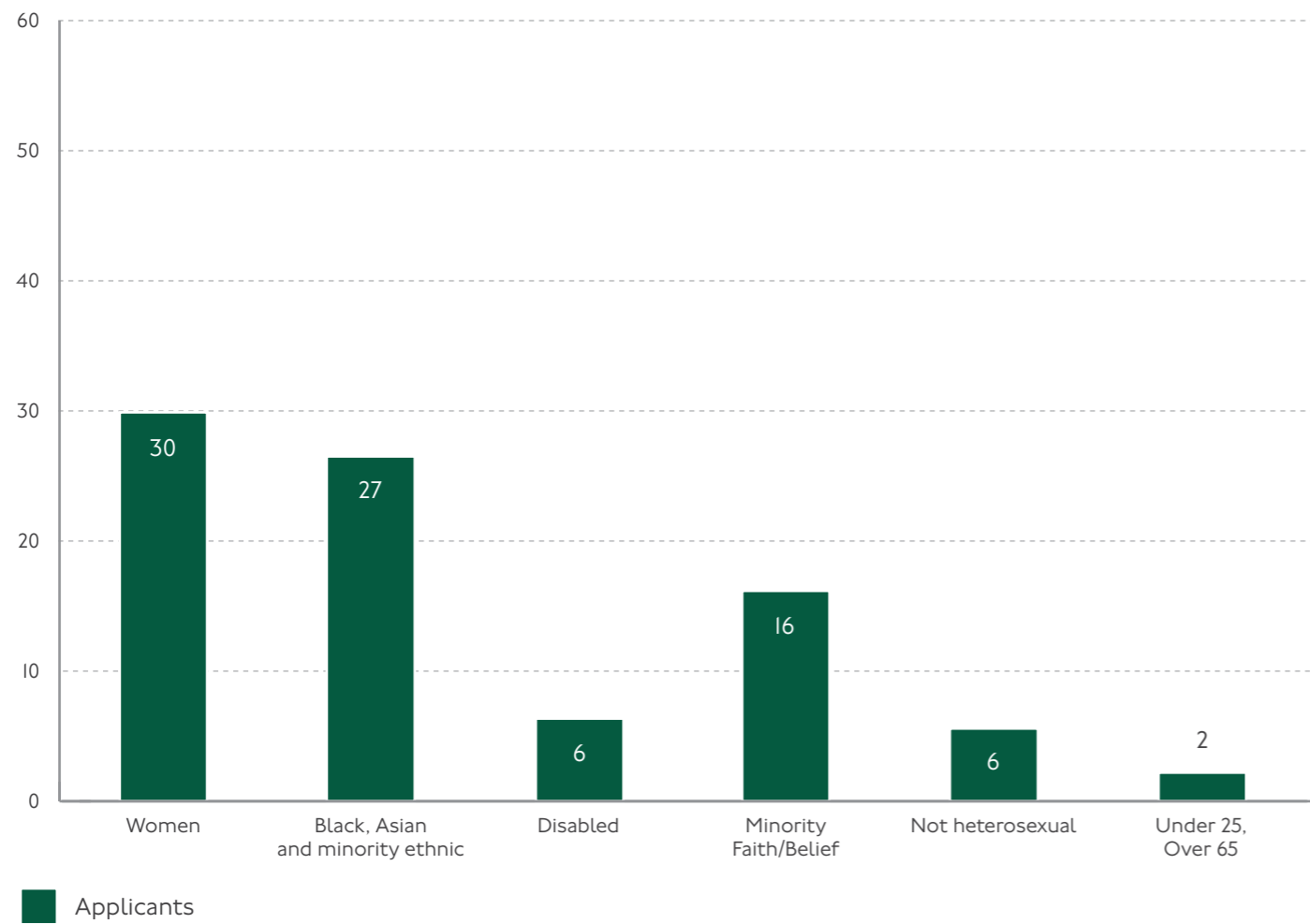


Figure 8: Senior level recruitment conversion rates – shortlisted (%)

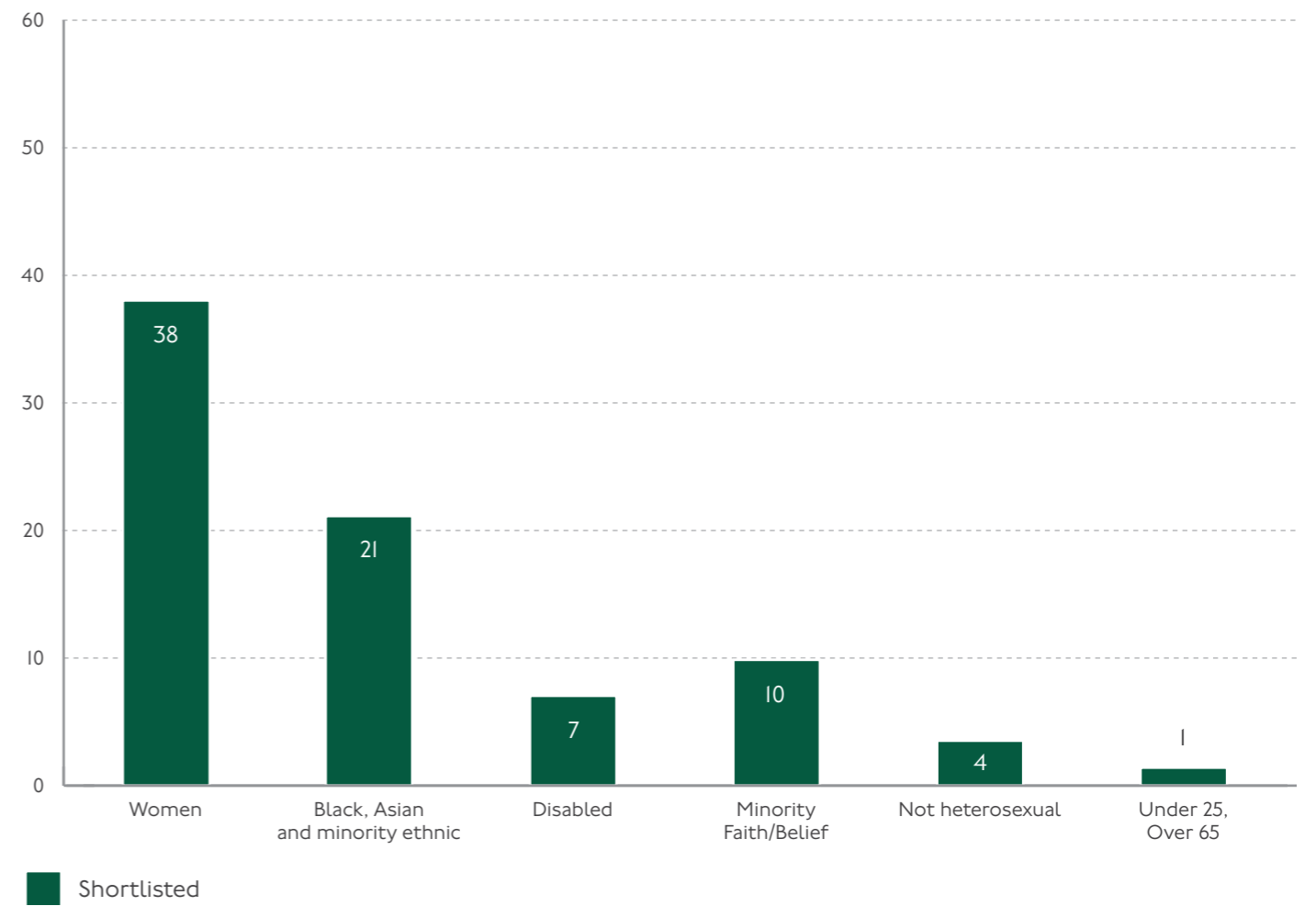
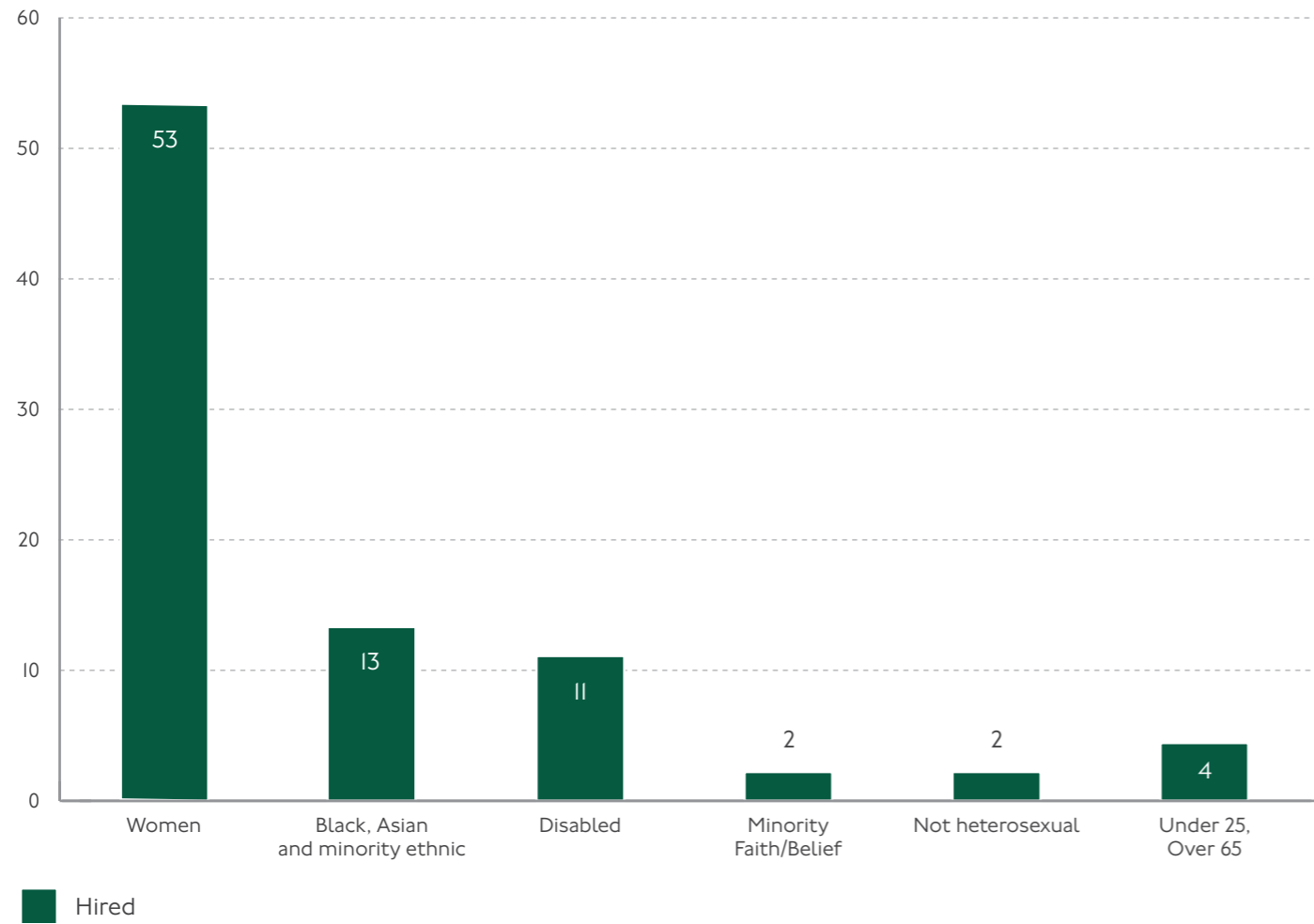


Figure 9: Senior level recruitment conversion rates – hired (%)



Roles and responsibilities are hugely varied



Many apprentices go on to have long, fulfilling careers at TfL

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

	2018	2019
Women	25.81	30.58
Men	74.19	69.42

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

	2018	2019
Black, Asian and minority ethnic	32.90	34.71
White	55.48	53.72
Prefer not to say	7.10	0.00
Unknown	4.52	11.57

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

	2018	2019
Disability	4.52	4.13
No disability	81.94	80.99
Prefer not to say	5.81	14.05
Unknown	7.74	0.83

**Table 16: Leavers by diverse group, 2019/20**

	Number leaving TfL
Women	418
Men	1,081
Black, Asian and minority ethnic	422
White	850
Disabled	55
Not disabled	925
Not heterosexual	60
Heterosexual	797
Minority Faith/Belief	152
Majority Faith/Belief	687

# Appendix C

## Employee engagement and inclusion

Table 17: Employee engagement and inclusion (%)

	Total engagement		'I believe that my workplace is free from bullying and harassment, and/or discrimination'*		'I am confident that if I raised an issue of bullying and harassment, and/or discrimination, it would be dealt with in an appropriate manner'**		Inclusion index	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
Women	59.44	60.48	48.93	64.21	57.00	64.55	44.54	48.83
Men	57.34	58.56	58.91	68.96	63.77	67.97	46.05	49.26
Black, Asian and minority ethnic	62.16	61.43	53.41	63.68	62.03	65.36	45.99	47.93
White	56.43	58.19	58.90	70.87	63.36	68.77	46.64	50.55
Disabled	48.72	48.37	40.25	49.53	46.93	45.96	34.88	34.80
Not disabled	58.44	59.74	57.06	68.88	62.87	68.40	46.15	50.00
Minority Faith/Belief	59.72	59.98	56.40	65.64	62.88	65.35	46.07	48.01
Majority Faith/Belief	58.89	59.93	57.61	69.62	63.36	69.03	47.14	50.71
Non heterosexual	54.55	52.60	52.29	60.44	56.80	59.28	42.98	43.03
Heterosexual	60.32	60.32	69.47	69.47	68.84	68.84	50.53	50.53

This data is handled by an external company to preserve anonymity, and has only been supplied to TfL for selected groups within the diversity categories, and only at an all-TfL level. The figures above relate to the percentage of employees within each group who answered positively to the questions. It was determined that results for employees who chose not to tell us their diversity information would not be required for this report.

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

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

Figure 10: Engagement index scores by diverse group (%)

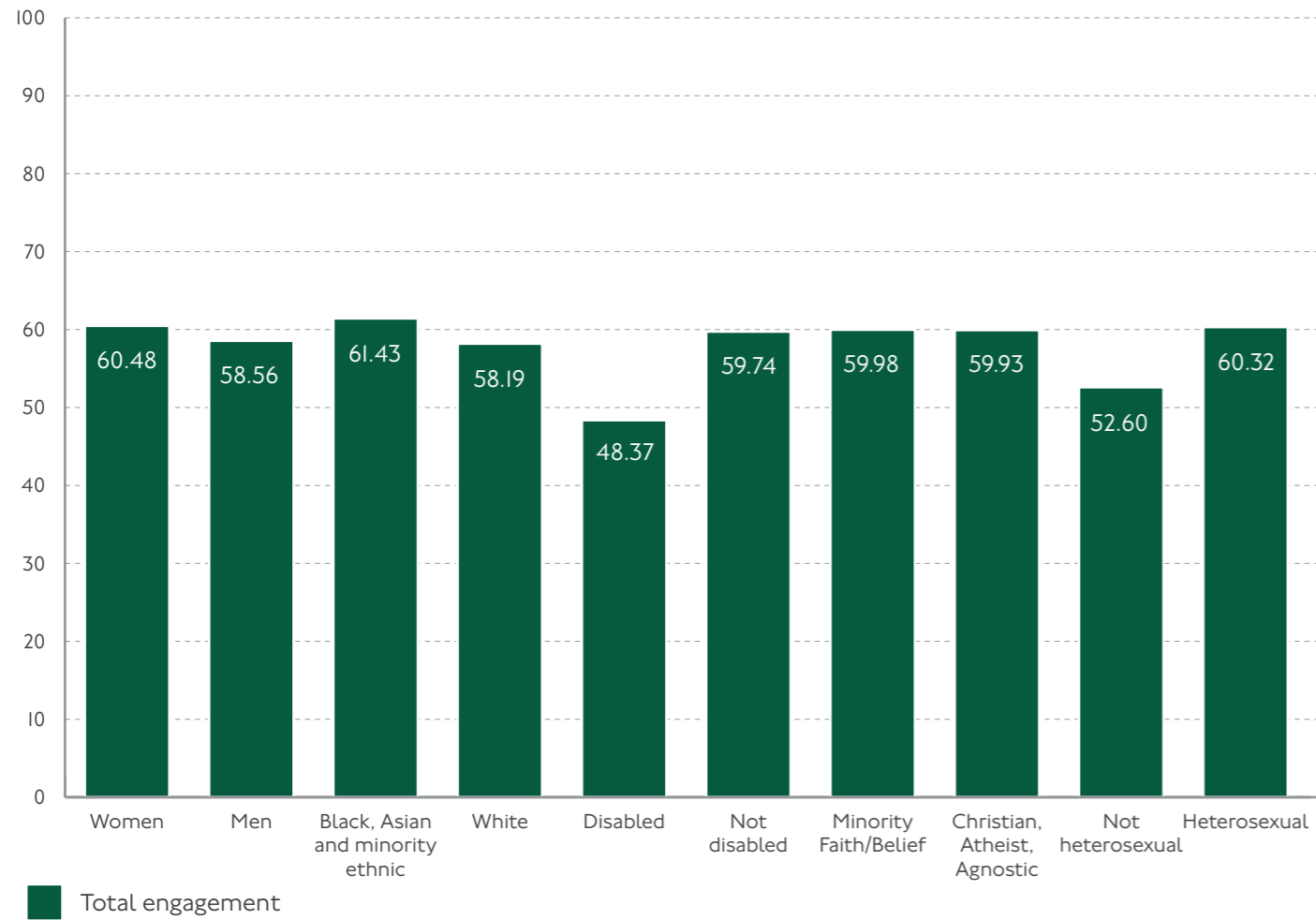
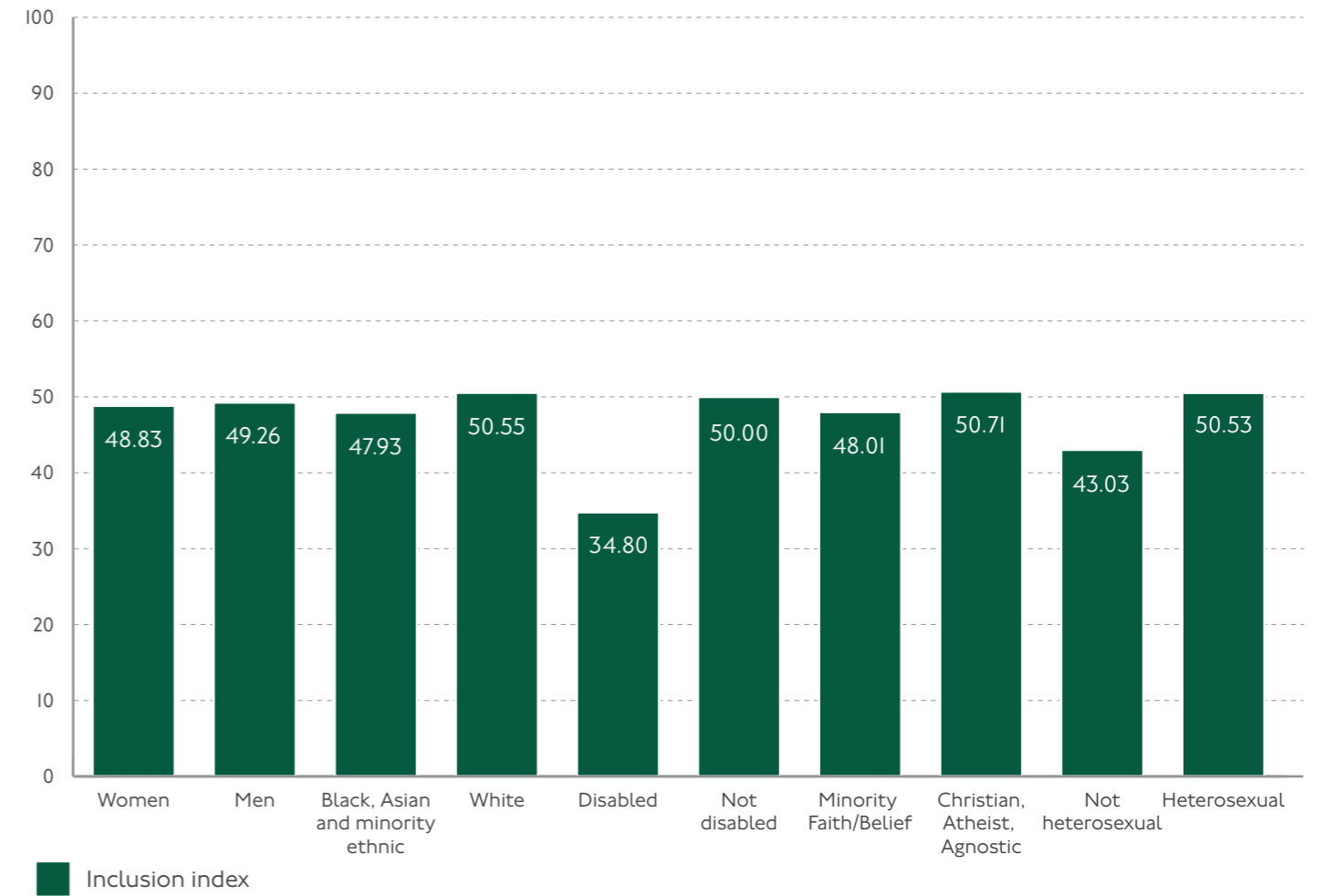


Figure 11: Inclusion index scores by diverse group (%)



# Appendix D

## Harassment, bullying and grievances

**Table 18: Harassment, bullying and grievance cases**

	Average yearly population		Number of grievance cases raised		Number of harassment and bullying cases raised		Grievance cases raised as a percentage of population (%)		Harassment and bullying cases raised as a percentage of population (%)		Minority group times more likely of raising a grievance case		Minority group times more likely of raising a harassment and bullying case	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
Women	6,363	6,337	80	72	38	31	1.26	1.14	0.60	0.49	0.64	0.23	3.14	2.47
Men	20,506	20,162	157	186	39	40	0.77	0.92	0.19	0.20	-	-	-	-
Black, Asian and minority ethnic	8,069	8,637	41	75	15	31	0.51	0.87	0.19	0.36	0.03	0.00	0.04	0.78
White	13,938	13,861	69	137	25	28	0.50	0.99	0.18	0.20	-	-	-	-
Unknown	4,862	4,001	127	46	37	12	2.61	1.15	0.76	0.30	-	-	-	-
Disabled	791	753	70	25	37	6	8.85	3.32	4.68	0.80	8.37	4.31	18.90	3.22
Not disabled	14,952	14,546	158	112	37	36	1.06	0.77	0.25	0.25	-	-	-	-
Unknown	11,126	11,200	9	121	3	29	0.08	1.08	0.03	0.26	-	-	-	-
Not heterosexual	962	954	6	11	5	8	0.62	1.15	0.52	0.84	0.00	0.54	0.74	4.09
Heterosexual	13,364	13,660	115	102	40	28	0.86	0.75	0.30	0.20	-	-	-	-
Unknown	12,543	11,885	116	145	32	35	0.92	1.22	0.26	0.29	-	-	-	-
Minority Faith/Belief	2,760	2,964	10	30	8	12	0.36	1.01	0.29	0.40	0.00	0.37	0.17	0.77
Majority Faith/Belief	11,278	11,345	87	84	28	26	0.77	0.74	0.25	0.23	-	-	-	-
Unknown	12,831	12,190	140	144	41	33	1.09	1.18	0.32	0.27	-	-	-	-

The average yearly population is used to determine the percentage of cases raised per diverse group in each year. The 'times more likely' calculation is the difference between the cases by percentage of population in the minority group and majority group. For example, in 2019/20, 0.80 per cent of the disabled declared population raised a harassment and

bullying case, as opposed to 0.25 per cent of the non-disabled declared population. This means the disabled population is more than three times as likely as the non-disabled population to raise a harassment and bullying case (0.80 can be divided by 0.25 more than three times – be aware these figures are rounded for presentation).

All numbers in the table are displayed as rounded to either two decimal places or no decimal places.

This table does not indicate the reasons why cases were raised – only that an employee who has declared a diversity group has raised a case.



Figure 12: Comparative likelihood of raising a harassment and bullying case by diverse group

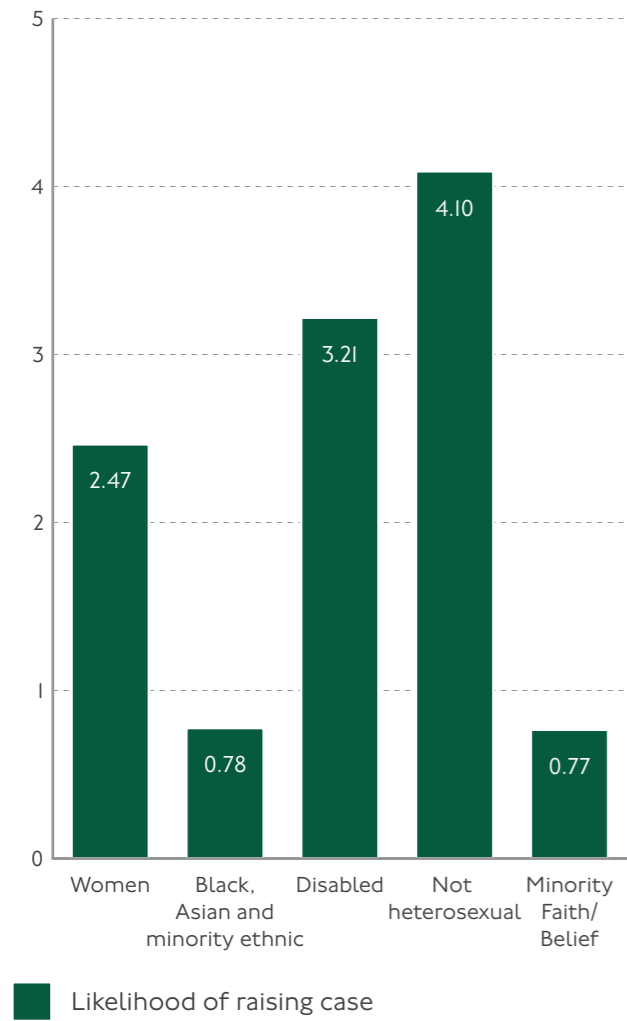
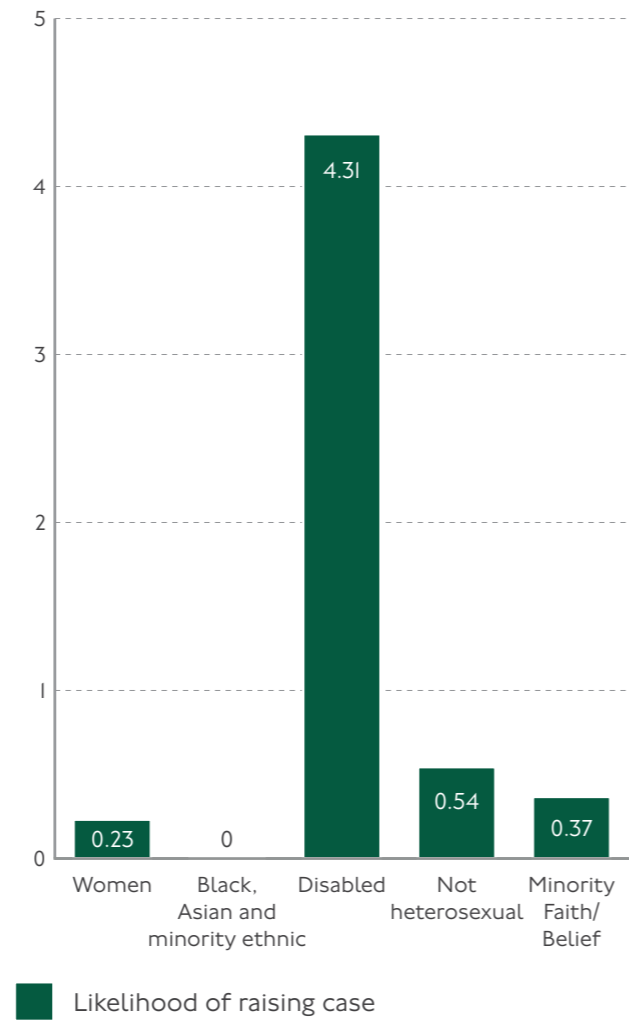


Figure 13: Comparative likelihood of raising a grievance case by diverse group



All staff are entitled to a supportive working environment

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## About Transport for London (TfL)

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' and helping to create a safer, fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made by walking, cycling or using public transport by 2041. To make this a reality, we prioritise sustainability, health and the quality of people's experience in everything we do.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport and making more stations step free, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, we are helping to shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency, improve air quality, revitalise town centres, boost businesses and connect communities. As part of this, the Ultra Low Emission Zone scheme and more environmentally friendly bus fleets are helping to tackle London's toxic air.

During the coronavirus pandemic we have taken a huge range of measures to ensure the safety of the public. This includes enhanced cleaning using hospital-grade cleaning substances that kill viruses and bacteria on contact, alongside regular cleaning of touch points, such as poles and doors, and introducing more than 1,000 hand sanitiser points across the public transport network.

Working with London's boroughs we have also introduced Streetspace for London, a temporary infrastructure programme providing wider pavements and cycle lanes so people can walk and cycle safely and maintain social distancing.

At the same time, we are constructing many of London's most significant infrastructure projects, using transport to unlock much needed economic growth. We are working with partners on major projects like the extension of the Northern line to Battersea, Barking Riverside and the Bank station upgrade.

Working with Government, we are in the final phases of completing the Elizabeth line which, when open, will add 10 per cent to central London's rail capacity. Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means using data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services.

By working together, we can create a better city as London recovers from the pandemic and moves forward.

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