



# TfL's Annual Workforce Monitoring Report

2013/14

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## Foreword



Every journey matters – three small but very important words. That’s because every journey matters links the work we all do to each and every journey our customers and users plan and make. Though TfL may face many challenges, this provided us with exciting opportunities to improve the service we give to our diverse customers.

To support the improvements in our service, in the past year across TfL more than 1,000 senior managers participated in our Frontline Experience programme. These managers experienced the challenges our operational teams face as well as finding out what matters to our customers. We have also created an advocates programme to support senior managers and line managers in explaining the importance of their business plan to their teams and the feedback from our employee engagement survey, Viewpoint.

To ensure that we all work together in improving the service we offer to all our customers, we have one set of behaviours; Accountable, Active, Collaboration, Direct and Fair and Consistent (see section 6 Reward) that support the People Strategy and our delivery.

Tthe 2013/14 TfL Annual Workforce and Monitoring Report, it continues to provides both quantitative and qualitative data, about our workforce, and shows how it helps to keep London moving. It also highlights our progress in attracting, retaining and promoting diversity.

A handwritten signature in blue ink, appearing to read 'Tricia Riley'.

**Tricia Riley**  
**Director Human Resources**  
**TfL**

## 1. Introduction

At TfL, there is a vast amount of work to do to meet the huge challenge of supporting London's population and economic growth. The primary goal remains to keep the Capital working and growing, and to make life in London better. With a workforce of c.23,000\* employees, each person contributes towards delivering millions of passenger journeys across the Capital each day. The TfL story (see appendix 1) illustrates what we are here to do and how we are going to get there.

### Our strategy

- Putting customers and users at the centre of everything we do, demonstrating that every journey matters to us
- Valuing our people, being accountable, actively seeking solutions to problems, and working with others, directly, fairly and consistently
- Delivering safe, reliable, clean, sustainable and accessible transport; new assets and major investment programmes, right first time
- Providing value for money; focusing on what is better, simpler, cheaper

This report covers the period from 1<sup>st</sup> April 2013 to 31 March 2014 and sets out what we have done so far to diversify our workforce. It provides, among other things, equality data covering recruitment and development, the outcomes of harassment and grievance cases plus promotion statistics by gender, ethnicity and disability. The equality data covers all our permanent employees in both operational and non-operational roles.

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

\* permanent employees only

## London's diversity<sup>1</sup>

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

### **Age**

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

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

21.2 per cent of Londoners are aged between 45-64 years and 12.5 per cent are aged between 45-54 years.

11.1 per cent of Londoners are aged 65 and over.

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

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

### **Carers<sup>2</sup>**

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

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

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

<sup>1</sup> [www.ons.gov.uk](http://www.ons.gov.uk)

<sup>2</sup> [www.carersuk.org](http://www.carersuk.org)

## Carers (cont)

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

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

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

## Disability

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

Among Asian/Asian British groups, 19.2 per cent are disabled and 17.8 per cent of Black/Black British groups are disabled.

Disabled people in London are younger than across the UK: 45.3 per cent are under 55 years of age, compared with 40.7 per cent of disabled people across the UK.

## Ethnicity

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

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

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

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

## **Ethnicity (cont)**

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

## **Faith and belief**

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

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

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

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

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

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

## **Gender**

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

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

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

### Sexual orientation<sup>3</sup>

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



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<sup>3</sup> [www.stonewall.org.uk](http://www.stonewall.org.uk)

## 2. Equality landscape

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

- **Equality Act 2010**

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

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

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

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

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

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

For us the key employment-related objective is:

**'to achieve a workforce across the GLA Group which reflects London's diversity'<sup>4</sup>.**

- **Our equality commitment**

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

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<sup>4</sup> Equal Life Chances For All, revised 2012, Mayor of London

### 3. Our people

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

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

## The People Strategy

### The four pillars of our People Strategy

Recruit	Manage	Reward	Develop
<p>We will take a long term view of our resourcing to effectively attract and select people from diverse backgrounds with the skills, knowledge and behaviours we need</p> <p>We will recruit a blend of permanent and non-permanent labour that is appropriate for each business area</p> <p>We will provide a seamless induction to new starters and to existing staff moving to a new role</p>	<p>We will lead and motivate our staff effectively, including through periods of change</p> <p>We will empower people to take decisions at the right level at the right time</p> <p>We will train managers so that they have the tools and skills to manage effectively</p> <p>We will support the smooth running of the business when people leave TfL</p>	<p>We reward to attract, retain and motivate people who use their skills and knowledge to deliver our objectives</p> <p>We will promote our behaviours and personal accountability through our reward and recognition systems</p> <p>We will recognise staff for good performance and high levels of achievement</p>	<p>We will identify and develop talent at all levels of the organisation</p> <p>We will align development to our business goals and support staff who want to improve their skills, knowledge and experience</p> <p>We will ensure equal opportunity in our approach to development</p> <p>We will equip the business with the skills needed to deliver change and continuous improvement</p>



**The overall workforce**

As at 31<sup>st</sup> March 2014, we employed 23,309<sup>5</sup> people. Of these, 22.8 per cent are women and 27.6 per cent are from a Black, Asian and Minority Ethnic (BAME) community. A total of 533 employees told TfL they had a disability. The number of employees in 2013/14 who are transgendered men remains the same as in 2011/12, but transgendered women have declined from eight in 2012/13 to six in 2013/13. TfL recognises that some transgendered people will prefer to identify themselves as a man or a woman without the qualifier of ‘transgender.’ For a breakdown of the different groups by business areas see Appendix 2.

In the overall workforce population, there has been slight increase in the percentage of women in 2013/14, 22.8 per cent compared with 22.5 per cent in 2012/13. For BAME employees, the figures show a slight decrease of 0.2 per cent in representation since 2012/13, and for employees who have declared a disability there is a slight increase of two in number since 2012/13.

The unknown/prefer not to say category has increased by just over one per cent.

Table 1 – Overall workforce profile

Year	Total	Women (%)	Transgendered woman (No.)	Men (%)	Transgendered man (No.)	BAME (%)	White (%)	Unknown/prefer not to say (%)	Employees who declared their disability (No.)
2012/13	22,817	22.5	8	77.5	11	27.8	55.6	16.6	531
2013/14	23,309	22.8	6	77.3	11	27.6	54.8	17.6	533

**Senior management**

The number of women at a senior level in the organisation has increased since 2012/13. At 22.5 per cent, this remains reflective of their representation in the overall workforce.

The proportion of BAME employees in senior management positions in 2012/13 (9.1 per cent) still remains approximately a third of their representation in the overall workforce (27.6 per cent).

There has been a slight increase in the number of employees in senior management positions who have chosen to declare their disability, from 22 in 2012/13 to 23 in 2013/14.

<sup>5</sup> This figure represents permanent employees only

Table 2 – Overall TfL workforce profile at senior level

Year	Total	Women (%)	Transgendered woman (No.)	Men (%)	Transgendered man (No.)	BAME (%)	White (%)	Unknown/prefer not to say (%)	Employees who declared their disability (No.)
2012/13	1,099	21.2	0	78.8	0	9.2	72.6	18.2	22
2013/14	1,157	22.5	0	77.5	0	9.1	72.6	18.3	23

### Operational service

The operational part of TfL is the largest within the organisation. It consists of 12,979 (57 per cent) employees whose roles range from Customer Service Assistants, Train Operators and Station Supervisors to Revenue Inspectors, Dial-a-Ride drivers and Network Controllers.

The percentage of women at the operational level is 15.8 per cent, which is a slight increase since 2012/13. This is still significantly lower than the overall representation of women within the organisation.

At 32.2 per cent, BAME employee representation is almost a third of the total operational population. This is significantly higher than the overall representation within the organisation.

Disabled employees (235) are also significantly less represented within the operational population when compared to the overall workforce.

Table 3 – Overall workforce profile at operational level

Year	Total	Women (%)	Transgendered woman (No.)	Men (%)	Transgendered man (No.)	BAME (%)	White (%)	Unknown/prefer not to say (%)	Employees who declared their disability (No.)
2012/13	13,262	15.1	0	84.9	0	31.8	54.7	13.5	236
2013/14	12,979	15.8	0	84.2	0.1	32.2	53.2	14.6	235

## Age, faith and belief and sexual orientation

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

- Workforce by age

Table 4 provides a breakdown of all TfL staff by age band. In 2013/14, the two largest age groups still remain as the 35 to 44 (27.8 per cent) and 45 to 54 (33 per cent). This is higher than the 2011 Census London results.

- Workforce by faith and belief

Many of the world religions are reflected in our workforce (see table 5). The top three are Christianity (19.1 per cent), no religion (8.6 per cent) and Islam 2.4 per cent). This aligns with the 2011 Census London results. The number of employees who have chosen not to share this information has fallen slightly from 62.7 per cent in 2012/13 to 61.9 per cent in 2013/14.

- Workforce by sexual orientation

Employees who have chosen to share information about their sexual orientation remains at a similar level to that of 2012/13. There is a slight decrease of just over one per cent in the number of employees who have chosen not to share their sexual orientation with us. This is illustrated in Table 6

\*excludes transgendered men and women (see gender section)

Age classifications (years)	2012/13 (%)	2013/14 (%)
16-24	2.5	2.8
25-34	19.8	19.2
35-44	28.7	27.8
45-54	33.0	33.0
55-64	14.8	15.8
65 plus	1.2	1.5
<b>Total</b>	<b>22,817</b>	<b>23,309</b>

Faith/belief	2012/13 (%)	2013/14 (%)
Buddhist	0.3	0.3
Christian	19.2	19.1
Hindu	1.7	1.7
Jewish	0.2	0.3
Muslim	2.3	2.4
Sikh	0.6	0.6
Other	1.3	1.3
None	8.2	8.6
Prefer not to say	3.6	3.9
Unknown	62.7	61.9
<b>Total</b>	<b>22,817</b>	<b>23,309</b>

Sexual orientation	2012/13 (%)	2013/14 (%)
Lesbian	0.4	0.5
Bisexual woman	0.1	0.1
Heterosexual women	9.5	9.7
Gay man	1.5	1.5
Bisexual man	0.3	0.3
Heterosexual man	22.6	23.3
Prefer not to say	3.5	3.7
Unknown	62.1	60.9
<b>Total</b>	<b>22,798*</b>	<b>23,292*</b>

**Working flexibly**

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

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

TfL’s Work-life Balance Policy and Procedure describes the flexible working arrangements available to help staff achieve a better balance between job commitments and other areas of their lives.

Overall, we have 1,072 employees (around five per cent) who have formal arrangements in place to work flexibly. Of this population, 61.1 per cent are women, 28.3 per cent are BAME employees and 2.6 per cent are employees who have declared their disability.

The Table 7 below provides a breakdown of the different groups.

Table 7 – Overall workforce working flexibly

Total no. of employees working flexibly	Women	Men	BAME	White	Unknown/prefer not to say	Employees who declared their disability	Employees who declared they do not have a disability	Unknown/prefer not to say
1,072	655	417	303	560	179	28	611	433

**Reasonable adjustments**

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

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

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

We support the social model of disability which upholds that it is a disabled person’s environment that limits their ability to complete a task. To support employees who have declared their disability and need an adjustment to their working environment, we have in place a reasonable adjustment process to support the employee to fulfil their role. The table below provides a breakdown of the reasonable adjustments made during 2013/14.

Table 8 – Overall workforce with Reasonable Adjustments

Total no. of employees who have recorded a reasonable adjustment	Women	Men	BAME	White	Unknown/prefer not to say
210	70	140	64	125	21

**Key performance achievements**

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

- Staff survey

Viewpoint, our employee survey, was launched in January 2013, replacing previous studies. This survey, will be held bi- annually to find out how employees feel about working for us. The results will be used to identify areas that are doing well and areas where there is a need to improve. This will give all employees the same opportunity to have their say. The results of the first survey were made available in April 2013.

- Job share register

As identified in our Work-Life Balance Policy job sharing typically involves two people employed on a part-time basis, but working together to cover a full-time post. Both receive pay for the hours they work. We have supported the development of job share opportunities and encourages managers to consider vacancies to be advertised as job shares or try to and match people up who want flexible working hours. The job share register, launched in February 2014, allows employees who are

interested in flexible working to enter information about themselves ie their skills and experience and the number of days they would like to work. This register is accessible to all employees and an evaluation is now taking place to understand its impact.

- TfL One Management System

The One TfL Management System will support our ways of working by making them accessible, clear and concise and is a key priority. We've been working with subject matter experts to collect the instructions and guidance that we all need to do our jobs. We've checked these with business users to make sure they are correct and clearly written, and our colleagues in communications have supported us with ensuring the tone and style of the writing is consistent.

- Staff Network Group Sharepoint site

This one-stop shop shares information, knowledge and guidance relating to disability, ethnicity, gender, sexual orientation, faith and caring responsibilities within TfL. The Staff Network Group for employees who have declared they have a disability felt there was a need for more specialist information about disabilities so it asked its members to write articles describing their personal accounts of their lives. These 'Living with ...' articles shared experiences including living with blindness, deafness,, depression and Tourette's Syndrome.

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

We are a co-sponsor of Royal Greenwich UTC, a new concept in education, catering for 14 to 19-year-olds students interested in careers in engineering, construction and related industries. The UTC provides GCSE and sixth-form education while helping students to develop the skills needed to build careers in these industries. The College was officially opened on October 24<sup>th</sup> 2013 by the Mayor of London, Boris Johnson and HRH Prince Andrew. This is an opportunity for us to achieve one of our long term initiatives to address skill shortages within the transport sector.

- National Apprenticeship Week

As part of this annual event (3-7 March 2014), we jointly hosted an Apprenticeship Insight Day with the GLA. The event provided a forum for us and our supply chain to promote apprenticeship opportunities and encourage the young Londoners in attending to apply. There were around ten TfL suppliers at the event with more than 300 live vacancies available.

Invitations were sent to partner schools, including the Mayoral academies, Greenwich UTC and Uxbridge College, targeting Year 13 pupils who were leaving and looking for an apprenticeship. Emphasis was placed on students with an aptitude or preference for STEM (Science, Technology, Engineering and Maths) subjects and / or practical work rather than those on track to go to university. We strongly encouraged the attendance of under-represented groups, such as female and BAME students.

The event was run as a mini careers fair which included a number of guest speakers. As well as information on our apprenticeship schemes, and how to apply, there were opportunities to talk to sponsors of the schemes and current apprentices.

- Race for Opportunity (RfO) Mentoring Circle programme

We joined the RfO Mentoring Circle programme in December 2013. This programme, based on research conducted by RfO, aims to provide mentoring opportunities to BAME employees who feel that their mentoring needs are not being met by their organisation. The mentoring circle is a cross-organisational initiative and offers:

- An effective and resource-efficient approach to mentoring.
- Action learning and peer problem solving.
- Access to a wide range of experiences, expertise and views.
- A mutually supportive and sustainable intervention.

The mentoring circles kicked off its first circle/meeting/session in January and February 2014, and these will continue to run for the next six months.

### **Key 2014/15 initiatives**

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

#### **Evenbreak**

This organisation matches employers who value diversity with talented disabled people. Employers can place their job requirements on its website to target disabled people, who in turn recognise these employers will look beyond their disability to recruit the right talent. We have been working with Evenbreak to



advertise our jobs and will be exploring other options to help us in recruiting disabled people.

### **Diversity Champion programme**

We are developing this programme, as part of our continuous support in raising awareness of equality and inclusion. The aim of the programme is to assist in strengthening the culture of inclusion in the workplace, where all employees feel valued and add value, and where they can put themselves in other people's shoes and understand different perspectives.

It may also promote a focus on our behaviours, specifically 'Fair and Consistent'. In 2014/15 we will be hosting a number of workshops to explore what model will contribute most effectively towards the development of this initiative

### **Springboard Women's development programme**

2014/15 will see the trial of the Springboard Women's development programme. This enables women to identify the clear, practical and realistic steps they want to take to make a better world for themselves at work and home, while building the practical skills and confidence to take these steps. It is delivered through an extensive network of licensed trainers and has been used by more than 230,000 women in over 30 countries.

### **Sector Skills Council**

We are continuing with the Government-funded Women 1st programme and have offered a further 30 places to women in TfL and the bus operating companies on the mentoring and personalised training to support their career development.

### **Classroom to Boardroom events**

The events provide an important opportunity for young people to develop their confidence and skills as they tackle work-related issues. Working with the Mayoral Academies, these events involve pupils (particularly girls and BAME students aged 16 and 17) completing a work-related challenge set by TfL staff and presenting their findings to a panel of representatives from both TfL and the GLA. The aim is to encourage children and young people to consider taking Science, Technology, Engineering, and Maths (STEM) subjects.



## **Fair access to work placements/work experience**

We are committed to ensuring under-represented groups have fair access to work experience. For summer 2014, placements have been offered to Greenwich UTC students who took part in the latest Classroom to Boardroom challenge. A selection of the UTC's top students with a focus on gender and ethnicity, will also be offered this opportunity.

Eight engineers from the Stations Upgrades team from London Underground are currently supporting 30 engineering 'A' level students, providing real-life engineering problems to consider as part of their work experience.

## **Equal Pay audit actions**

In 2012, we conducted an Equal Pay audit, which compared the pay of employees doing the same work by gender, ethnicity, disability, sexual orientation, and age. The audit also considered performance related pay and senior managers' reward, and part-time versus full-time employees. The five step model for carrying out an equal pay audit was followed and action plans across the organisation were developed to help progress further analysis and remedial work. During 2014/15, the development of these plans will be monitored.

## **TfL/House of Commons BAME Secondment pilot**

BAME people in senior roles are under-represented at TfL while the overall BAME representation is at a healthy 30 per cent, senior management figures are at 9.1 per cent. The TfL/House of Commons BAME secondment pilot would be one of the ways that could support the development of skills and experience of BAME employees enabling future BAME employees to be in a stronger position to apply for, and be successful in obtaining senior TfL roles.

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

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

### External recruitment

- Applications

During 2013/14, we received around 53,000 external applications for our roles, a rise of around 8,000 applications compared with 2012/13. The applicants consisted of 26.5 per cent women, a very slight rise when compared with 2012/13. A total of 49.9 per cent of applicants came from the BAME communities, a rise of 5.7 per cent compared with 2012/13, and 1.7 per cent of applicants came from people who declared their disability, a rise of 0.3 per cent when compared with 2012/13. (See table 9).

- Shortlisted

Of those candidates shortlisted, 25.3 per cent were women, a fall of 4.1 per cent since 2012/13, 51.1 per cent were from the BAME communities, a rise of 5.5 per cent since 2012/13 and 1.8 per cent from people who declared their disability, a very slight rise of 0.2 per cent since 2012/13.

- Hired

Around, 1,200 people were hired externally. This consisted of 33.5 per cent women, 35.7 per cent from the BAME communities and 1.4 per cent from people who had declared their disability.

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

Recruitment - external	Applications %		Shortlisted %		Hired %	
	2012/13	2013/14	2012/13	2013/14	2012/13	2013/14
Women	26.2	26.5	29.4	25.3	33.0	33.5
BAME	44.2	49.9	45.6	51.1	28.9	35.7
Disability	1.4	1.7	1.6	1.8	1.1	1.4

## Internal recruitment

- Applications

For internal opportunities, around 17,400 applications were received, a drop of roughly 600 applications compared with 2012/13. Applications from women accounted for 30.6 per cent, unchanged since 2012/13. Fifty-four per cent were from BAME employees, a slight decrease of 1.3 per cent compared with 2012/13 and 2.9 per cent from employees who declared their disability, a decrease of 0.9 per cent compared with 2012/13 (see table 10).

- Shortlisted

Of those shortlisted, 27.7 per cent were women, a very slight decrease of 0.1 per cent. A total of 48 per cent were from BAME employees, a decrease of 3.2 per cent compared with 2012/12 and 2.6 per cent from employees who declared their disability, a fall of 0.2 per cent compared with 2012/13.

- Hired

Of those hired, 30.1 per cent were women, a fall when compared with 2012/13. A total of 32.9 per cent were from BAME employees, a drop of 3.2 per cent when compared with 2012/13, and 1.6 per cent from employees who declared their disability, a drop of 0.1 per cent when compared with 2012/13.

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

Recruitment - internal	Applications %		Shortlisted %		Appointed %	
	2012/13	2013/14	2012/13	2013/14	2012/13	2013/14
Women	30.6	30.6	27.8	27.7	32.2	30.1
BAME	55.3	54.0	51.1	48.0	36.1	32.9
Disability	3.8	2.9	2.8	2.6	1.7	1.6

## Leavers

During 2013/14, just over 1,000 people left the organisation. Of those who left, 22.1 per cent were women, 18.2 per cent were BAME employees, and 2.5 per cent were employees who declared their disability. Since 2012/13, there has been a decrease in the percentage of employees leaving TfL across all groups (see table 11).

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

Leavers	Percentage	
	2012/13	2013/14
Women	23.2	22.1
Men	76.8	74.9
BAME employees	22.0	18.2
White employees	55.8	56.0
Prefer not to say/unknown	22.2	25.9
Who declared their disability	3.6	2.5
Who declared they did not have a disability	47.0	46.1
Prefer not to say/unknown	49.4	51.4

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

- Resignation (36.7 per cent)
- Retirement on age grounds (13.2 per cent)
- Early retirement (12.5 per cent)
- Voluntary severance (11.8 per cent)

Of those who had resigned, 35.6 per cent were women, 16.8 per cent were BAME employees and 1.3 per cent were employees who had declared their disability.

Of those who had taken retirement on age grounds, six per cent were women, 20.1 per cent were BAME employees and three per cent were employees who had declared their disability.

Of those who had taken early retirement, 5.5 per cent were women, 15.7 per cent were BAME employees and one per cent were employees who had declared their disability.

Of those who had taken voluntary severance, 35.8 per cent were women, 19.2 per cent were BAME employees and five per cent were employees who had declared their disability.

### Other initiatives

- Graduate programme

In September, 126 [graduates](#) and [Year in Industry undergraduates](#) joined us to begin their careers. The total number of graduates on our schemes is 220



working across 16 different schemes, including engineering, project management, transport planning, quantity surveying, commercial procurement, finance, operational management, IM, traffic control, customer experience, and marketing and communications. Of these, 32.0 per cent are women 13.5 per cent are from the BAME communities, and 3.8 per cent have declared they have a disability, .

Our graduate programme has received external recognition through the following awards: -

- Winner of The Graduate Employer of Choice for Transport and Logistics in The Times Graduate Awards, 2013 and 2014
- Shortlisted for Most Popular Graduate Recruiter in Engineering, Design and Manufacture category, TARGET National Graduate Awards, 2013 and 2014
- Highly commended for Graduate Induction in the Association of Graduate Recruiters Development Awards, 2013
- Shortlisted for Innovation in Business Led Graduate Development in the Association of Graduate Recruiters Development Awards, 2014
- Shortlisted in the Job Crowd Awards in both the Charity, Education and Public Sector and Transport and Logistics Sector, 2013
- Apprentices

Since January 2012 we have generated more than 2,500 apprenticeships through its supply chain, of which more than 1,000 have been direct opportunities. The intake of apprenticeships on the 2013 programme consisted of 55 per cent of people from the BAME communities and 30 per cent of women.

Our own apprenticeship schemes cover 15 disciplines including various engineering disciplines, project management, planning, quantity surveying, customer service, rail services, information and communications technology, supervisory schemes and traffic systems. Five new apprenticeship programmes have been introduced including the first Higher Apprenticeship Scheme – a level 4 framework in project management. A further seven schemes are in development, which will bring the total range of direct apprenticeship programmes we offer to 22. A particular focus will be on the development of Higher Apprenticeships for young people as an alternative choice to pursuing a university education. We will also further expand our core engineering and planning schemes.

We have invested heavily in our very own Engineering Apprenticeship Training centre at Acton, which includes the installation of a brand new electronics room, , and mechanical and maintenance sections within the newly designed workshop area,

allowing us to deliver the future engineers of our business in line with current and future technology changes. There is also a brand new state-of-the-art welding area, recently accredited by the welding institute.

We plan to create 350 additional direct apprenticeship opportunities during 2014/15 and are prioritising the implementation of changes as a result of the Government reforms on apprenticeships.

- Steps into Work

The Steps into Work programme celebrated another successful year. Delivered in partnership with Remploy and Barnet and Southgate College, it gives young adults with learning disabilities the opportunity to learn more about the world of work, develop employability skills and gain real life work experience. Since December 2011 a total of 30 students across three cohorts have undertaken the programme completing 69 work placements within TfL.



Thirty six per cent of those completing in September 2012 secured paid employment within six months, compared against an employment rate of 6.6 per cent for adults with learning disabilities across England. A further 45 per cent continued with further education or training. Employment and education rates are continuing to be monitored for all cohorts.

- 'Track and Train' Graduate Internship Scheme

We continue to support the 'Track and Train' rail industry internship programme sponsored by Network Rail by hosting graduates within our workplace. The scheme provides paid work experience to unemployed graduates across the rail industry for an 18-month period.

## 5. Manage – (Managing the performance of our people)

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



The descriptions of ratings have been clarified and aligned with our behaviours. Supporting documentation and guidance material has been rewritten and redesigned to ensure clarity, consistency and ease of use. The new materials were launched in September 2013 with online content available for employees to view and use to support their performance review conversations.

In April 2014, the new process was put in place in all areas of TfL except for London Underground where discussions on its use continue. The refreshed process should provide consistent and meaningful annual reviews, with improved support for development and progression.

### **Performance ratings pay distribution**

Each year permanent non-operational employees have their performance assessed by their line manager during a formal end-of-year review. The individual is given a rating depending on whether they have missed, achieved or exceeded their objectives, or performed outstandingly over the course of the year. This rating then goes on to determine the individual's annual pay rise.

Operational employees' pay increases are negotiated on an annual basis in conjunction with the trade unions.

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

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

The following tables provide the overall rating distribution, and the distribution by gender, ethnicity and disability for 2012/13 and 2013/14. All figures are rounded up.

- Overall performance ratings

Since 2012/13, there has been an increase of 131 employees who have been assessed as part of the end of year review process. In the performance rating categories “low standard performance and behaviour” and “high standard in most areas” there is a small percentage increase, while the category “good standard in all areas” shows a slight fall.

Table 12 – Overall performance ratings

Year	Low standard performance and behaviour		Improvement needed in some areas		Good standard in all areas		High standard in most areas		Role model standard in all areas		Total
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	
12/13	16	0.2%	214	3%	6,208	77%	1,466	18%	154	2%	8,058
13/14	22	0.3%	245	3%	6,210	76%	1,582	19%	130	2%	8,189

- Ratings by gender

For 2013/14, distribution of ratings by gender shows no overall disparity with 75 per cent of men and 77 per cent of women being awarded the ‘good standard in all areas’ rating (see table 13). This level of consistency is reflective across all the performance categories for both men and women.



Table 13 – Overall performance ratings by gender

Year	Gender	Low standard performance and behaviour	Improvement needed in some areas	Good standard in all areas	High standard in most areas	Role model standard in all areas	Total
2012/13	Male	0.2%	3%	77%	18%	2%	5,482
	Female	0.2%	2%	78%	18%	2%	2,576
	<b>Total</b>	<b>0.2%</b>	<b>3%</b>	<b>77%</b>	<b>18%</b>	<b>2%</b>	<b>8,058</b>
2013/14	Male	0.3%	3%	75%	20%	2%	5,571
	Female	0.2%	3%	77%	19%	1%	2,618
	<b>Total</b>	<b>0.3%</b>	<b>3%</b>	<b>76%</b>	<b>19%</b>	<b>2%</b>	<b>8,189</b>

- Ratings by ethnicity

For the category 'good standard in all areas', in 2013/14 the ratings follow a similar pattern to 2012/13 (see table 15) with 75 per cent of White employees and 78 per cent of BAME employees given this rating.

Since 2012/13, the disparity between White and BAME employees in the category 'high standard in most areas' has fallen by two per cent. In the other performance categories the ratings have either slightly changed or remained unchanged.

Table 14 – Overall performance ratings by ethnicity 2012/13

2012/13 Ethnicity	Does not meet required performance	Falls short of required performance	Fully meets required performance	Exceeds performance in some areas	Consistently exceeds performance	Total
Asian or Asian British	0.3%	3%	79%	17%	2%	619
Black or black British	0.3%	4%	81%	15%	1%	946
Chinese and other ethnic groups	0%	1%	80%	20%	0%	159
Dual heritage	0%	2%	78%	19%	1%	144
Sikh	0%	12%	77%	12%	0%	17
White	0.2%	2%	76%	19%	2%	4,691
Prefer not to say	0.2%	2%	78%	18%	2%	426
Unknown/not specified	0.1%	3%	77%	18%	1%	1,056
<b>Overall</b>	<b>0.2%</b>	<b>3%</b>	<b>77%</b>	<b>18%</b>	<b>2%</b>	<b>8,058</b>

Table 15 – Overall performance ratings by ethnicity 2013/14

2013/14 Ethnicity	Low standard performance and behaviour	Improvement needed in some areas	Good standard in all areas	High standard in most areas	Role model standard in all areas	Total
Asian or Asian British	1%	3%	78%	17%	1%	647
Black or black British	1%	5%	80%	14%	1%	956
Chinese and other ethnic groups	0%	5%	74%	21%	1%	179
Dual heritage	0%	5%	75%	18%	3%	157
Sikh	0%	5%	85%	10%	0%	20
White	0.2%	3%	75%	21%	2%	4,702
Prefer not to say	0.2%	3%	79%	17%	1%	476
Unknown/not specified	0.4%	1%	75%	21%	2%	1,052
<b>Overall</b>	<b>0.3%</b>	<b>3%</b>	<b>76%</b>	<b>19%</b>	<b>2%</b>	<b>8,189</b>

- Ratings by disability

The performance ratings for employees who have declared their disability in 2012/13 (table 16) revealed no significant disparity, when compared with 2013/14. Employees who have declared their disability still remain more likely to be awarded the rating 'fully meets required performance' (83 per cent) compared with non-disabled employees (75 per cent).

Table 16 – Overall performance ratings by disability

2012/13 Disability	Does not meet required performance	Falls short of required performance	Fully meets required performance	Exceeds performance in some areas	Consistently exceeds performance	Total
Yes	1%	3%	81%	14%	1%	267
No	1%	2%	76%	20%	2%	4,283
Prefer not to say	2%	2%	82%	13%	1%	180
Not specified	1%	3%	79%	16%	2%	3,134
Not assigned	1%	4%	77%	17%	2%	476
<b>Total</b>	<b>1%</b>	<b>3%</b>	<b>77%</b>	<b>18%</b>	<b>2%</b>	<b>8,340</b>
2013/14 Disability	Low standard performance and behaviour	Improvement needed in some areas	Good standard in all areas	High standard in most areas	Role model standard in all areas	Total
Yes	0.4%	2%	83%	14%	0.8%	245
No	0.3%	3%	75%	20%	2%	4,069
Prefer not to say	0%	4%	78%	17%	1%	271
Not specified	0.2%	3%	76%	20%	2%	3,604
<b>Total</b>	<b>0.3%</b>	<b>3%</b>	<b>76%</b>	<b>19%</b>	<b>2%</b>	<b>8,189</b>

## Promotions<sup>6</sup>

In 2013/14 there were 412 promotions across the organisation. Compared with 2012/13, promotions have fallen by 332.

Of the promotions in 2013/14:-

- 31.3 per cent were women, which is a slight decrease of 0.7 per cent compared with 2012/13.
- 18.5 per cent were BAME employees , a decrease of 10.5 per cent in comparison with 2012/13.
- 2.2 per cent of employees who have declared that they have a disability, a slight increase of 0.2 per cent in comparison to 2012/13

Table 17 – Overall promotions by gender

Year	Women		Men		Total
	No.	%	No	%	
2012/13	236	32	508	68	744
2013/14	129	31.3	283	68.7	412

Table 18 – Overall promotions by ethnicity

Year	BAME		White		Prefer not to say/Unknown		Total
	No.	%	No	%	No	%	
2012/13	218	29	386	52	140	19	744
2013/14	76	18.5	240	58.3	96	23.3	412

Table 19 – Overall promotions by disability

Year	Declared disability		Declared no disability		Prefer not to say/unknown		Total
	No.	%	No	%	No	%	
2012/13	16	2	344	46	384	52	744
2013/14	9	2.2	232	56.3	171	41.5	412

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

<sup>6</sup> Promotions represents employees moving upwards from their existing level

## Disciplinary, grievance and harassment case outcomes

The number of cases in 2013/14 totalled 648. This is a drop of 53 from 2012/13 where the number of closed cases totalled 701. The total number of cases consists of 276 disciplinary cases, 288 grievance cases and 84 harassment cases. The tables below illustrate the nature of the outcome under each category, the number of cases associated to each category and the demographics of each category.

### Disciplinary case outcomes

In 2013/14, disciplinary case outcomes totalled 276. This is a decrease of 24 from 2012/13 where the case outcomes were 300. Since 2012/13, the number of disciplinary cases that are still open involving female employees fell from 19 in 2012/13 to 13 in 2013/14. For BAME employees, 39 disciplinary cases remain open compared to 2012/13 where 32 cases remained open. For employees who have declared that they have a disability, the number of disciplinary cases that are open remain at three for 2013/14.

Table 20 provides a breakdown of the 2013/14 total of disciplinary case outcomes by gender, ethnicity and disability, and table 21 provides the total of disciplinary case outcomes in 2012/13 and 2013/14.

Table 20 – Overall disciplinary case outcomes by gender, ethnicity and disability

	Total	Men	Women	White	BAME	Prefer not to say	Unknown	Have declared their disability	Have declared they do not have a disability	Prefer not to say	Unknown
Verbal warning	5	5	0	3	1	0	1	0	0	0	5
Written warning	26	21	5	9	13	2	2	1	9	1	15
Final written warning	34	31	3	12	13	3	6	0	15	0	19
Summary dismissal	33	27	6	12	12	0	9	0	18	0	15
Dismissal with notice	2	2	0	1	1	0	0	0	2	0	0
Informal advice and guidance	35	31	4	20	11	1	3	2	17	1	15
Case dismissal – no action	24	18	6	13	7	4	0	1	15	1	7
Regraded	3	3	0	1	2	0	0	0	1	0	2
Suspended dismissal	12	10	2	5	5	0	2	0	4	0	8
Behaviour Change programme	1	1	0	0	1	0	0	0	0	0	1
Still open	101	88	13	51	39	4	7	3	28	4	66
<b>Total</b>	<b>276</b>	<b>237</b>	<b>39</b>	<b>127</b>	<b>105</b>	<b>14</b>	<b>30</b>	<b>7</b>	<b>109</b>	<b>7</b>	<b>153</b>

Table 21 – Overall number of disciplinary case outcomes in 2012/13 and 2013/14

	2012/13 (no.)	2013/14 (no.)	Change (no.)	Trend
Women	48	39	9	↓
Men	252	237	15	↓
BAME	73	105	32	↑
White	71	127	56	↑
Prefer not to say/Unknown	156	160	4	↑
Disability - yes	14	7	7	↓
Disability - no	94	109	15	↑
Prefer not to say/Unknown	1	7	6	↑

### Grievance case outcomes

In 2013/14 grievances case outcomes totalled 288. This is a fall of 16 since 2012/13 where the case outcomes were 304. Since 2012/13, the number of grievance cases that are open fell from 17 to 15 in 2013/14. For BAME employees, there has been a rise in the number of grievance cases that are open, from 15 in 2012/13, to 16 in 2013/14. For employees who have declared they have a disability, the number of grievance case that remain open rose from one in 2012/13 to three in 2013/14.

Table 22 provides a breakdown of the 2013/14 total of grievance case outcomes by gender, ethnicity and disability, and table 23 provides the total number of grievance case outcomes in 2012/13 and 2013/14.

Table 22 - Grievance case outcomes by gender, ethnicity and disability

	Total	Men	Women	White	BAME	Prefer not to say	Unknown	Have declared their disability	Have declared they do not disability	Prefer not to say	Unknown
Mediation	0	0	0	0	0	0	0	0	0	0	0
Not upheld	141	105	36	72	46	6	17	5	50	3	83
Open	70	55	15	39	16	6	9	3	20	4	43
Partly upheld	17	14	3	14	2	0	1	1	3	0	13
Resolved informally	14	10	4	10	2	2	0	0	6	0	8
Upheld	32	21	11	18	9	0	5	1	18	2	11
Resolved locally	0	0	0	0	0	0	0	0	0	0	0
Withdrawn	14	11	3	10	3	1	0	1	2	0	11
Unknown	0	0	0	0	0	0	0	0	0	0	0
Total	288	216	72	163	78	15	32	11	99	9	169

Table 23 – Overall number of grievance case outcomes in 2012/13 and 2013/14

	2012/13 (no.)	2013/14 (no.)	Change (no.)	Trend
Women	72	72	0	=
Men	232	216	16	↓
BAME	66	78	12	↑
White	148	163	15	↑
Prefer not to say/Unknown	90	47	43	↓
Disability - yes	10	11	1	↑
Disability - no	116	99	17	↓
Prefer not to say/Unknown	178	178	0	=

### Harassment cases outcomes

In 2013/14 harassment case outcomes totalled 84. This is a fall of 13 since 2012/13 where the case outcomes were 97. Since 2012/13, the number of harassment cases opened involving female employees fell from 15 (2012/13), to 11 (2013/14). For BAME employees, the number of harassment cases opened fell from 14 in 2012/13, to 12 in 2013/14. For employees who have declared they have a disability, the number of harassment cases opened remains at two.

Table 24 provides a breakdown of the 2013/14 total of harassment case outcomes by gender, ethnicity and disability, and table 25 provides the total of harassment case outcomes in 2012/13 and 2013/14

Table 24 - Harassment case outcomes by gender, ethnicity and disability

	Total	Men	Women	White	BAME	Prefer not to say	Unknown	Have declared their disability	Have declared they do not disability	Prefer not to say	Unknown
Complaint not upheld	34	19	15	17	11	3	3	0	13	2	19
Complaint partially upheld	1	1	0	1	0	0	0	0	0	0	1
Complaint upheld	8	6	2	3	5	0	0	0	3	0	5
Complaint withdrawn	5	4	1	0	4	0	1	0	0	0	5
Complaint open	36	25	11	19	12	1	4	2	20	0	14
Total	84	55	29	40	32	4	8	2	36	2	44

Table 25 – Overall number of harassment case outcomes in 2012/13 and 2013/14

	2012/13 (no.)	2013/14 (no.)	Change (no.)	Trend
Women	25	29	4	↑
Men	72	55	17	↓
BAME	27	32	5	↑
White	34	40	6	↓
Prefer not to say/Unknown	36	12	24	↓
Disability - yes	3	2	1	↑
Disability - no	41	36	5	↓
Prefer not to say/Unknown	53	46	7	↓

## 6. Reward – (Recognising and rewarding our people)

### Make a Difference Awards

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

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

Overall, 4,480 'Make a Difference' awards were presented to employees during 2013/14. This is a decline of 367 awards compared to 2012/13.

In 2013/14, 1,161 (25.9 per cent) awards were received by women, and 3,319 (74.1 per cent) awards were received by men.

BAME employees received 1,028 (22.9 per cent) awards, 2,651 (59.2 per cent) awards were received by white employees, and 801 (17.9 per cent) awards were in the 'prefer not to say/unknown' category.

Employees who had declared their disability received 113 (2.5 per cent) awards, 2,194 (49 per cent) awards were received by employees who declared they did not have a disability, and 2,173 (48.5 per cent) awards were in the 'prefer not to say/unknown' category.



At senior management level 214 (4.8 per cent) awards were received. At Paybands 1-3, 2,194 (49.0 per cent) awards were received and 2,072 (46.2 per cent) were awarded to operational employees.

London Underground's employees were awarded the largest number of awards, (2,843), Surface Transport's employees 1,104, Specialist Services' employees, 500 and London Rail's employees, 33. The full range of awards, and those who were recognised, is illustrated in table 26.

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

	Categories				Total awards
	Instant	Bronze	Silver	Gold	
Women	187	508	372	94	<b>1,161</b>
Men	606	1,539	914	260	<b>3,319</b>
BAME	206	532	230	60	<b>1,028</b>
White	434	1,168	816	233	<b>2,651</b>
Prefer not to say/unknown	153	347	240	61	<b>801</b>
Employees who declared their disability	23	51	33	6	<b>113</b>
Employees who declared they do not have a disability	401	972	631	190	<b>2,194</b>
Prefer not to say/unknown	369	1,024	622	158	<b>2,173</b>
<b>Total award</b>	<b>793</b>	<b>2,047</b>	<b>1,286</b>	<b>354</b>	<b>4,480</b>

Table 27 – Make a Difference awards by pay bands

Paybands	Categories				Total awards
	Instant	Bronze	Silver	Gold	
Payband 4 and above	8	56	82	68	<b>214</b>
Payband 1-3	222	946	827	199	<b>2,194</b>
Operational	563	1,045	377	87	<b>2,072</b>
<b>Total</b>	<b>793</b>	<b>2,047</b>	<b>1,286</b>	<b>354</b>	<b>4,480</b>

Table 28 - Awards by the different organisational areas,

Organisational areas	Categories				Total awards
	Instant	Bronze	Silver	Gold	
London Underground	575	1,470	657	141	2,843
London Rail	1	16	12	4	33
Surface Transport	91	413	459	141	1,104
Specialist Services	126	148	158	68	500
<b>Total by category</b>	<b>793</b>	<b>2,047</b>	<b>1,286</b>	<b>354</b>	<b>4,480</b>

### Award categories/reasons by groups

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

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

### Gender

The overall number of awards given to women during 2013/14, was 1,161 (25.9 per cent) and for men 3,319 (74.1 per cent). Both women and men received the largest number of awards in the 'Active' category and the lowest number of awards in the 'Fair and Consistent' category – see table 29

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

	Behaviours	Categories				Total
		Instant	Bronze	Silver	Gold	
Women	Accountable	41	82	94	19	236
	Active	105	243	146	54	548
	Collaborative	35	163	126	18	342
	Direct	4	15	3	1	23
	Fair and Consistent	2	5	2	2	12
<b>Total women</b>		<b>187</b>	<b>508</b>	<b>371</b>	<b>94</b>	<b>1,161</b>
Men	Accountable	97	234	164	56	551
	Active	344	796	473	138	1,751
	Collaborative	143	443	246	61	893
	Direct	13	37	22	2	74
	Fair and Consistent	9	29	9	3	50
<b>Total men</b>		<b>606</b>	<b>1,539</b>	<b>914</b>	<b>260</b>	<b>3,319</b>
<b>Grand Total</b>		<b>793</b>	<b>2,047</b>	<b>1,286</b>	<b>354</b>	<b>4,480</b>

## Ethnicity

Of the total number of awards given during 2013/14, 1,028 (22.9 per cent) were given to BAME employees, 2,651 (59.2 per cent) awards given to White employees, 801 (17.9 per cent) awards given to employees who preferred not to reveal their ethnicity or 'unknown'. All the groups received the largest number of awards in the 'Active' category and the lowest number of awards in the 'Fair and Consistent' category – see table 30

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

	Behaviours	Categories				Total
		Instant	Bronze	Silver	Gold	
<b>BAME</b>	Accountable	35	81	59	16	191
	Active	120	248	104	24	496
	Collaborative	44	178	63	18	303
	Direct	5	12	2	1	20
	Fair and Consistent	2	13	2	1	18
<b>BAME total</b>		<b>206</b>	<b>532</b>	<b>230</b>	<b>60</b>	<b>1,028</b>
<b>White</b>	Accountable	62	182	154	41	439
	Active	251	609	396	135	1,391
	Collaborative	103	330	239	52	724
	Direct	10	30	18	1	59
	Fair and Consistent	8	17	9	4	38
<b>White total</b>		<b>434</b>	<b>1,168</b>	<b>816</b>	<b>233</b>	<b>2,651</b>
<b>Prefer not to say</b>	Accountable	16	17	7	7	47
	Active	28	51	29	9	117
	Collaborative	16	41	24	3	84
	Direct	0	3	0	0	3
	Fair and Consistent	0	0	1	0	1
<b>Prefer not to say total</b>		<b>60</b>	<b>112</b>	<b>61</b>	<b>19</b>	<b>252</b>
<b>Unknown</b>	Accountable	25	36	38	11	110
	Active	50	131	90	24	295
	Collaborative	15	57	46	6	124
	Direct	2	7	5	1	15
	Fair and Consistent	1	4	0	0	5
<b>Unknown total</b>		<b>93</b>	<b>235</b>	<b>179</b>	<b>42</b>	<b>549</b>
<b>Grand Total</b>		<b>793</b>	<b>2,047</b>	<b>1,286</b>	<b>354</b>	<b>4,480</b>

## Disability

Of the total number of awards given during 2013/14, 113 (2.5 per cent) were given to employees who declared their disability, 2,181 (48.7 per cent) were given to employees who declared they did not have a disability, 2,186 (48.8 per cent) were given to employees who preferred not to reveal if they have a disability or 'unknown'. All the groups received the largest number of awards in the 'Active' category and the lowest number of awards in the 'Fair and Consistent' category – see table 31

Table 31 – Awards by disability, behaviours and categories

	Behaviour	Categories				Total
		Instant	Bronze	Silver	Gold	
Employees who declared their disability (No.)	Accountable	2	8	8	1	19
	Active	16	24	9	0	49
	Collaborative	5	19	14	5	43
	Direct	0	0	2	0	2
	Fair and Consistent	0	0	0	0	0
<b>Employees who do have a disability</b>		<b>23</b>	<b>51</b>	<b>33</b>	<b>6</b>	<b>113</b>
Employees who declared they do not have a disability (No.)	Accountable	61	165	138	44	408
	Active	236	480	285	97	1,098
	Collaborative	75	284	191	45	595
	Direct	10	25	12	2	49
	Fair and Consistent	6	18	5	2	31
<b>Employees who do not have a disability</b>		<b>388</b>	<b>972</b>	<b>631</b>	<b>190</b>	<b>2,181</b>
Prefer not to say	Accountable	3	9	2	2	16
	Active	7	17	14	5	43
	Collaborative	4	14	6	2	26
	Direct	2	0	0	0	2
	Fair and Consistent	0	0	0	0	0
<b>Prefer not to say total</b>		<b>16</b>	<b>40</b>	<b>22</b>	<b>9</b>	<b>87</b>
Unknown	Accountable	72	134	110	28	344
	Active	190	518	311	90	1,109
	Collaborative	94	289	161	27	571
	Direct	5	27	11	1	4
	Fair and Consistent	5	16	7	3	31
<b>Unknown total</b>		<b>366</b>	<b>984</b>	<b>600</b>	<b>149</b>	<b>2,099</b>
<b>Grand total</b>		<b>793</b>	<b>2,047</b>	<b>1,286</b>	<b>354</b>	<b>4,480</b>

## Total number of awards by gender, ethnicity and disability

Since the launch of 'Make a Difference' in April 2012, 9,327 awards have been given. Women have been presented with 2,386 awards (25.6 per cent), and 6,941 awards (74.4 per cent) have been presented to men. BAME employees received 2,146 awards (23.0 per cent) and White employees received 5,671 (60.8 per cent) awards. Two hundred and thirty-seven, (2.5 per cent) awards have been presented to employees who declared they had a disability and 4,569 (50 per cent) were awards to employees who declared they did not have a disability.

Table 32 – Total awards by gender, ethnicity and disability in 2012/13 and 2013/14

Year	Gender		Ethnicity			Disability			Total no. of awards
	Women (No.)	Men (No.)	BAME (No.)	White (No.)	Unknown/ prefer not to say (No.)	Employees who declared their disability (No.)	Employees who declared they do not have a disability (No.)	Unknown/ prefer not to say (No.)	
2012/13	1,225	3,622	1,118	3,020	709	124	2,375	2,348	4,847
2013/14	1,161	3,319	1,028	2,651	801	113	2,194	2,173	4,480
<b>Grand Total</b>	<b>2,386</b>	<b>6,941</b>	<b>2,146</b>	<b>5,671</b>	<b>1,510</b>	<b>237</b>	<b>4,569</b>	<b>4,521</b>	<b>9,327</b>

## 7. Develop – (Developing our people)

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



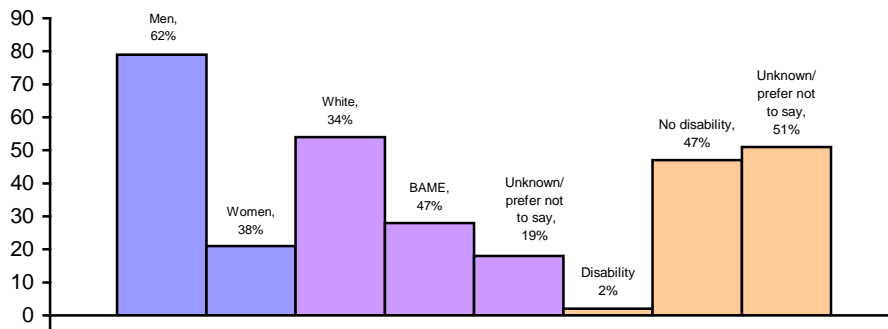
### Learning and Development (L&D) opportunities

The L&D curriculum covers technical, IT, business, management, professional and personal training as well as skills for life development.

In 2013/14, there were 19,354 instances of a TfL employee attending an L&D training event. Of those attending courses, 21.3 per cent were women, 27.8 per cent were BAME employees, and 2.2 per cent were employees who have declared their disability. When compared with 2012/13 all the above groups had decreased.

L&D Training event(s) Attendees	% (2012/13)	% (2013/14)
Men	62	78.7
Women	38	21.3
White	34	54.3
BAME	47	27.8
Unknown/prefer not to say	19	17.9
Disability	2	2.2
No disability	47	46.8
Unknown/prefer not to say	51	51.0

Percentage of employees attended L&D events – 2013/14



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

**Learning and development initiatives supporting business delivery**

- Valuing People through Fairness and Inclusion

The Valuing People through Fairness and Inclusion course is designed to help develop a better understanding of diversity, equalities and inclusion at TfL and to show how everyone has a role to play in creating an inclusive work environment. This is a mandatory requirement for all new starters and newly appointed managers. In 2013/14, 124 employees attended the course, of which 33 per cent were women, 16 per cent were BAME employees and three per cent were employees who declared that they have a disability.

- Frontline Experience – (FLEx)

Frontline Experience is a pan-TfL project where senior managers, and Board members, work alongside colleagues in operations and on the frontline for two days to gain greater understanding of the challenges involved in providing services to our customers.

FLEx began with a small trial in 2011 and then a pan-TfL pilot in 2012. The final phase of the pilot took place from December 2012 to March 2013, during which a total of 595 senior managers took part. Feedback has been overwhelmingly positive and as a result of the experience 92 per cent of participants and 93 per cent of placement hosts are confident the programme will help improve how different areas of the organisation work together. In addition, 94 per cent of participants feel they have a better understanding of the role of frontline staff. Participants in the final phase of



the pilot generated a total of 45 ideas for improvements to processes, customer service, work environment and the service we provide.

As a result of the pilot's success, it was decided that FLEx would become business as usual activity with senior managers, Board members, and managers and some Band 3 employees, being offered the opportunity to do an annual placement. The first placements began in November 2013. Owing to heavy workloads in a number of parts of the business, a decision was taken not to book placements in early 2014 and the programme is currently on hold.

Also in 2013, FLEx was adapted to meet graduate needs and incorporated into core development for all TfL graduates. Graduate FLEx is a series of two-weekly placements in one of 38 frontline operational teams completed by graduates during their two or three years on their scheme.

- Women First Step Up Development Programme

In partnership with People 1<sup>st</sup>, we presented the Women First Step Up Development Programme initiative for a second time. The professional development of female employees into managerial roles is essential to our success. The programme was specifically aimed at those areas and disciplines of TfL that are male dominated, such as London Underground, Rail, bus operations and engineering. To date 20 women have participated on the programme.

After completion of the programme, the majority of the delegates found the programme relevant to enhance their knowledge and skills which could be applied immediately to advance their careers with TfL. Evaluation reveals there was a 35 per cent increase in the delegates' ability to set goals to improve team performance, handle conflict situations and understanding their own inspirational leadership style.

A further evaluation was conducted with those who attended the 2012/13 course to discover what learning was transferred back into the workplace. The feedback included:

- Having a sustained network that is supporting their career progression progress
- A good way to network with other women experiencing the same or similar barriers

Following such positive responses, TfL is seeking a similar programmes offering career development support for women.

- Public Services LGBT Leadership Programme 2012

The Public Services LGBT leadership programme was created through collaboration of the LGBT support groups here at TfL, London Fire Brigade, British Transport Police and London Ambulance Services. It was specifically designed to help LGBT leaders maximise their contribution within their organisation and unlock their career potential. In 2013/14, the second programme received 12 applications with three being from TfL. The programme was extended to other public service organisations including the British Army and Royal Courts of Justice and was increased from an eight to ten week programme following feedback from the previous year's delegates.

- Common Purpose development programme

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

This unusual initiative brings together selected groups for sustained engagement in ways that challenge individuals to consider their attitude and behaviours. It also seeks to create change among individuals to help them realise their full potential. To address the underrepresentation of BAME employees within our organisation's senior levels, 20 per cent of the nominations attending the programme were BAME.

- Coaching

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

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

- Railway Systems Engineering Course

We rely on advanced technical and operational systems to carry vast numbers of passengers in densely populated areas, safely and quickly. The Railway Systems Engineering Programme, in partnership with Birmingham University, gives 25 staff a year, knowledge of railway engineering, systems integration skills and the ability to work in multi-disciplinary project teams. The course is mainly for graduates without an engineering background. A review of this course, including retendering process and an equality impact assessment is planned for 2014/15.

## 8. Engaging with our people

### Staff Network Groups

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



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

- BAME Staff Network Group

For the first time, we celebrated Black History Month in partnership with the House of Commons. Both organisations' BAME Staff Network Groups were involved in organising an event that focused on sharing information and working together. Dianne Abbott(MP), Lady Floella Benjamin, Rev. Rose Hudson-Wilkin, and David Lammy(MP) were guest speakers.

- Carers Staff Network Group

As part of its engagement strategy for 2013/14, the Carers group raised awareness of the issues faced by carers through an event celebrating Carers' Week in June. The keynote speaker was Angela Rippon, and Carers UK attended.

- Staff Network Group for Disability

The Disability group has launched a series of insight sessions to raise awareness of the issues employees who have declared their disability. These sessions include the 'Living with ...' stories with employees talking about their workplace experience and its impact on their disability. These stories provide practical advice and information to support managers who have employees with a disability.

- Faith and Wellbeing Staff Network Group

The Faith and Wellbeing group continue to engage with a number of external speakers and commentators at its quarterly meetings. It is also focussing on developing the initiative ‘How can I feel more morally, socially and culturally at ease in the workplace?’ This will form part of a series of initiative supporting employees in the workplace.

- Lesbian, Gay, Bisexual, and Transgendered (LGBT) Staff Network Group

The LGBT group continues to build on its work with the London Pride Management Team. For the first time, the LGBT group have managed to incorporate TfL’s Travel Ambassadors into the plans for Pride Day.

- Women’s Staff Network Group

The Women’s group has launched an informal mentoring scheme. This programme will be monitored and evaluated to see whether it can be rolled out further into the organisation. The group also celebrated International Women’s Day by holding a series of lectures and workshops on development topics and explored women’s roles in our organisation and the transport industry.

As part of their engagement programme, the Staff Network Groups ran a joint campaign to encourage more employees to join the groups. This was an opportunity to:

- Showcase some of the work that the group have done and are doing,
- Highlight the benefits of joining a network for themselves and the organisation
- Meet everyone involved



The various engagement programmes and initiatives developed by the groups will continue into 2014/15, to provide insight into some of the challenges employees face and support the organisation in achieving an inclusive workplace.

# Appendix 1 - The Transport for London story

## Our goal

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

## Our strategy

This has four pillars:

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

## Our priorities

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

## Our organisation

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

## Appendix 2 – Our business areas

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

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

### London Underground (LU)

LU is responsible for managing the Tube network, which consists of 11 lines and 270 stations. The majority of our operational employees work in this business area, representing 69.4 per cent of the total workforce.

#### LU's Overall Workforce profile

In 2013/14, LU's workforce consisted of 16.7 per cent of women, 29.3 per cent of BAME employees and 304 employees who chose to declare a disability. Table 33 provides an overview of LU's workforce profile.

Table 33 – Overall workforce profile

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown /prefer not to say (%)		No. of disabled staff	
2012/13	15,841	16.6		83.4		29.4		56.4		14.3		298	
2013/14	16,227	16.7	↑	83.3	↓	29.3	↓	55.8	↓	14.9	↑	304	↑

At senior management level, women represented 9.3 per cent, and BAME employees represented 8.7 per cent. Two employees who chose to declare a disability are at a senior level within LU. Table 34 provides an overview of LU's workforce profile at the senior level.

Table 34 – Overall workforce profile at the senior level

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown /prefer not to say (%)		No. of disabled staff	
2012/13	321	9.7		90.3		8.4		76.0		15.6		2	
2013/14	333	9.3	↓	90.7	↑	8.7	↑	73.3	↓	18.0	↑	2	=

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

### Joiners

In 2013/14, 859 people joined LU (see table 35) of which 25.9 per cent were women, 37.2 per cent were BAME and 2.1 per cent were people who had chosen to declare their disability.

Table 35 – Overview of joiners by gender, ethnicity and disability

Recruitment - External	Applications	Shortlisted	Appointed
	%	%	%
Women	20.6	23.3	27.6
BAME	51.6	56.1	42.1
Disability	1.5	2.3	1.3
Recruitment - Internal	Applications	Shortlisted	Appointed
	%	%	%
Women	24.7	22.9	24.2
BAME	52.8	51.2	32.2
Disability	2.5	2.3	2.8

### Leavers

In 2013/14, 500 employees left LU (see table 36). Of those who left, 14.4 per cent were women, 19.6 per cent were BAME and one per cent were employees who had chosen to declare their disability.

Table 36 – Overview of leavers by gender, ethnicity and disability

Leavers – LU	Percentage	
	2012/13	2013/14
Women	13.1	14.4
Men	86.9	86.6
BAME employees	23.0	19.6
White employees	58.4	60.0
Prefer not to say/unknown	18.6	20.4
Who declared their disability	2.8	1.0
Who declared they did not have a disability	40.2	38.6
Prefer not to say/unknown	57.0	60.4

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

- Resignation **29.4%**
- Early retirement **20.8%**
- Retirement on Age grounds **20.0%**

## 2. – Manage ( Managing the performance of our people)

### Promotions

In 2013/14, of the 146 promotions in LU, women accounted for, 26 per cent, an increase of two per cent since 2012/13. BAME employees accounted for 21.9 per cent of promotions, a decrease of 10.1 per cent since 2012/13, and 3.4 per cent of promotions were employees who chose to declare a disability, a rise of 1.4 per cent since 2012/13. Tables 37 to 39 provide a breakdown of promotions by gender, ethnicity and disability.

Table 37– Overall promotions by gender

Year	Women			Men			Total	
	No.	%		No.	%		No.	
2012/13	116	24	↑	371	76	↓	487	↓
2013/14	38	26		108	74		146	

Table 38 – Overall promotions by ethnicity

Year	BAME			White			Unknown/prefer not to say		Total	
	No.	%		No.	%		No.	%	No.	
2012/13	156	32	↓	268	55	↑	63	13	487	↓
2013/14	32	21.9		83	56.9		31	21.2	146	

Table 39 – Overall promotions by disability

Year	Employees who have declared they have a disability			Employees who have declared they do not have a disability			Unknown/prefer not to say		Total	
	No.	%		No.	%		No.	%	No.	
2012/13	9	2	↑	204	42	↓	274	56	487	↓
2013/14	5	3.4		61	41.8		80	54.8	146	



### Disciplinary, harassment and grievance case outcomes

Of the 648 case outcomes across TfL, LU accounted for 80.1 per cent. Table 40 provides a breakdown of the category of case by gender, ethnicity and disability.

Table 40 – Outcome of disciplinary, harassment and grievance cases

LU	Disciplinary	Harassment	Grievance
Women	24	23	51
Men	176	48	197
BAME employees	72	26	66
White	96	36	146
Prefer not to say/unknown	32	9	36
Employees who have declared they have a disability	5	1	10
Employees who have declared they do not have a disability	60	28	78
Prefer not to say/unknown	135	42	160

### 3. Reward (Recognising and rewarding our people)

#### Make a Difference Awards

In 2013/14, LU have presented 2,843 Make a Difference employee recognition awards, 63.5 per cent of the total number. These awards were presented to 492 women, 672 BAME employees and 62 employees who declared that they have a disability. Table 41 illustrates the category of the awards that each of the groups of employees was presented with.

Table 41 – Make a Difference awards by gender, ethnicity and disability

LU	Total	Instant	Bronze	Silver	Gold
Women	492	92	274	102	24
Men	2,351	483	1196	555	117
BAME employees	672	148	383	12	20
White employees	1,789	338	893	456	102
Prefer not to say/unknown	382	89	194	80	19
Employees who have declared they have a disability	62	17	34	10	1
Employees who have declared they do not have a disability	1,262	286	663	263	50
Prefer not to say/unknown	1,519	272	774	384	90

#### 4. Develop - Developing our people and recognising and rewarding our people

##### Learning and development opportunities

During 2013/14, 14,570 employees working in LU attended a training event. Of these 16.0 per cent were women, 29.4 per cent were BAME employees and 1.8 per cent were employees who have declared their disability. These figures align with the overall representation within LU. Table 42 provides an illustration of those who attended training events.

Table 42 – Training event(s) attendees by gender, ethnicity and disability

LU	Total No.	Total %
Women	2,333	16.0
Men	12,237	84.0
BAME employees	4,284	29.4
White	8,133	55.8
Prefer not to say/unknown	2,153	14.8
Employees who have declared they have a disability	267	1.8
Employees who have declared they do not have a disability	6,367	43.7
Prefer not to say/unknown	7,936	54.5

## Surface Transport

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

### Surface Transport workforce profile

In 2013/14, Surface Transport's workforce consisted of 30.3 per cent women, 26.2 per cent BAME employees and 101 employees who chose to declare a disability. Table 43 provides an overview of Surface Transport's workforce profile.

Table 43 – Overall workforce profile

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown/ prefer not to say (%)		No. of disabled staff	
2012/13	3,201	30.3	=	69.7	=	27.0	↓	57.0	↓	16.1	↑	104	↓
2013/14	3,123	30.3		69.7		26.2		56.2		17.6		101	

At senior management level, women represented 20.6 per cent, BAME employees 10 per cent and there were four employees who declared a disability. Table 44 provides an overview of Surface Transport's workforce profile at the senior level.

Table 44 – Overall workforce profile at the senior level

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown/ prefer not to say (%)		No. of disabled staff	
2012/13	197	21.8	↓	78.2	↑	11.7	↓	75.1	↑	13.2	↓	4	=
2013/14	180	20.6		79.4		10.0		78.3		11.7		4	

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

### Joiners

In 2013/14, 341 people joined Surface Transport, (see table 45) of which, 37.2 per cent were women, 33.3 per cent were people from the BAME communities and 1.5 per cent were people who have chosen to declare their disability.

Table 45 – Overview of joiners by gender, ethnicity and disability

Recruitment - External	Applications	Shortlisted	Appointed
	%	%	%
Women	21.3	22.4	35.0
BAME	61.2	56.2	35.8
Disability	1.6	1.3	1.6
Recruitment - Internal	Applications	Shortlisted	Appointed
	%	%	%
Women	32.6	33.4	39.4
BAME	56.9	43.6	30.7
Disability	3.9	1.7	1.4

### Leavers

In 2012/13, 174 employees left Surface Transport (see table 46). Of those who left 27.4 per cent were women, 24.4 per cent were BAME, and five per cent were employees who had chosen to declare their disability. There is an increase in the percentage of employees who 'prefer not to say' and the 'unknown' category leaving Surface Transport.

Table 46 – Overview of leavers by gender, ethnicity and disability

Leavers – Surface Transport	Percentage	
	2012/13	2013/14
Women	27.4	25.9
Men	72.6	74.1
BAME employees	24.4	17.2
White employees	56.7	56.3
Prefer not to say	18.9	26.4
Who declared their disability	5	4.0
Who declared they did not have a disability	59.2	57.5
Prefer not to say	25.4	38.5

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

- Resignation **41.4%**
- Retirement on age grounds **13.2%**

## 2. Manage (Managing the performance of our people)

### Promotions

Of the 117 promotions in Surface Transport in 2013/14, 28.2 per cent were women, 15.4 per cent were BAME employees and 3.4 per cent were employees who chose to declare a disability. Tables 47-49 provide a breakdown of promotions by gender, ethnicity and disability.

Table 47– Overall promotions by gender

Year	Women			Men			Total	
	No.	%		No.	%		No.	
2012/13	36	44	↓	46	56	↑	82	↑
2013/14	33	28.2		84	71.8		117	

Table 48 – Overall promotions by ethnicity

Year	BAME			White			Unknown/prefer not to say			Total	
	No.	%		No.	%		No.	%		No.	
2012/13	17	21	↓	37	45	↑	28	34	↓	82	
2013/14	18	15.4		75	64.1		24	20.5	↓	117	↑

Table 49 – Overall promotions by disability

Year	Employees who have declared they have a disability			Employees who have declared they do not have a disability			Unknown/prefer not to say			Total	
	No.	%		No.	%		No.	%		No.	
2012/13	4	5	↓	43	52	↓	35	43	↑	82	↑
2013/14	5	3.4		61	41.8		51	54.8		117	

## Disciplinary, harassment and grievance case outcomes

Of the 648 case outcomes across TfL, Surface Transport accounted for 10.4 per cent. Table 50 provides a breakdown of the category of case by gender, ethnicity and disability.

Table 50 – Outcome of disciplinary, harassment and grievance cases

Surface Transport	Disciplinary	Harassment	Grievances
Women	8	0	9
Men	38	1	12
BAME employees	21	0	7
White	20	1	10
Prefer not to say/unknown	5	0	4
Employees who have declared they have a disability	2	0	0
Employees who have declared they do not have a disability	26	0	10
Prefer not to say/unknown	18	1	11

## 3. Reward (Recognising and rewarding our people)

### Make a Difference Awards

In 2013/14, Surface Transport has awarded 500 Make a Difference employee recognition awards. This represents 11.2 per cent of the total number of awards. These awards were presented to 182 women, 116 BAME employees and 15 employees who declared that they have a disability. Table 51 illustrates the level of the awards that each of the groups of employees was presented with.

Table 51 - Make a Difference awards by gender, ethnicity and disability

Surface Transport	Total	Instant	Bronze	Silver	Gold
Women	182	52	49	59	22
Men	318	74	99	99	46
BAME employees	116	32	40	31	13
White employees	298	64	82	105	47
Prefer not to say/unknown	86	30	26	22	8
Employees who have declared they have a disability	15	6	6	1	2
Employees who have declared they do not have a disability	308	65	78	116	49
Prefer not to say/unknown	177	55	64	41	17

#### 4. Develop (Developing our people)

##### Learning and development opportunities

During 2013/14, 1,721 employees working in Surface Transport attended a training event. Of these 30.5 per cent were women, 24.1 per cent were BAME employees and 3.1 per cent were employees who have declared their disability. These figures align with the overall representation within Surface Transport. (See table 52 below.)

Table 52 – Training event(s) attendees by gender, ethnicity and disability

Surface Transport	Total No.	Total %
Women	525	30.5
Men	1,196	69.5
BAME employees	415	24.1
White	968	56.5
Prefer not to say/unknown	338	19.6
Employees who have declared they have a disability	53	3.1
Employees who have declared they do not have a disability	1,098	63.8
Prefer not to say/unknown	570	33.1

## Specialist Services

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

### Workforce profile

In 2013/14, Specialist Services' workforce consisted of 42.6 per cent women, 21.9 per cent BAME employees and 126 employees who chose to declare a disability. Table 53 below provides an overview of Specialist Services' workforce profile.

Table 53 – Overall workforce profile

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown /prefer not to say (%)		No. of disabled staff
2012/13	3,614	41.5		58.5		22.2		51.2		26.6		127
2013/14	3,789	42.6	↑	57.4	↓	21.9	↓	49.0	↓	29.1	↑	126

At senior management level, women represented 31.1 per cent, a increase of 2.6 per cent, BAME employees represented 9.2 per cent and there were 16 employees who had chosen to declare a disability. Table 54 provides an overview of Specialist Services' workforce profile at the senior level.

Table 54 – Overall workforce profile at the senior level

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown /prefer not to say (%)		No. of disabled staff
2012/13	536	28.5	↑	71.5	↓	9.0	↑	69.4	↑	21.6	↓	15
2013/14	595	31.1		68.9		9.2		70.1		20.7		16

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

### Joiners

In 2013/14, 462 people joined Specialist Services,(see table 55) of which, 44.7 per cent were women, 22.7 per cent were from the BAME communities and one per cent were people who had chosen to declare their disability.



Table 55 – Overview of joiners by gender, ethnicity and disability

Recruitment - External	Applications	Shortlisted	Appointed
	%	%	%
Women	<b>32.6</b>	<b>34.4</b>	<b>42.4</b>
BAME	<b>48.0</b>	<b>36.5</b>	<b>19.2</b>
Disability	<b>1.7</b>	<b>1.0</b>	<b>0.5</b>
Recruitment - Internal	Applications	Shortlisted	Appointed
	%	%	%
Women	<b>43.4</b>	<b>44.0</b>	<b>47.0</b>
BAME	<b>55.0</b>	<b>39.7</b>	<b>26.1</b>
Disability	<b>3.3</b>	<b>3.3</b>	<b>1.5</b>

### Leavers

In 2013/14, 335 employees left Specialist Services. Of those 39 per cent were women, 18.5 per cent were BAME employees and 3.9 per cent were employees who had chosen to declare their disability. There is an increase in the category 'unknown' across all groups.

Table 56 – Overview of leavers by gender, ethnicity and disability

Leavers - Specialist Services	Percentage	
	2012/13	2013/14
Women	39.0	40.3
Men	61.0	59.7
BAME employees	18.5	16.7
White employees	51.9	49.3
Prefer not to say	29.6	34.0
Who declared their disability	3.8	3.9
Who declared they did not have a disability	50.2	50.4
Prefer not to say	28.6	46.7

The key reasons for employees leaving Specialist Services during 2013/14 were:

- Resignation **45.1%**
- Voluntary Severance/Redundancy **25.1%**

## 2. Manage (Managing the performance of our people)

### Promotions

Of the 140 promotions in Specialist Services in 2013/14, 40 per cent were women, 17.9 per cent were BAME employees and one per cent were employees who chose to declare a disability. Tables 57-59 provides a breakdown of promotions by gender, ethnicity and disability.

Table 57 – Overall promotions by gender

Year	Women			Men			Total	
	No.	%		No.	%		No.	
2012/13	83	49	↓	86	51	↑	169	
2013/14	56	40		84	60		140	

Table 58 – Overall promotions by ethnicity

Year	BAME			White			Unknown/prefer not to say		Total	
	No.	%		No.	%		No.	%	No.	
2012/13	44	26	↓	77	46	↑	48	28	↓	169
2013/14	25	17.9		77	55		38	27.1	↓	140

Table 59 – Overall promotions by disability

Year	Employees who have declared they have a disability			Employees who have declared they do not have a disability			Unknown/prefer not to say		Total	
	No.	%		No.	%		No.	%	No.	
2012/13	3	2	↓	93	55	↑	73	43	↓	169
2013/14	1	1		84	60		55	39.3	↓	140

### Disciplinary, harassment and grievance case outcomes

Of the 648 case outcomes across TfL, Specialist Services accounted for 5.2 per cent. Table 60 provides a breakdown of the category of case by gender, ethnicity and disability.

Table 60 – Outcome of disciplinary, harassment and grievance cases

Specialist Services	Disciplinary	Harassment	Grievances
Women	7	6	12
Men	23	6	7
BAME employees	12	6	5
White employees	11	3	7
Prefer not to say/unknown	7	3	7
Employees who have declared they have a disability	0	1	1
Employees who have declared they do not have a disability	23	8	11
Prefer not to say/unknown	7	3	7

### 3. Reward (Recognising and rewarding our people)

#### Make a Difference Awards

In 2013/14, Specialist Services has awarded 1,104 Make a Difference employee recognition awards. This represents 24.6 per cent of the total number of awards. These awards were presented to 482 women, 237 BAME employees and 36 employees who declared that they have a disability. Table 61 illustrates the level of the awards that each of the groups of employees was presented with.

Table 61 – Make a Difference awards by gender, ethnicity and disability

Specialist Services	Total	Instant	Bronze	Silver	Gold
Women	482	42	183	209	48
Men	622	49	230	250	93
BAME employees	237	26	109	76	26
White employees	544	31	183	248	82
Prefer not to say/unknown	323	34	121	135	33
Employees who have declared they have a disability	36	0	11	22	3
Employees who have declared they do not have a disability	604	50	221	245	88
Prefer not to say/unknown	464	41	181	192	50

#### 4. Develop (Developing our people and recognising and rewarding our people)

##### Learning and development opportunities

During 2013/14, 2,945 employees working in Specialist Services attended a training event. Of these 42.2 per cent were women, 22.6 per cent were BAME employees and 3.1 per cent were employees who have declared their disability. These figures align with the overall representation within Specialist Services. (see table 62)

Table 62 – Training event(s) attendees by gender, ethnicity and disability

<b>Specialist Services</b>	<b>Total No,</b>	<b>Total %</b>
Women	1,243	42.2
Men	1,702	57.8
BAME employees	665	22.6
White employees	1,352	45.9
Prefer not to say/unknown	928	31.5
Employees who have declared they have a disability	53	3.1
Employees who have declared they do not have a disability	1,098	63.8
Prefer not to say/unknown	570	33.1

# London Rail

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

## Workforce profile

In 2013/14, London Rail’s workforce consisted of 22.4 per cent women, 14.7 per cent BAME employees and two employees who chose to declare a disability. Table 63 provides an overview of London Rail’s workforce profile.

Table 63 – Overall workforce profile

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown /prefer not to say (%)		No. of disabled staff	
2012/13	161	23.6	↓	76.4	↑	14.9	↓	58.4	↓	26.7	↑	2	=
2013/14	170	22.4		77.6		14.7		57.1		28.2		2	

At senior management level, women represented 14.3 per cent, BAME employees 6.1 per cent, and there was one employee who had chosen to declare a disability. Table 64 provides an overview of London Rail’s workforce profile at the senior level.

Table 64 – Overall workforce profile at the senior level

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown /prefer not to say (%)		No. of disabled staff	
2012/13	45	9.7	↑	90.3	↓	8.4	↓	76.0	↑	15.6	↑	2	↓
2013/14	49	14.3		85.7		6.1		77.6		16.3		1	

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

### Joiners

In 2013/14, 31 people joined London Rail(see table 65) of which, 19.9 per cent were women, 16.1 per cent were people from the BAME communities and no person who had chosen to declare their disability was hired.

Table 65 – Overview of joiners by gender, ethnicity and disability

Recruitment - External	Applications	Shortlisted	Appointed (Hired)
	%	%	%
Women	20.5	16.7	23.1
BAME	47.4	29.6	15.4
Disability	2.0	1.9	0
Recruitment - Internal	Applications	Shortlisted	Appointed
	%	%	%
Women	24.3	27.5	16.7
BAME	47.5	35.3	16.7
Disability	3.1	0	0

## Leavers

In 2013/14, 15 employees left London Rail. Of those who left 40 per cent were women, 10 per cent were BAME, and none were employees who had chosen to declare their disability. There is a significant decrease in the category prefer not to say/unknown.

Table 66 – Overview of leavers by gender, ethnicity and disability

Leavers - London Rail	Percentage	
	2012/13	2013/14
Women	6.7	40.0
Men	93.3	60.0
BAME employees	26.7	10.0
White employees	33.3	70.0
Prefer not to say	40.0	20.0
Who declared their disability	6.6	0
Who declared they did not have a disability	53.3	80.0
Prefer not to say/unknown	40.1	20.0

The key reasons for employees leaving London Rail during 2013/14 were:

- Resignation **40.0%**
- Voluntary Severance/Redundancy **30.0%**

## 2. Manage (Managing the performance of our people)

### Promotions

In 2013/14, of the 9 promotions in London Rail, 22.2 per cent were women, 11.1 per cent were BAME staff and 11.2 per cent were employees who chose to declare a disability. Tables 67 to 69 provide a breakdown of promotions by gender, ethnicity and disability.

Table 67 – Overall promotions by gender

Year	Women			Men			Total	
	No.	%		No.	%		No.	
2012/13	1	17	↑	5	83	↓	6	↑
2013/14	2	22.2		7	77.8		9	

Table 68 – Overall promotions by ethnicity

Year	BAME			White			Unknown/prefer not to say		Total		
	No.	%		No.	%		No.	%	No.		
2012/13	1	17	↓	4	67	↓	1	16	↑	6	↑
2013/14	1	11.1		5	55.6		3	33.3		9	

Table 69 – Overall promotions by disability

Year	Employees who have declared they have a disability			Employees who have declared they do not have a disability			Unknown/prefer not to say		Total		
	No.	%		No.	%		No.	%	No.		
2012/13	0	0	↑	4	67	↓	2	33	↑	6	↑
2013/14	1	11.2		4	44.4		4	44.4		9	

### Disciplinary, Harassment and Grievance Case outcomes

Of the 648 case outcomes across TfL, London Rail had no cases.

## 3. Reward (Recognising and rewarding our people)

### Make a Difference Awards

In 2013/14, London Rail have awarded 33 Make a Difference employee recognition awards. This represents 0.7 per cent of the total number of awards. These awards were presented to five women, three BAME employees and no employees who declared that they have a disability. Table 70 illustrates the level of the awards that each of the groups of employees was presented with.

Table 70 – Make a Difference awards by gender, ethnicity and disability

London Rail	Total	Instant	Bronze	Silver	Gold
Women	5	1	2	2	0
Men	28	0	14	10	4
BAME employees	3	0	2	2	1
White employees	20	1	10	7	2
Prefer not to say/unknown	10	0	6	3	1
Employees who have declared they have a disability	0	0	0	0	0
Employees who have declared they do not have a disability	20	0	10	7	3
Prefer not to say/unknown	0	1	6	5	1

#### 4. Develop (Developing our people and recognising and rewarding our people)

##### Learning and development opportunities

During 2012/13, 124 employees working in London Rail attended a training event. Of these 16.1 per cent were women, 29.3 per cent were BAME employees and 1.79 per cent were employees who had declared their disability. As this is the first year of reporting attendance there is no comparison, but these figures align with the overall representation within London Rail. Table 71 provides an illustration of those who attended training events.

Table 71 – Training event(s) attendees by gender, ethnicity and disability

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