

TfL's Annual Workforce Monitoring Report

2015/16

About Transport for London

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

As a core element in the Mayor's overall plan for London, our purpose is to keep London moving, working and growing, and to make life in our city better. We reinvest all of our income to run and improve London's transport services and to make it more modern and affordable for everyone.

Our operational responsibilities include London Underground, London Buses, Docklands Light Railway, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line.

On the roads, we regulate taxis and the private hire trade, run the Congestion Charging scheme, manage the city's 580km red route network, operate all of the Capital's 6,300 traffic signals and work to ensure a safe environment for all road users.

We are delivering one of the world's largest programmes of transport capital investment, which is building the Elizabeth line, modernising Tube services and stations, transforming the road network and making it safer, especially for more vulnerable road users, such as pedestrians and cyclists.

We work hard to make journeys easier through effective use of technology and data. We provide modern ways to pay through Oyster and contactless payment cards and provide information in a wide range of formats to help people move around London.

Real-time travel information is provided directly by us and through third party organisations, which use the data we make openly and freely available to power apps and other services.

We listen to, and act upon, feedback and complaints to constantly improve our services and work with communities, representative groups, businesses and many other stakeholders to shape transport provision in London.

Improving and expanding transport in London is central to driving economic growth, jobs and housing throughout the United Kingdom. Under the Mayor's housing strategy, we are using our surplus land to provide thousands of new, affordable homes. Our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

Contents

List of tables	4-5
Foreword	6
Introduction	
London demographics	5
Equality landscape	6
Our people	7-12
Recruitment	13-15
Training and development	16
Reward	17-18
Performance	19-22
TfL's commitment to equality	
Appendices	
Appendix 1 – Our purpose, promise, ambition and priorities	
Appendix 2 – Our business areas	
Appendix 3 – Make a Difference levels of recognition	

List of tables

Table 1	Overall workforce profile
Table 2	Overall TfL workforce at senior level
Table 3	Overall workforce at non- operational level
Table 4	Overall workforce profile at operational level
Table 5	Workforce by age
Table 6	Workforce by faith and belief
Table 7	Workforce by sexual orientation
Table 8	Overall workforce working flexibly
Table 9	Overall workforce with reasonable adjustments
Table 10	Total Engagement themes
Table 11	External applications, shortlisted and hired by gender, ethnicity and disability
Table 12	Internal applications, shortlisted and hired by gender, ethnicity and disability
Table 13	Graduate diversity statistics
Table 14	Overview of leavers by gender, ethnicity and disability
Table 15	Valuing People training
Table 16	Learning and development training attendees
Table 17	Make a Difference awards by gender, ethnicity and disability
Table 18	Make a Difference – Fair and Consistent
Table 19	Make a Difference awards 2014/15 and 2015/16
Table 20	Overall performance rating 2014/15 and 2015/16
Table 21	Overall performance rating by gender
Table 22	Overall performance rating by ethnicity
Table 23	Overall performance by disability
Table 24	Overall promotions by gender
Table 25	Overall promotions by ethnicity
Table 26	Overall promotions by disability
Table 27	Overall number of disciplinary case outcomes by gender, ethnicity and disability

Table 28	Overall number of disciplinary case outcomes in 2014/15 and 2015/16
Table 29	Overall number of grievance case outcomes by gender, ethnicity and disability
Table 30	Overall number of grievance case outcomes in 2014/15 and 2015/16
Table 31	Overall number of harassment case outcomes by gender, ethnicity and disability
Table 32	Overall number of harassment case outcomes in 2014/15 and 2015/16
Table 33	LU's overall workforce
Table 34	LU's workforce at senior management
Table 35	LU's workforce at operational level
Table 36	LU's workforce by age
Table 37	LU's workforce by faith and belief
Table 38	LU's workforce by sexual orientation
Table 39	LU's workforce who work flexibly
Table 40	LU's workforce with a reasonable adjustment
Table 41	LU's joiners by gender, ethnicity and disability
Table 42	LU's leavers by gender, ethnicity and disability
Table 43	LU's L&D training attendees
Table 44	LU's Make a Difference awards
Table 45	LU's Make a Difference award by behaviour
Table 46	LU's overall promotions by gender
Table 47	LU's overall promotions by ethnicity
Table 48	LU's overall promotions by disability
Table 49	LU's disciplinary, harassment and grievance case outcomes
Table 50	Surface Transport's overall workforce
Table 51	Surface Transport's workforce at senior management
Table 52	Surface Transport's workforce at operational level
Table 53	Surface Transport's workforce by age
Table 54	Surface Transport's workforce by faith and belief
Table 55	Surface Transport's workforce by sexual orientation
Table 56	Surface Transport's workforce who work flexibly

Table 57	Surface Transport's workforce with a reasonable adjustment
Table 58	Surface Transport's joiners by gender, ethnicity and disability
Table 59	Surface Transport's leavers by gender, ethnicity and disability
Table 60	Surface Transport's Valuing People training attendees
Table 61	Surface Transport's L&D training attendees
Table 62	Surface Transport's Make a Difference awards
Table 63	Surface Transport's Make a Difference award by behaviour
Table 64	Surface Transport's overall promotions by gender
Table 65	Surface Transport's overall promotions by ethnicity
Table 66	Surface Transport's overall promotions by disability
Table 67	Surface Transport's disciplinary, harassment and grievance case outcomes
Table 68	Professional Services' overall workforce
Table 69	Professional Services' workforce at senior management
Table 70	Professional Services' workforce by age
Table 71	Professional Services' workforce by faith and belief
Table 72	Professional Services' workforce by sexual orientation
Table 73	Professional Services' workforce who work flexibly
Table 74	Professional Services' workforce with a reasonable adjustment
Table 75	Professional Services' joiners by gender, ethnicity and disability
Table 76	Professional Services' leavers by gender, ethnicity and disability
Table 77	Professional Services' Valuing People training attendees
Table 78	Professional Services' L&D training attendees
Table 79	Professional Services' Make a Difference awards
Table 80	Professional Services' Make a Difference award by behaviour
Table 81	Professional Services' overall promotions by gender
Table 82	Professional Services' overall promotions by ethnicity

Table 83	Professional Services' overall promotions by disability
Table 84	Professional Services' disciplinary, harassment and grievance case outcomes
Table 85	London Rail's overall workforce
Table 86	London Rail's workforce at senior management
Table 87	London Rail's workforce by age
Table 88	London Rail's workforce by faith and belief
Table 89	London Rail's workforce by sexual orientation
Table 90	London Rail's workforce who work flexibly
Table 91	London Rail's joiners by gender, ethnicity and disability
Table 92	London Rail's leavers by gender, ethnicity and disability
Table 93	London Rail's Valuing People training attendees
Table 94	London Rail's L&D training attendees
Table 95	London Rail's Make a Difference awards
Table 96	London Rail's overall promotions by gender
Table 97	London Rail's overall promotions by ethnicity
Table 98	London Rail's overall promotions by disability

Foreword



People are at the heart of TfL and make every journey matter for those who live, visit or work in our great city.

Our priority is to invest in our people and help them to be the best they can every day. We need to do this while our organisation and indeed the world around us are changing.

Demand for our services is growing at a rate that would be the envy of any FTSE 100 company. We need to manage this growth and increasing use of technology in an era with significant challenges. We must also support a new mayoral administration that will set the pace and direction for us over the next four years.

The 2015/16 TfL Annual Workforce and Monitoring Report, continues to provide information about our workforce that is both quantitative and qualitative, highlighting our progress in attracting, retaining and promoting diversity.

A handwritten signature in blue ink, appearing to be 'Tricia Riley', with a long horizontal flourish extending to the right.

Tricia Riley
Director Human Resources
TfL

Introduction

Our primary goal at TfL is to keep the Capital working, growing, and to make life in London better. With a workforce of around 28,000 permanent employees, each person contributes towards delivering millions of passenger journeys across the city each day.

TfL's commitment to equality – Action on Equality

Our vision for Equality and Inclusion is that, 'every person matters in helping London thrive'. We have developed this vision through extensive internal consultation with key equality and inclusion stakeholders, including Independent Disability Advisory Group (IDAG) members, and staff network groups.

We have published our equality commitment in the Action on Equality 2016-2020 based on our vision and the activities contained in this document are designed to contribute to achieving this goal.

Action on Equality supports and builds on our overall vision for the Capital. Just as every journey matters to us, so too does every person matter in helping London thrive, and keeping it working, growing and making life in it better.

Action on Equality sets out our commitment to promoting equality for our customers, staff and stakeholders. It also outlines our commitment to meeting our duties in the Equality Act 2010.

Our equality objective

We aim to achieve a workforce which reflects the diversity of London, with the right skills and who are able to develop to their full potential. We will see an increase in both the diversity of our 'talent pipeline' and our senior managers, and more disabled people will be attracted and retained with comprehensive workplace adjustments and a supportive culture.

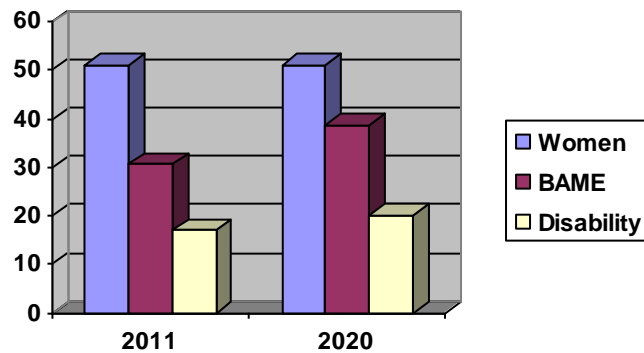
This report covers the period from 1 April 2015 to 31 March 2016. It provides equality data covering recruitment and development, the outcomes of harassment and grievance cases, plus promotion statistics by gender, ethnicity and disability. The equality data covers all our permanent employees in both operational and non-operational roles and includes staff who joined TfL from Tube Lines.

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

London's diversity*

Currently, 51 per cent of the population of the Capital are women, and 45 per cent of economically active Londoners are women. Forty per cent of Londoners are BAME and 32 per cent of economically active Londoners are from BAME communities. Seventeen per cent of the Capital's population have identified themselves as having a disability and 16 per cent of economically active Londoners have a disability.

The Capital's population is becoming increasingly diverse, with the proportion of BAME Londoners likely to rise to just over 43 per cent in 2020. By 2020 almost 12 per cent of Londoners will be aged 65 or over, and just over 30 per cent will be under 25. Londoners (16+) with a disability by 2020 will represent just over 20 per cent.



*Source: Based on Annual Population Survey 2014, ONS and GLA 2013 round of trend-based population projections (Central variant)

Equality landscape

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

- **Equality Act 2010**

The Equality Act 2010 – public sector equality duty came into force on 6 April 2011.

It covers discrimination on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation and requires public authorities to comply with the general equality duty by:

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

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

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

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

The previous Mayor of London's Equal Life Chances for All framework looks to put in place policies and actions that will benefit all of the Capital's communities and has a statutory duty to promote equality under the Greater London Authority (GLA) Act 1999. For us the key employment-related objective is:

'to achieve a workforce across the GLA Group which reflects London's diversity'¹.

The 2016/17 Report will reflect the new Mayor's equality priorities.

¹ Equal Life Chances For All, revised 2012, Mayor of London

Our people

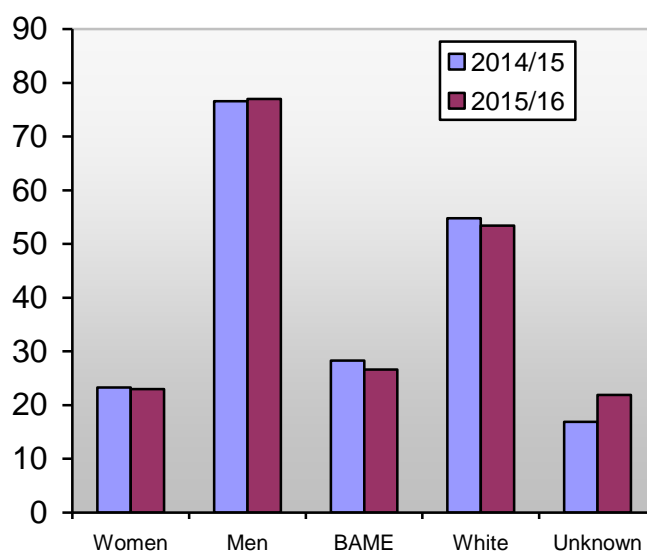
The overall workforce

We invest in our people and help them to be the best they can be every day. Our aim is to recruit, reward and develop the right people with the right behaviours and skills. Whether they are our teams or contractors employed through our UK-wide supply chain, dedicated people are vital to ensure our organisation provides excellent customer service and helps London prepare for the future.

As at 31 March 2016, we employed 27,815 people on a permanent basis. Of these, 23 per cent are women and 26.6 per cent are from a black, Asian and minority ethnic (BAME) community. A total of 540 employees told us they had a disability (see table 1). We recognise that some trans people will prefer to identify themselves as a man or a woman without the qualifier 'trans.' For a breakdown of the different groups by business areas, see Appendix 2.

Table 1	2014/15	2015/16
Women (%)	23.3	23
Trans women (No.)	5	6
Men (%)	76.6	77
Trans men (No.)	9	7
BAME (%)	28.3	26.6
White (%)	54.8	53.4
Prefer not to say/unknown (%)	16.9	22.0
Employees who declared their disability (No.)	529	540

Percentage of Overall workforce

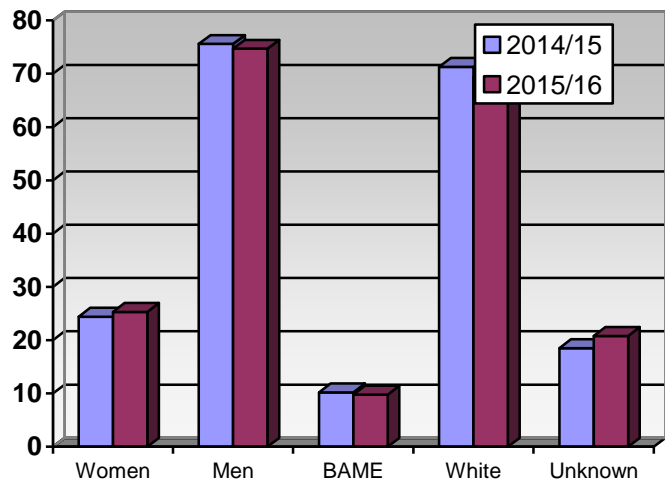


Senior management

At the senior management level of the organisation, the percentage of women is 25.3 per cent, the percentage of BAME employees is 9.8 per cent and the number of employees who have declared their disability is 24 (see table 2). No employee declared that they were trans at this level.

Table 2	2014/15	2015/16
Women (%)	24.4	25.3
Men (%)	75.6	74.7
BAME (%)	10.2	9.8
White (%)	71.3	69.4
Prefer not to say/unknown (%)	18.5	20.8
Employees who declared their disability (No.)	27	24

Percentage at senior management level

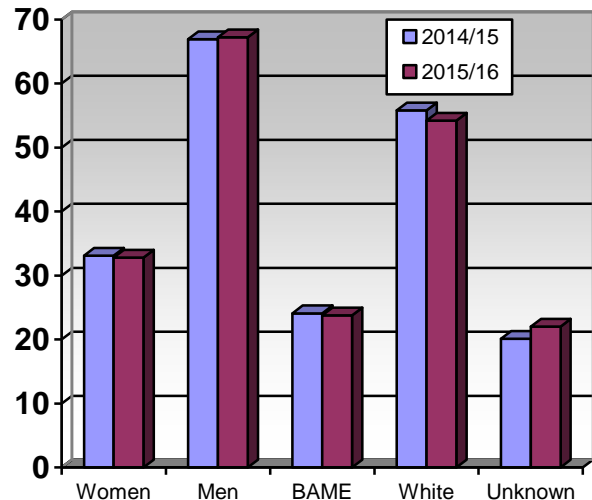


Non-operational level

The support level of the organisation has 11,108 employees. This represents 40 per cent of the organisation providing administrative, specialist and policy guidance. See table 3

Table 3	2014/15	2015/16
Women (%)	33.1	32.8
Trans women (No.)	3	4
Men (%)	66.9	67.2
Transmen(No)	1	0
BAME (%)	24.1	23.8
White (%)	55.8	54.2
Prefer not to say/unknown (%)	20.1	22.0
Employees who declared their disability (No.)	269	305

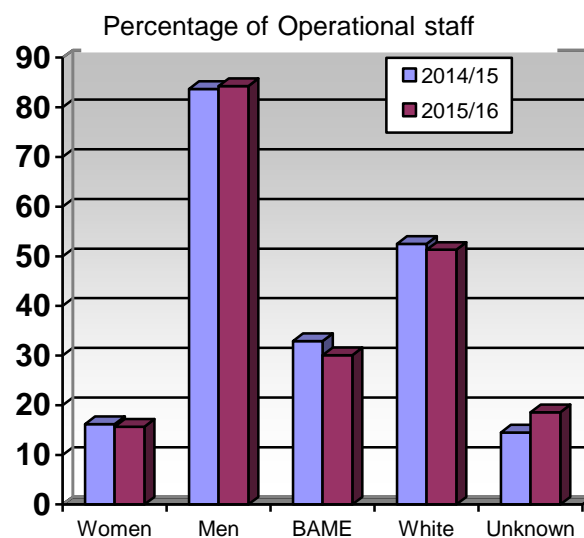
Percentage of Non operational staff



Operational service

The operational part of TfL is the largest within the organisation. There are 15,327 (55.1 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 in operational roles is 15.7 per cent, BAME employee representation is 30.1 per cent and the number of disabled employees is 211. See table 4

Table 4	2014/15	2015/16
Women (%)	16.2	15.7
Trans women (No.)	2	2
Men (%)	83.7	84.3
Trans men(No)	8	7
BAME (%)	32.9	30.1
White (%)	52.5	51.3
Prefer not to say/unknown (%)	14.5	18.6
Employees who declared their disability (No.)	233	211



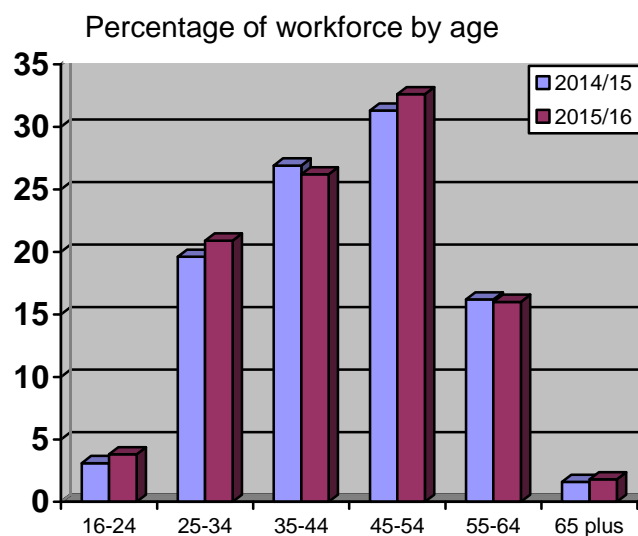
Age, faith and belief and sexual orientation

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

- [Workforce by age](#)

Table 5 provides a breakdown of all TfL staff by age band.

Table 5 – Workforce by age		
Age classifications (years)	2014/15 (%)	2015/16 (%)
16-24	3.1	3.8
25-34	19.6	20.9
35-44	26.9	26.2
45-54	32.6	31.3
55-64	16.2	16.0
65 plus	1.6	1.8

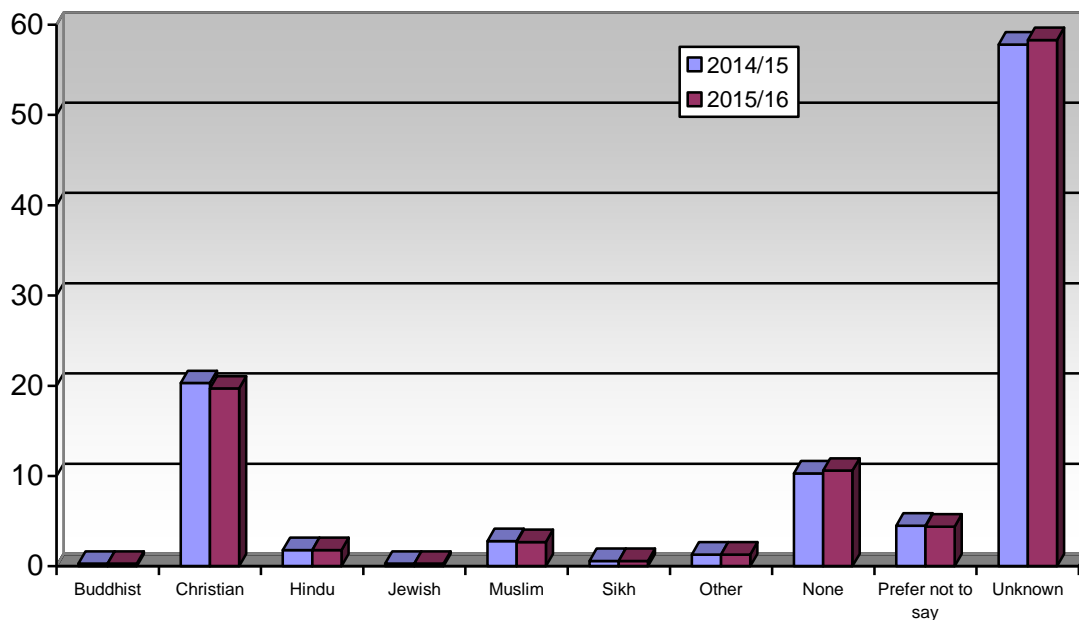


- Workforce by faith and belief

The top three faiths and beliefs at TfL are Christianity (20.3 per cent), no religion (10.3 per cent) and Islam (2.8 per cent). See table 6 for the breakdown of all the faiths and beliefs of employees.

Faith/belief	2014/15 (%)	2015/16 (%)
Buddhist	0.3	0.3
Christian	20.3	19.6
Hindu	1.8	1.7
Jewish	0.3	0.3
Muslim	2.8	2.6
Sikh	0.6	0.5
Other	1.3	1.2
None	10.3	10.8
Prefer not to say	4.5	4.2
Unknown	57.8	58.8

Percentage of workforce by faith and belief

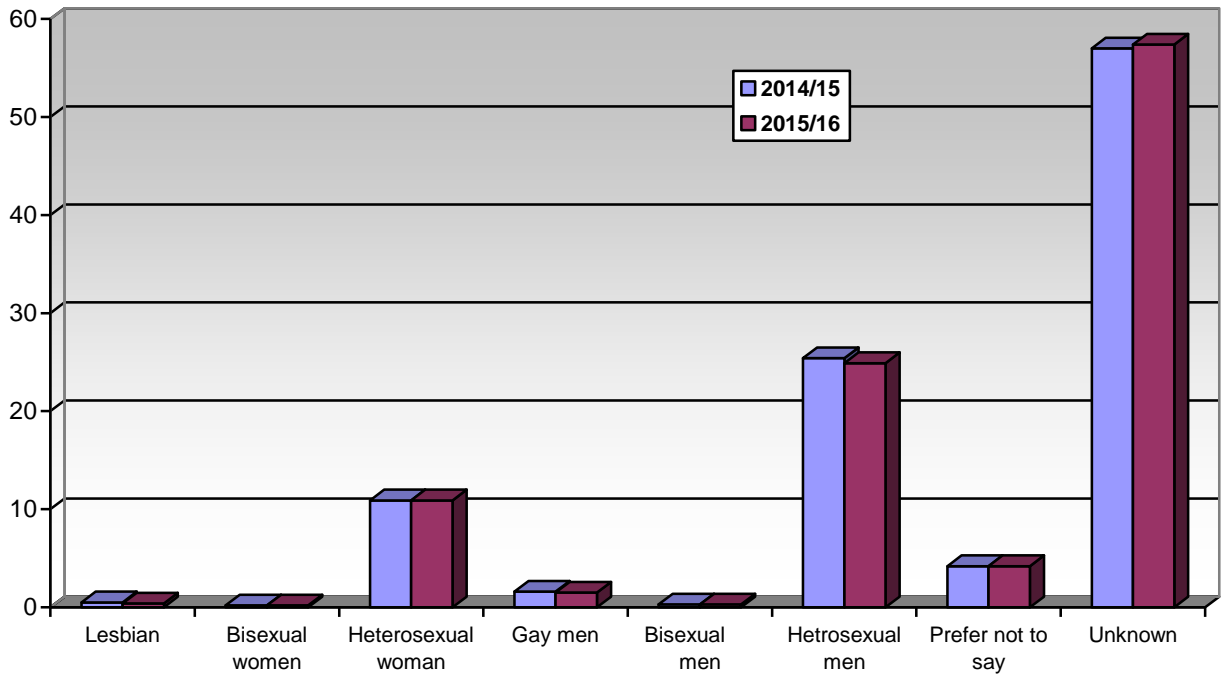


- Workforce by sexual orientation

Employees who have chosen to share information about their sexual orientation remains at a similar level to that of 2015/16. This is illustrated in table 7.

Sexual orientation	2014/15 (%)	2015/16 (%)
Lesbian	0.5	0.4
Bisexual women	0.2	0.2
Heterosexual women	10.9	10.2
Gay men	1.6	1.4
Bisexual men	0.3	0.3
Heterosexual men	25.4	25.4
Prefer not to say	4.2	3.9
Unknown	57.0	58.2

Percentage of workforce by sexual orientation

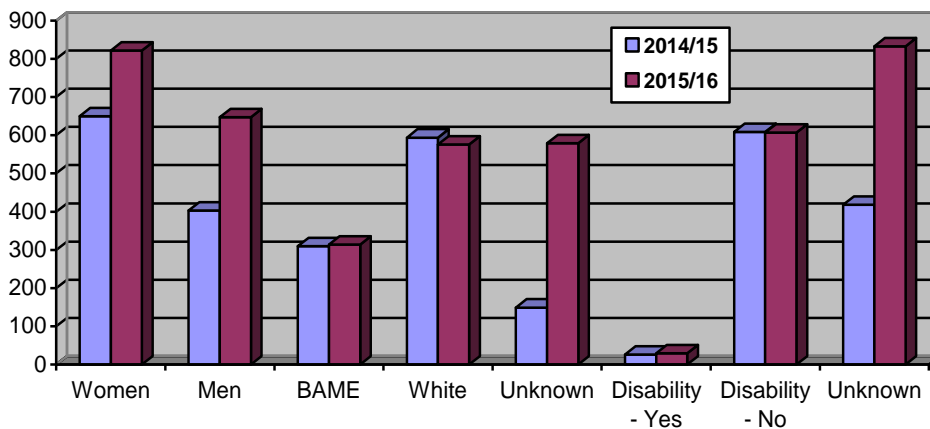


Working flexibly

TfL’s work/life balance policy and procedure describes the flexible working arrangements available to help employees achieve a better balance between job commitments and other areas of their lives. Overall, we have 1,469 employees who have formal arrangements in place. Table 8 provides a breakdown of the different groups.

	2014/15 (No.)	2015/16 (No.)
Women	650	822
Men	403	647
BAME	310	314
White	594	576
Prefer not to say/unknown	149	579
Employees who declared their disability	26	29
Employees who declared they do not have a disability	609	607
Prefer not to say/Unknown	418	833

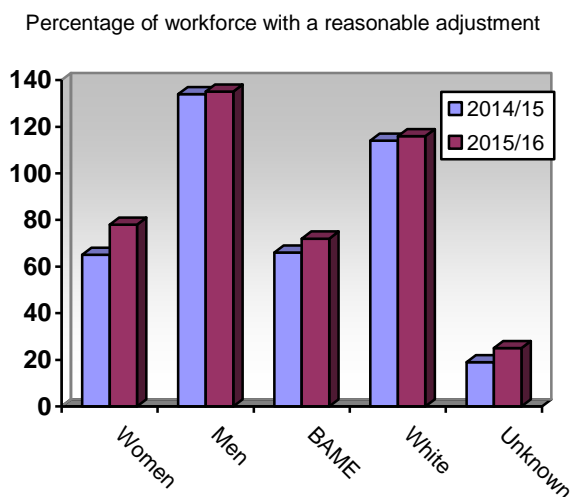
Number of workforce working flexibly



Reasonable 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. Overall, we have 213 employees who have a reasonable adjustment in place, see table 9

Table 9	2014/15 (No.)	2015/16 (No.)
Women	65	78
Men	134	135
BAME	66	72
White	114	116
Prefer not to say/unknown	19	25

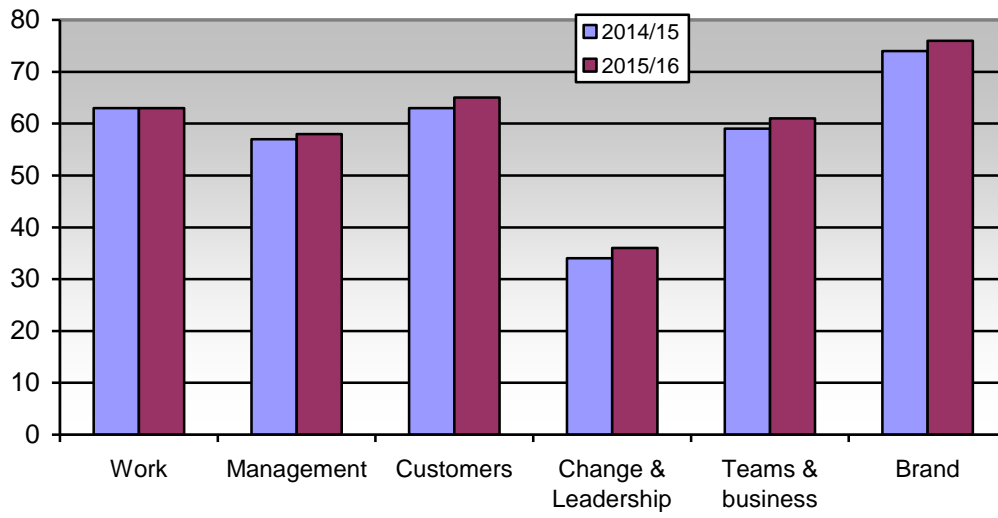


Staff survey - Viewpoint

Our staff survey, Viewpoint generated an overall total engagement score of 60 per cent. See table 10 for the top-line results for TfL overall, broken down into six themes.

Table 10 – Total Engagement themes	2014/15 (%)	2015/16 (%)
 Engagement with work	63	63
 Engagement with management	57	58
 Engagement with our customers	63	65
 Engagement with change and leadership	34	36
 Engagement with your teams and the wider business	59	61
 Engagement with the brand	74	76

Percentage of levels of engagement



Staff Network Groups

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

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



100 Years of Women in Transport

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

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

Skills and Employment Strategy

We continue to support young Londoners to explore Science, Technology, Engineering and Mathematics (STEM) careers in transport and gain skills they need for their working lives through our School Skills programme. This is as part of our Skills and Employment Strategy and builds on the work of Inspire Engineering and The Royal Greenwich University Technical College.

For the first time we opened the TfL Schools Challenge to all schools and more than 100 Year 12 and 13 students took part with the final teams all securing work experience in July with TfL. A total of 69 per cent of participants in the Challenge were BAME.

Maximising Potential

Maximising Potential is our framework for talent management and succession planning. It provides guidance and tools to better understand employee performance, potential and aspirations in an objective, consistent, open and fair way for all involved. Ninety five per cent of all senior managers participated in this programme. Twenty four per cent of senior managers were identified as specialists and more than half of them aspire to progress their career within a specialist field.

To improve the diversity at senior manager, we have completed the following:

- Focus groups have been organised for female and BAME senior managers to understand barriers to progression
- A Maximising Potential pilot at middle management level where there is greater diversity than the senior manager population

A similar approach to improving diversity at senior levels has been taken by organisations such as the Metropolitan Police Service and Google to create a diverse pipeline.

Recruitment

To maximise the opportunity of having a diverse representation of candidates we use a range of engagement tools such as university events, dedicated microsites, and recruitment initiatives aimed at specific equality groups.

External recruitment

During 2015/16, we received around 67,000 external applications for our roles, with table 11 providing a breakdown of the percentage of external candidates at each of the recruitment stages.

Table 11 Recruitment – external	Applications %		Shortlisted %		Appointed %	
	2014/15	2015/16	2014/15	2015/16	2014/15	2015/16
Women	29.7	29.9	25.3	27.5	30.8	32.1
BAME	46.4	45.8	38.2	34.9	22.4	23.0
Disability	2.1	2.1	1.9	2.2	1.6	1.5

Internal recruitment

For internal opportunities in 2015/16, around 21,500 applications were received. Table 12 provides a breakdown of the percentage of the internal candidates at each of the recruitment stages.

Table 12 Recruitment – internal	Applications %		Shortlisted %		Appointed %	
	2014/15	2015/16	2014/15	2015/16	2014/15	2015/16
Women	31.2	33.8	27.7	30.4	33.1	35.0
BAME	52.5	53.4	47.4	44.9	29.8	30.0
Disability	3.1	3.1	2.8	2.8	2.0	2.1

- Graduate programme

In September 2015, 170 graduates and Year in Industry students joined TfL on the start of their journey with us, taking the total number of graduates on a scheme to 297. Of the graduates we recruited for 2015, 31 per cent were women, 22 per cent were from the BAME communities and three per cent have a declared disability.

	2014 (%)	2015 (%)
Women	30	31
Disability	3	3
BAME	22	22

Following the successful introduction of the Situational Strengths Test (SST) in 2014 for graduates and apprentices, we took it one step further for the 2016 intake, creating a competency and strengths-based hybrid interview for assessment centres.

A strengths-based approach offers up the opportunity to assess the potential of a candidate rather than their current capability, as some graduates may have had limited opportunity to gain work experience and develop their skills. Our diversity statistics (see table 13) before and after introducing these tools are very positive.

Table 13	2011 (%)	2012 (%)	2013 (%)	SST introduced	2014 (%)	2015 (%)	Competency/ Strengths based Interview introduced	2016 (%)
Women	31	37	20		30	31		40
BAME	11	20	21		22	22		26
Disability	4	2	1		3	3		4

Over the attraction period for the 2016 graduate intake we concentrated on increasing diversity of our applicants, as well as building brand awareness at university campuses. Our aim is to become a graduate’s employer of choice and increase the number of applications from women and BAME communities. Our advertising strategy had a strong focus on using technology to track our applicants’ journeys. We also worked with the Guardian to target diverse groups of students.

- [Steps into Work](#)

The Steps into Work programme provides adults with learning disabilities the opportunity to learn more about the world of work, develop employability skills and gain work experience in TfL. Since 2009, 45 students across six disciplines have taken part, completing 128 placements, with some working at LU stations. Of the students who most recently completed the programme, 37 per cent secured paid employment within 12 months, compared against an employment rate of 6.6 per cent for adults with learning disabilities across England. Of those who joined the programme in 2015 and 2016, 19 per cent were women, and 57 per cent were from the BAME communities.



- [Apprentices](#)

In September 2015, 156 apprentices joined TfL, taking the total number of apprentices on programme to 281. Of the apprentices we recruited, 16 per cent were women, 36 per cent were from BAME communities and one per cent had a declared disability.

In 2015, we introduced five new schemes. In addition, our Surveying apprentices completing Level 3 were able to progress to a new Level 6 degree apprenticeship standard. This is one of the new standards developed as part of the Government's apprenticeship reforms, which allow apprentices to achieve higher level professional qualifications.

As with our graduate schemes we introduced an SST to the recruitment process. Our belief that apprenticeships are a positive way to develop individuals and a workforce has led us to join a number of employer groups at the forefront of developing new apprenticeship standards for the UK. We are



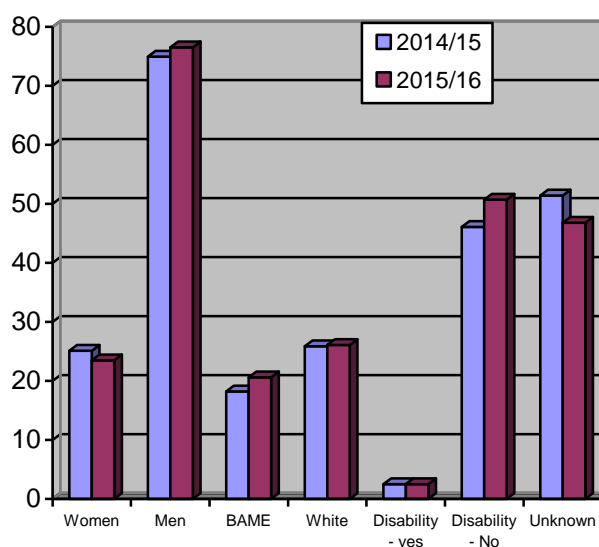
currently involved with 12 groups working on the development of new apprenticeship standards for the industry. We continue to develop and expand our apprenticeship portfolio with six new programmes from September 2016 to meet business demand.

Leavers

During 2015/16, slightly more than 1,000 people left the organisation. Table 14 provides a breakdown of leavers.

Table 14 - Leavers	2014/15 (%)	2015/16 (%)
Women	25.1	23.5
Men	74.9	76.5
BAME employees	18.2	20.6
White employees	55.9	53.3
Prefer not to say/unknown	25.9	26.1
Employees who declared their disability	2.5	2.5
Employees who declared they did not have a disability	46.1	50.7
Prefer not to say/unknown	51.4	46.8

Percentage of leavers



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

- Resignation (37.3 per cent)
- Retirement on age grounds (13.7 per cent)
- Early Voluntary Severance (10.5 per cent)

Training and development

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, with a focus on skills and talent development to meet organisational needs.

The Valuing People through Fairness and Inclusion course is designed to help develop a better understanding of diversity, equalities and inclusion at TfL. This is a mandatory requirement for all new starters and newly appointed managers. In 2015/16, 742 employees attended the course. Table 15 provides a breakdown.

Table 15 – Valuing People training	2014/15 (%)	2015/16 (%)
Men	62.4	58.9
Women	37.6	41.1
White	46.3	31.4
BAME	25.4	12.4
Unknown/prefer not to say	28.3	56.2
Disability - yes	1.2	1.7
Disability - no	59.0	39.9
Unknown/prefer not to say	39.8	58.4

LU operational staff receive equality and inclusion training either through the Managing equality diversity and inclusion (MEDI) course or as part of their annual continuous professional development training.

Table 16 shows the breakdown of TfL employees by gender, ethnicity and disability attending L&D training events in 2015/16.

Table 16 – L&D training attendees	2014/15 (%)	2015/16 (%)
Men	78.5	74.2
Women	21.5	25.8
White	54.4	53.2
BAME	28.7	22.4
Unknown/prefer not to say	16.9	24.4
Disability	2.0	2.1
No disability	47.9	51.0
Unknown/prefer not to say	50.1	46.9

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.

Reward

Make a Difference awards

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 behaviour. See Appendix 3 for levels of recognition.

Overall, 7,903 Make a Difference awards were presented to employees during 2015/16. Table 16 shows a breakdown by award category.

Table 17 – Make a Difference awards	Categories				Total (No)
	Instant (No)	Bronze (No)	Silver (No)	Gold (No)	
Women	269	1,035	728	187	2,219
Men	785	2,701	1,775	423	5,684
BAME	298	1,047	536	112	1,993
White	552	2,043	1,471	376	4,442
Prefer not to say	48	211	123	30	412
Unknown	156	435	373	92	1,056
Employees who declared their disability	20	84	66	16	186
Employees who declared they do not have a disability	564	2,085	1,249	339	4,237
Prefer not to say	17	86	60	14	177
Unknown	453	1,481	1,128	241	3,303

Table 18 shows a breakdown of the 107 awards for the behaviour 'Fair and Consistent' by gender, ethnicity and disability in 2015/16

Table 18 – Make a Difference award by behaviour, Fair & Consistent	Categories				Total (No)
	Instant (No)	Bronze (No)	Silver (No)	Gold (No)	
Women	1	26	6	4	37
Men	13	32	18	7	70
BAME	4	21	7	6	38
White	9	32	15	4	60
Prefer not to say	0	2	1	0	3
Unknown	1	3	1	1	6
Employees who declared their disability	1	0	0	0	1
Employees who declared they do not have a disability	5	32	10	4	51
Prefer not to say	0	1	0	0	1
Unknown	8	25	14	7	54

Table 19 shows the overall number of awards given to our workforce in 2014/15 and 2015/16.

Table 19	Gender		Ethnicity				Disability				Total (No)
	Women (No.)	Men (No.)	BAME (No.)	White (No.)	Prefer not to say (No.)	Unknown (No.)	Employees who declared their disability (No.)	Employees who declared they do not have a disability (No.)	Prefer not to say (No.)	Unknown (No.)	
2014/15	1,554	4,373	1,423	3,548	317	639	158	3,086	125	2,558	5,927
2015/16	2,219	5,684	1,993	4,442	412	1,056	186	4,237	177	3,303	7,903
Grand total	3,773	10,057	3,416	7,990	729	1,695	344	7,323	302	5,861	13,830

Equal Pay actions

In 2015, we conducted an equal pay audit, which compared the pay of employees doing the same work by gender and ethnicity. The audit also considered performance-related pay, senior managers' reward, and part-time working. It also compared the pay of employees by pay band and job family grouping to compare pay data on a more granular basis. We followed the five-step model for carrying out an equal pay audit and produced a report which will be shared, along with the outcomes, with the recognised TfL trade unions. Individual action plans will be created, where anomalies are identified, against which progress will be reported in the next audit in 2017.

Performance

All permanent employees (excluding LU) have their performance assessed annually, and the following tables provide the overall rating distribution, and the distribution by gender, ethnicity and disability for 2014/15 and 2015/16.

Table 20 – Overall performance ratings 2014/15 and 2015/16

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	
2014/15	21	0.2%	256	3%	6,908	73%	2,067	21.8%	220	2%	9,472
2015/16	16	0.2%	250	2.4%	7,644	74.0%	2,177	21.1%	225	2.2%	10,312

Table 21 – Overall performance ratings by gender 2014/15 and 2015/16

	Gender	Low standard performance and behaviour	Improvement needed in some areas	Good standard in all areas	High standard in most areas	Role model standard in all areas	Total
2014/15	Men	0.2%	3%	73%	22%	2%	6,494
	Women	0.3%	3%	73%	21%	2%	2,978
2015/16	Men	0.2%	2.6%	74.9%	20.2%	2.1%	6,941
	Women	0.1%	2.0%	72.5%	23.0%	2.4%	3,371

Table 22 – Overall performance ratings by ethnicity 2014/15 and 2015/16

	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
2014/15	BAME	0.3%	3.6%	76.6%	18%	1.6%	2,083
	White	0.2%	2%	76%	23%	3%	5,595
	Prefer not to say	0.4%	3%	75%	20%	2%	562
	Unknown	0.2%	2%	71%	24%	2%	1,232
2015/16	BAME	0.2%	3.1%	78.8%	16.6%	1.2%	2,203
	White	0.1%	2.2%	72.3%	22.6%	2.8%	5,770
	Prefer not to say	0	3.1%	74.0%	20.8%	2.1%	581
	Unknown	0.2%	2.1%	74.2%	22.0%	1.5%	1,758

Table 23 – Overall performance ratings by disability 2014/15 and 2015/16

	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
2014/15	Yes	1%	5%	76%	17%	1%	265
	No	0.2%	3%	72%	22%	3%	5,072
	Prefer not to say	0%	3%	73%	23%	1%	347
	Unknown	0.2%	2%	74%	22%	2%	3,788
2015/16	Yes	0.3%	4.4%	78.5%	14.3%	2.4%	293
	No	0.2%	2.6%	72.1%	22.6%	2.5%	5,421
	Prefer not to say	0	3.1%	71.6%	23.2%	2.1%	384
	Unknown	0.1%	2.0%	76.7%	19.4%	1.8%	4,214

Promotions²

In 2015/16 there were 242 promotions across the organisation. See tables 24-26 for a breakdown by gender, ethnicity and disability.

Table 24 – Overall promotions by gender

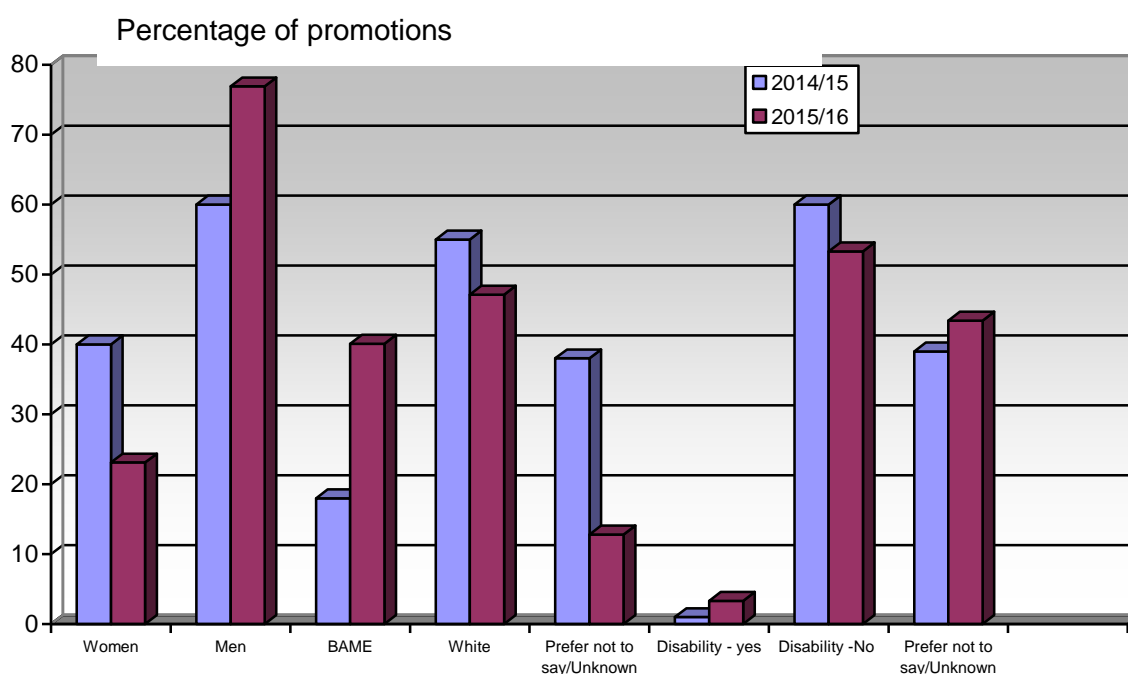
Year	Women		Men		Total
	No.	%	No	%	
2014/15	56	40.0	84	60.0	140
2015/16	56	23.1	186	76.9	242

Table 25 – Overall promotions by ethnicity

Year	BAME		White		Prefer not to say/unknown		Total
	No.	%	No	%	No	%	
2014/15	25	18	77	55.0	38.0	27.0	140
2015/16	97	40.1	114	47.1	31	12.8	242

Table 26 – Overall promotions by disability

Year	Declared disability		Declared no disability		Prefer not to say/unknown		Total
	No.	%	No	%	No	%	
2014/15	1	1.0	84	60.0	55	39.0	140
2015/16	8	3.3	129	53.3	105	43.4	242



² Promotions represents employees moving upwards from their existing level, secondment, or unit change

Disciplinary, grievance and harassment case outcomes

Tables 27-32 illustrate the nature of the outcomes under each category, the number of cases associated to each category and the demographics of each category.

Table 27 – Disciplinary 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	3	2	1	2	0	0	1	0	1	0	2
Written warning	52	46	6	25	23	1	3	0	36	0	16
Summary dismissal	48	42	6	24	19	2	3	1	23	1	23
Dismissal with notice	1	0	1	0	0	0	1	0	1	0	0
Informal advice and guidance	22	14	8	9	7	1	5	0	12	0	10
Case dismissal – no action	21	15	6	13	5	2	1	1	9	1	10
Regraded	3	2	1	1	2	0	0	0	2	0	1
Suspended dismissal	18	17	1	6	10	1	1	0	11	1	6
Employee resigned prior to disciplinary	23	21	2	14	6	2	1	1	8	0	14
Open	30	24	6	16	10	0	4	1	18	0	11
Other	4	4	0	3	0	0	1	0	3	0	1
Total	225	187	38	113	82	9	21	4	124	3	94

Table 28 – Overall number of disciplinary case outcomes	2014/15 (No.)	2015/16 (No.)
Women	51	38
Men	221	187
BAME	103	82
White	124	113
Prefer not to say	16	9
Unknown	29	21
Disability – yes	5	4
Disability – no	126	124
Prefer not to say	8	3
Unknown	133	94

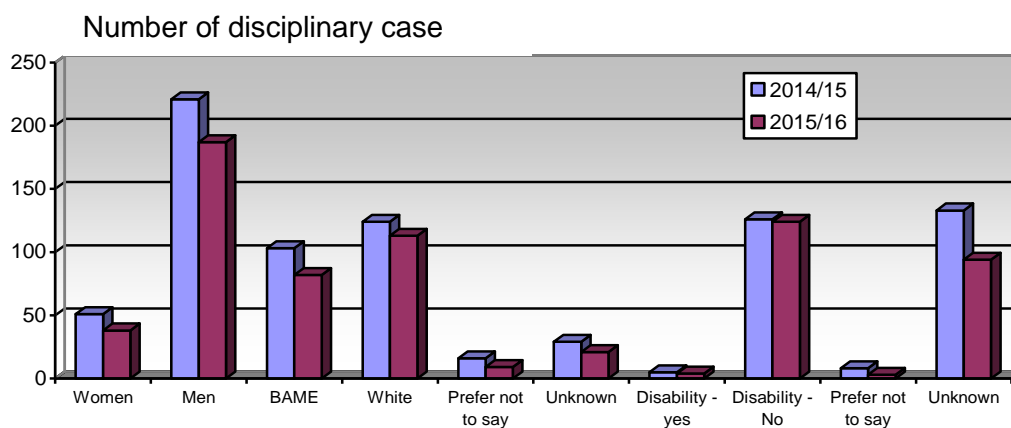


Table 29 – Grievance outcomes by gender, ethnicity and disability	Total	Men	Women	White	BAME	Prefer not to say	Unknown	Have declared their disability	Have declared they do not have a disability	Prefer not to say	Unknown
Not upheld	101	72	29	53	29	8	11	6	47	0	48
Partly upheld	17	12	5	13	2	0	2	2	8	0	7
Resolved informally	14	12	2	5	5	2	2	0	5	0	9
Upheld	22	14	8	15	5	1	1	2	14	0	6
Medication	1	1	0	1	0	0	0	1	0	0	0
Withdrawn	7	6	1	7	0	0	0	0	3	0	4
Referred to collective machinery	1	0	1	0	0	0	1	0	0	0	1
Other	23	19	4	9	8	0	6	1	13	0	9
Open	21	14	7	9	9	2	1	2	10	1	8
Total	207	150	57	112	58	13	24	14	100	1	92

Table 30 – Overall number of grievance case outcomes	2014/15 (No.)	2015/16 (No.)
Women	71	57
Men	197	150
BAME	75	58
White	155	112
Prefer not to say	18	13
Unknown	20	24
Disability – yes	17	14
Disability – no	106	100
Prefer not to say	7	1
Unknown	138	92

Number of grievance case outcome

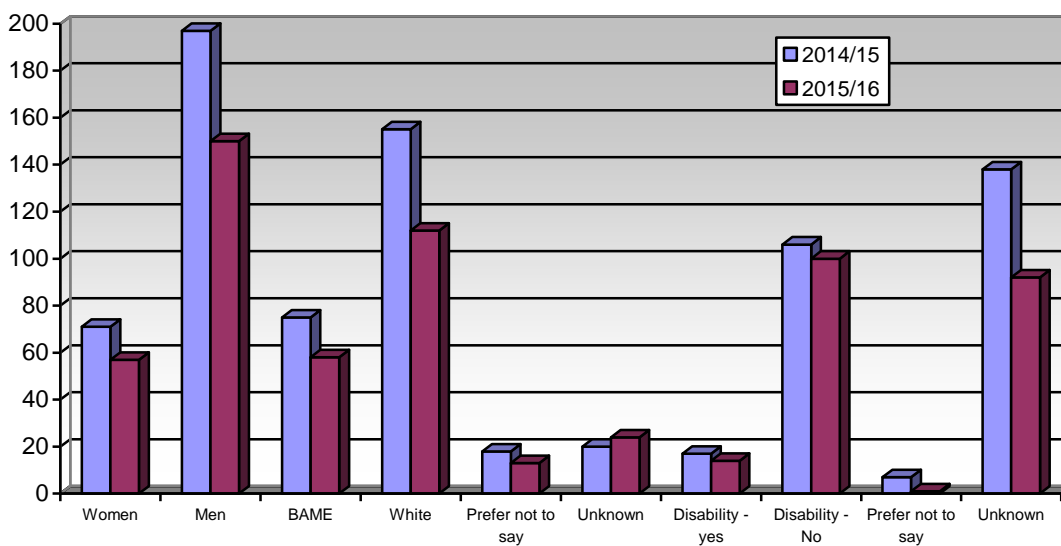
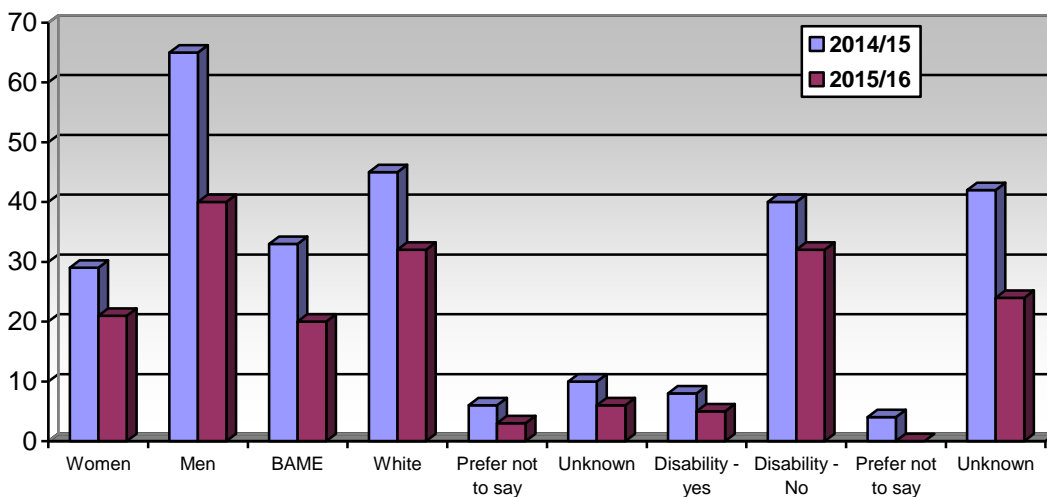


Table 31 – Harassment case outcomes by gender, ethnicity and disability	Total	Men	Women	White	BAME	Prefer not to say	Unknown	Have declared their disability	Have declared they do not have a disability	Prefer not to say	Unknown
Complaint not upheld	10	5	5	6	2	0	2	2	5	0	3
Complaint partially upheld	2	1	1	1	1	0	0	0	0	0	2
Complaint upheld	2	2	0	2	0	0	0	0	1	0	1
Complaint withdrawn	4	3	1	2	2	0	0	0	1	0	3
Decision upheld	6	4	2	1	5	0	0	1	4	0	1
Decision not upheld	5	4	1	3	1	1	0	0	1	0	4
Other	22	14	8	10	7	1	4	0	16	0	6
Open	10	7	3	7	2	1	0	2	4	0	4
Total	61	40	21	32	20	3	6	5	32	0	24

Table 32 – Overall number of harassment case outcomes	2014/15 (No.)	2015/16 (No.)
Women	29	21
Men	65	40
BAME	33	20
White	45	32
Prefer not to say	6	3
Unknown	10	6
Disability – yes	8	5
Disability – no	40	32
Prefer not to say	4	0
Unknown	42	24

Number of harassment case outcomes



Appendix 1 – TfL’s purpose, promise, ambition and priorities

The Commissioner has outlined a refreshed TfL purpose, our promise to London, our customers and users, and set out a new ambition and set of priorities for our organisation.

Our purpose - To keep London moving, working and growing and make life in our city better

Our customer promise - Every Journey Matters

Our ambition - To be a customer focused, commercially driven service provider and the envy of transport authorities, cities and governments around the world

Our six priorities

1. To put customers and users at the core of all of our decision making	2. To drive improvement in reliability and safety across our network	3. To accelerate the growth and increase the capacity of our network
4. To invest in our people and lead them to be the best they can be everyday	5. To cost less, be more affordable and to generate more income	6. To exploit technology to produce better and faster results

Appendix 2 – Our business areas

This section provides a more detailed workforce breakdown by gender, ethnicity and disability for London Underground, Surface Transport, Professional Services and London Rail.

London Underground (LU)

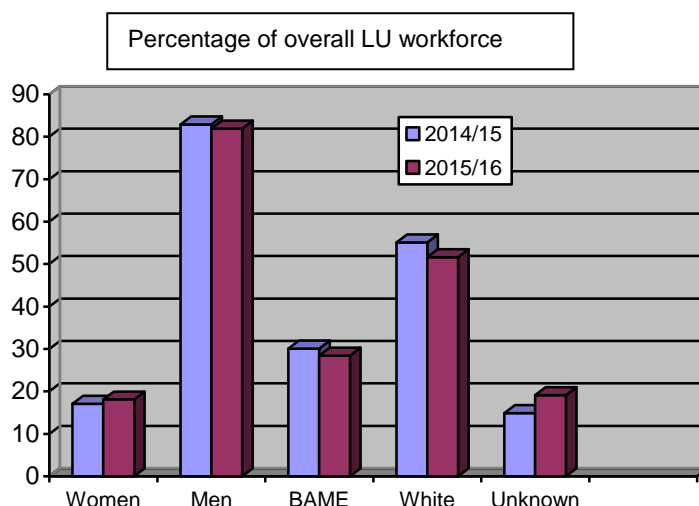
1. Introduction

LU is responsible for managing the 11 lines and 270 stations of the Tube network. Most of our operational employees work in this business area, representing 67.8 per cent of the total workforce.

2. LU's People

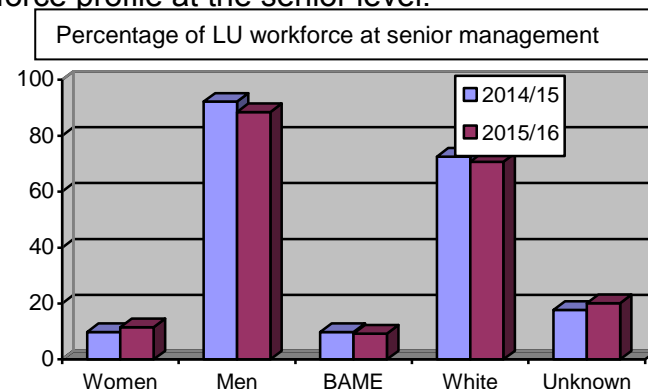
In 2015/16, LU's workforce consisted of 18.1 per cent of women, 28.4 per cent of BAME employees and 282 employees who chose to declare a disability. Table 33 provides an overview of LU's workforce profile.

Table 33	2014/15	2015/16
Women (%)	17.1	18.1
Men (%)	82.9	81.9
BAME (%)	30.1	28.4
White (%)	55.1	51.6
Prefer not to say/unknown (%)	14.9	19.1
Employees who declared their disability (No.)	293	282



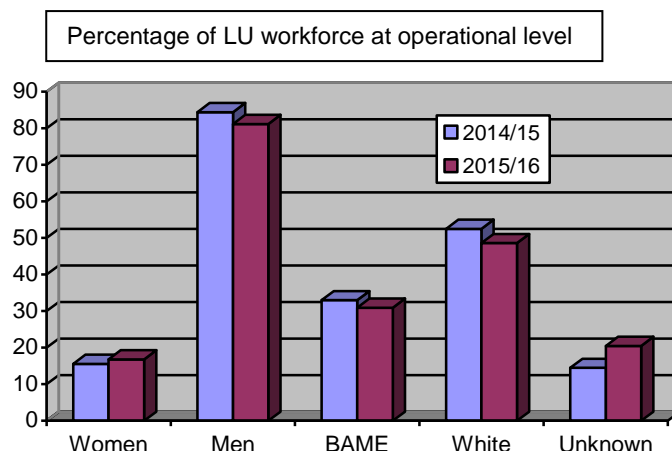
At senior management level, women represented 11.5 per cent and BAME employees represented 9.2 per cent. One employee chose to declare a disability at a senior level. Table 34 provides an overview of LU's workforce profile at the senior level.

Table 34	2014/15	2015/16
Women (%)	9.8	11.5
Men (%)	90.2	88.5
BAME (%)	9.8	9.2
White (%)	72.5	70.7
Prefer not to say/unknown (%)	17.7	20.1
Employees who declared their disability (No.)	1	1



At operational level, women represented 16.8 per cent, BAME employees represented 30.9 per cent, and 181 employees chose to declare a disability. Table 35 provides an overview of LU's workforce profile at the operational level.

Table 35	2014/15	2015/16
Women (%)	15.6	16.8
Men (%)	84.4	81.2
BAME (%)	33.0	30.9
White (%)	52.5	48.6
Prefer not to say/unknown (%)	14.5	20.5
Employees who declared their disability (No.)	201	181



Age, faith and belief and sexual orientation

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

Table 36 provides a breakdown of all LU employees by age bands, Table 37 by faith and belief and Table 38 by sexual orientation.

Table 36 – LU's workforce by age	
Age classifications (years)	2015/16 (%)
16-24	3.6
25-34	18.4
35-44	24.1
45-54	34.1
55-64	18.1
65 plus	1.7

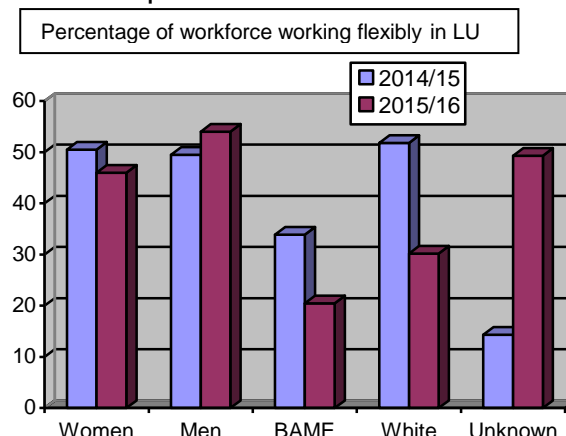
Table 37 – LU's workforce by faith and belief	
Faith/belief	2015/16 (%)
Buddhist	0.3
Christian	16.6
Hindu	1.5
Jewish	0.2
Muslim	2.5
Sikh	0.4
Other	0.8
None	8.3
Prefer not to say	2.8
Unknown	66.6

Table 38 – LU's workforce by sexual orientation	
Sexual orientation	2015/16 (%)
Lesbian	0.3
Bisexual women	0.1
Heterosexual women	6.3
Gay men	1.1
Bisexual men	0.3
Heterosexual men	23.8
Prefer not to say	3.0
Unknown	65.3

Working flexibly

Overall, 1,049 employees who work flexibly in LU. Table 39 provides a breakdown of LU's workforce.

Table 39	2014/15 (%)	2015/16 (%)
Women	50.5	46.0
Men	49.5	54.0
BAME	33.9	20.5
White	51.8	30.2
Prefer not to say/unknown	14.3	49.3
Employees who declared their disability	15	18



Reasonable adjustments

Table 40	2015/16 (%)
Women	78
Men	135
BAME	72
White	116
Prefer not to say/unknown	25

Overall, 156 employees in LU have a reasonable adjustment in place. Table 40 provides a breakdown of LU's workforce with reasonable adjustments.

Recruitment

- Joiners

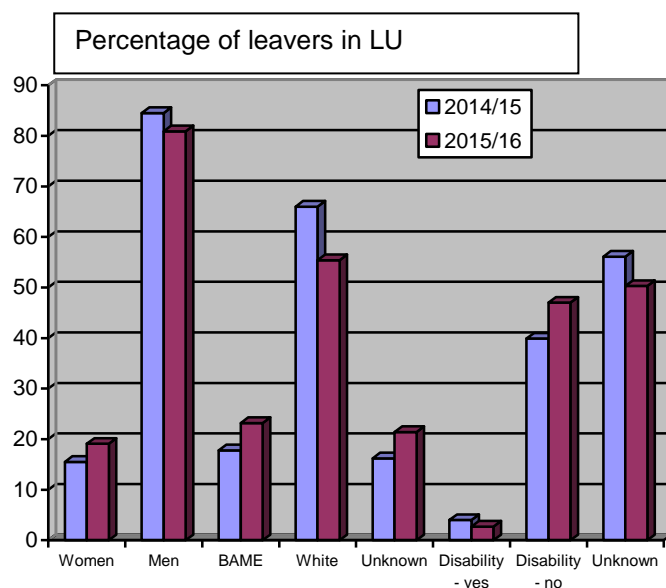
In 2015/16, 3,054 people joined in 2015/16. Table 41 provides a overview by gender, ethnicity and disability.

Table 41 Recruitment – LU	Applications	Shortlisted	Appointed
	2015/16 (%)	2015/16 (%)	2015/16 (%)
Women	19.5	20.7	21.5
BAME	46.1	43.8	28.4
Disability	2.1	2.2	1.1

- Leavers

In 2015/16, 926 employees left LU. Table 42 provides a breakdown of leavers by gender, ethnicity and disability.

Table 42 Leavers – LU	Percentage	
	2014/15	2015/16
Women	15.5	19.1
Men	84.5	80.9
BAME employees	17.8	23.2
White employees	66.0	55.4
Prefer not to say/unknown	16.2	21.4
Who declared their disability	4.0	2.7
Who declared they did not have a disability	39.9	47.0
Prefer not to say/unknown	56.1	50.3



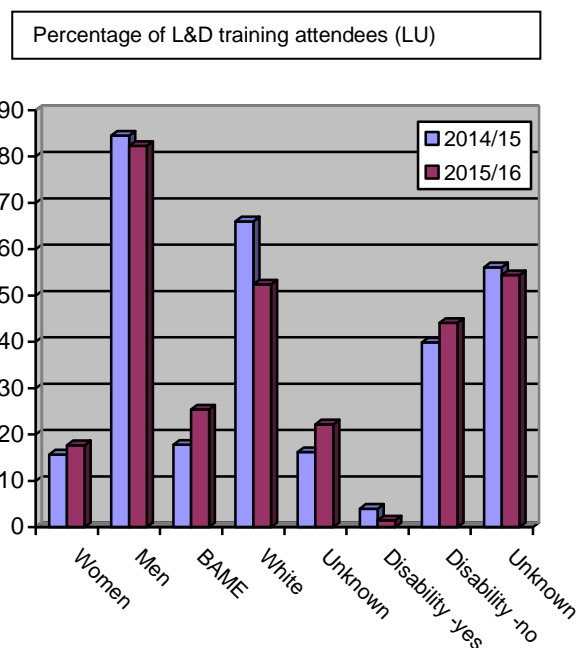
The main reasons for employees leaving LU during 2015/16 were:

- Resignation (29.4 per cent)
- Early retirement (16.5 per cent)
- Retirement on age grounds (15.4 per cent)

3. Training and development

Managing equality and inclusion (MEDI) training is attended by all LU operational employees. Table 43 provides a breakdown by gender, ethnicity and disability of all the other L&D courses attended.

Table 43 - L&D training attendees (LU)	Percentage	
	2014/15	2015/16
Women	15.5	17.7
Men	84.5	82.3
BAME employees	17.8	25.4
White employees	66.0	52.4
Prefer not to say/unknown	16.2	22.2
Who declared their disability	4.0	1.5
Who declared they did not have a disability	39.9	44.1
Prefer not to say/unknown	56.1	54.4



4. Reward

- Make a Difference awards

Table 44 provides a breakdown by gender, ethnicity and disability of the 5,092 Make a Difference awards.

Table 44 – Make a Difference awards (LU)	Categories				Total
	Instant	Bronze	Silver	Gold	
Women	164	549	292	49	1,054
Men	638	1,992	1,166	242	4,038
BAME	219	764	297	63	1,343
White	439	1,414	936	183	2,972
Prefer not to say	35	133	67	17	252
Unknown	109	230	158	28	525
Employees who declared their disability	12	46	30	7	95
Employees who declared they do not have a disability	411	1,333	617	136	2,497
Prefer not to say	11	37	23	6	77
Unknown	368	1,125	788	142	2,423

Table 45 provides a breakdown of the 73 awards for the behaviour 'Fair and Consistent' by gender, ethnicity and disability in 2015/16.

Table 45 – Make a Difference award by behaviour, Fair & Consistent	Categories				Total (No.)
	Instant	Bronze	Silver	Gold	
Women	0	21	3	0	24
Men	11	21	13	4	49
BAME	1	17	5	2	25
White	9	24	10	2	45
Prefer not to say	0	0	1	0	1
Unknown	1	1	0	0	2
Employees who declared their disability	0	0	0	0	0
Employees who declared they do not have a disability	6	20	4	1	28
Prefer not to say	0	0	0	0	0
Unknown	9	22	12	3	45

5. Performance

- Promotions

In 2015/16, there were 188 promotions within LU. Tables 46-48 provides a breakdown by gender, ethnicity and disability.

Table 46 – Overall promotions by gender

Year	Women		Men		Total
	No.	%	No.	%	No.
2014/15	49	29.3	118	70.7	167
2015/16	36	19.1	152	80.9	188

Table 47 – Overall promotions by ethnicity

Year	BAME		White		Unknown/prefer not to say		Total
	No.	%	No.	%	No.	%	No.
2014/15	48	28.7	89	53.3	30	18.0	167
2015/16	84	44.7	93	49.5	11	5.8	188

Table 48 – 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.
2014/15	1	0.6	79	47.3	87	52.1	167
2015/16	7	3.7	103	54.8	78	41.5	188

- Disciplinary, harassment and grievance case outcomes

Table 49 provides a breakdown of the category of case by gender, ethnicity and disability of the 361 case outcomes for LU.

Table 49 – Outcome of disciplinary, harassment and grievance cases (LU)	Disciplinary (No.)	Harassment (No.)	Grievance (No.)
Women	22	14	33
Men	139	33	120
BAME employees	58	17	39
White employees	81	22	86
Prefer not to say/unknown	22	8	28
Employees who have declared they have a disability	2	5	8
Employees who have declared they do not have a disability	81	22	67
Prefer not to say/unknown	78	20	78

Surface Transport

1. Introduction

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, the cycle hire scheme and Victoria Coach Station.

2. Surface Transport's people

In 2015/16, Surface Transport's workforce consisted of 30.4 per cent women, 26 per cent BAME employees and 105 employees who chose to declare a disability. Table 50 provides an overview of Surface Transport's workforce profile.

Table 50	2014/15	2015/16
Women (%)	31.0	30.4
Men (%)	69.0	69.6
BAME (%)	26.2	26.0
White (%)	55.5	50.9
Prefer not to say/unknown (%)	17.9	23.1
Employees who declared their disability (No.)	102	105



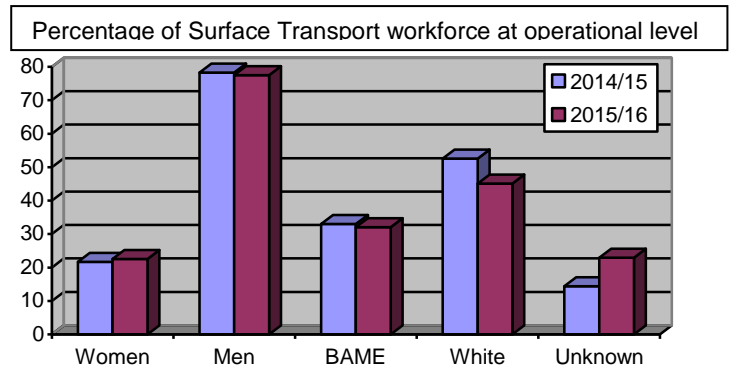
At senior management level, women represented 25.4 per cent, BAME employees 9.9 per cent, and there were three employees who declared a disability. Table 51 provides an overview of Surface Transport's workforce profile at the senior level.

Table 51	2014/15	2015/16
Women (%)	24.8	25.4
Men (%)	75.2	74.6
BAME (%)	11.1	9.9
White (%)	74.8	76.5
Prefer not to say/unknown (%)	14.1	13.6
Employees who declared their disability (No.)	6	3



At operational level, women represented 22.5 per cent, BAME employees represented 32 per cent, and there were 29 employees who chose to declare a disability. Table 52 provides an overview of Surface Transport’s workforce profile at the operational level.

Table 52	2014/15	2015/16
Women (%)	21.7	22.5
Men (%)	78.3	77.5
BAME (%)	33.0	32.0
White (%)	52.6	45.1
Prefer not to say/unknown (%)	14.4	22.9
Employees who declared their disability (No.)	29	29



Age, faith and belief, and sexual orientation

The diversity of Surface Transport employees is also illustrated in the age, faith and belief, and sexual orientation categories. Table 53 provides a breakdown of all Surface Transport employees by age bands, Table 54 by faith and belief and Table 55 by sexual orientation.

Table 53 – Surface Transport workforce by age	
Age classifications (years)	2015/16 (%)
16-24	1.4
25-34	23.9
35-44	30.6
45-54	26.7
55-64	14.4
65 plus	3.0

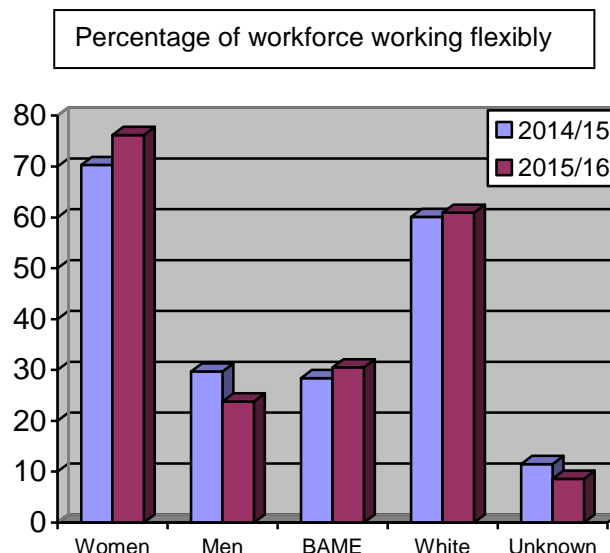
Table 54 – Surface Transport workforce by faith and belief	
Faith/Belief	2015/16 (%)
Buddhist	0.5
Christian	27.7
Hindu	2.0
Jewish	0.3
Muslim	3.4
Sikh	0.7
Other	2.1
None	14.9
Prefer not to say	5.0
Unknown	43.4

Table 55 – Surface Transport workforce by sexual orientation	
Sexual orientation	2015/16 (%)
Lesbian	0.6
Bisexual women	0.3
Heterosexual women	16.0
Gay men	1.3
Bisexual men	0.3
Heterosexual men	32.5
Prefer not to say	5.5
Unknown	43.5

Working flexibly

Overall 151 employees within Surface Transport work flexibly. Table 56 provides a breakdown of Surface Transport’s workforce who work flexibly.

Table 56 – Working flexibly	Percentage	
	2014/15	2015/16
Women	70.3	76.2
Men	29.7	23.8
BAME employees	28.4	30.5
White employees	60.1	60.9
Prefer not to say/unknown	11.5	8.6
Employees who declared their disability	44	7



Reasonable adjustments

Table 57 – Reasonable adjustment	2015/16 (%)
Women	59.1
Men	40.9
BAME employees	36.4
White employees	59.1
Prefer not to say/unknown	4.5

Overall, 22 employees in Surface Transport have a reasonable adjustment in place. Table 57 provides a breakdown of Surface Transport’s workforce with a reasonable adjustment.

Recruitment

- Joiners

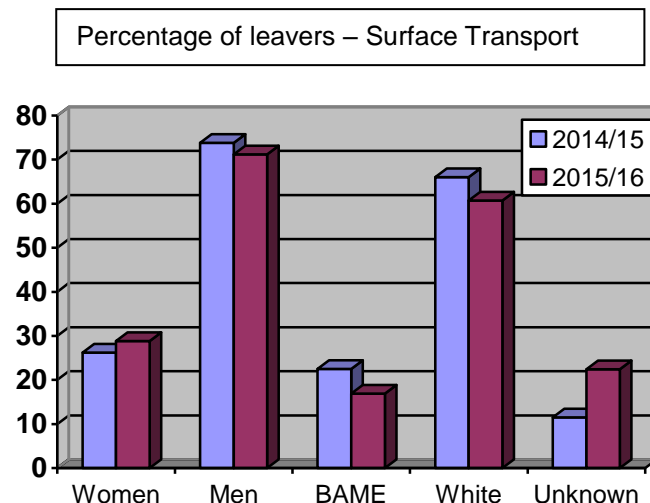
In 2015/16, 626 people joined Surface Transport. Table 58 provides a breakdown by gender, ethnicity and disability.

Table 58 Recruitment – Surface Transport	Applications	Shortlisted	Appointed
	(%)	(%)	(%)
Women	29.9	28.8	35.1
BAME	54.0	45.2	28.9
Disability	2.7	3.2	3.2

- Leavers

In 2015/16, 219 employees left Surface Transport. Table 59 provides a breakdown of leaver by gender, ethnicity and disability.

Table 59 Leavers – Surface Transport	Percentage	
	2014/15	2015/16
Women	26.2	28.8
Men	73.8	71.2
BAME employees	22.5	16.9
White employees	66.0	60.7
Prefer not to say/unknown	11.5	22.4
Who declared their disability	4.6	1.8
Who declared they did not have a disability	71.1	66.7
Prefer not to say/unknown	24.3	31.5



The main reasons for employees leaving Surface Transport during 2015/16 were:

- Resignation (41.6 per cent)
- Retirement on age grounds (16.4 per cent)

3. Training and development

Table 60 provides a breakdown by gender, ethnicity and disability of those employees who attended the equality training – Valuing People. Table 61 provides a breakdown of other L&D courses attended.

Table 60 Valuing People – Surface Transport	Percentage	
	2014/15	2015/16
Women	45.9	63.0
Men	54.1	37.0
BAME employees	24.3	10.
White employees	32.4	26.5
Prefer not to say/unknown	43.3	63.5
Employees who declared their disability	0	2.0
Employees who declared they did not have a disability	59.5	31.5
Prefer not to say/unknown	40.5	66.5

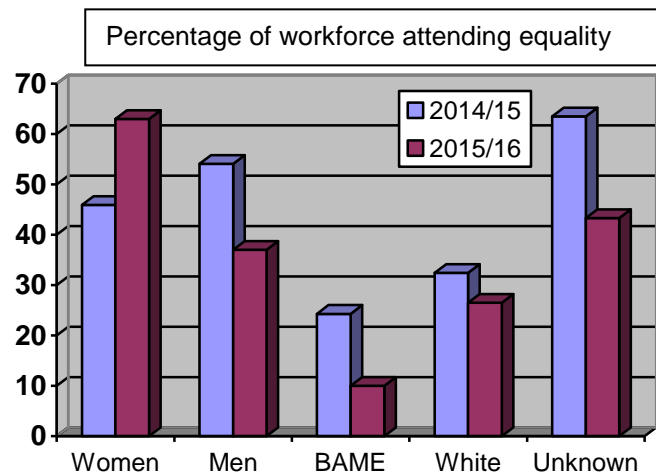
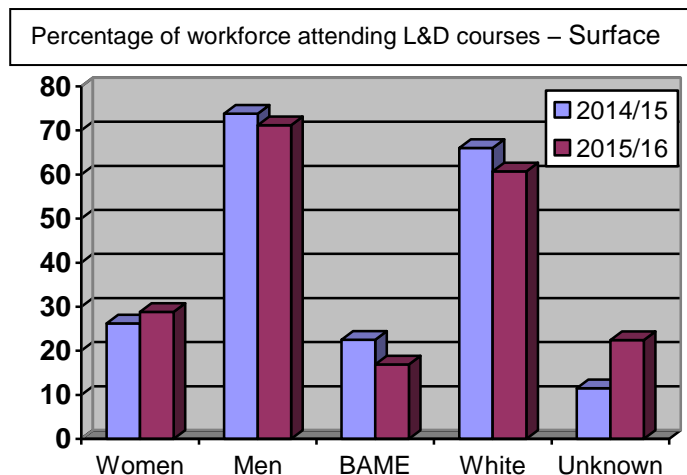


Table 61 L&D training attendees– Surface Transport	Percentage	
	2014/15	2015/16
Women	30.0	29.9
Men	70.0	70.1
BAME employees	25.3	18.6
White employees	53.9	54.2
Prefer not to say/unknown	20.8	27.2
Who declared their disability	2.8	2.5
Who declared they did not have a disability	63.7	59.1
Prefer not to say/unknown	33.5	38.4



4. Reward

Table 62 provides a breakdown by gender, ethnicity and disability of the 1,055 Make a Difference awards.

Table 62 – Make a Difference awards (Surface Transport)	Categories				Total
	Instant	Bronze	Silver	Gold	
Women	64	176	115	35	390
Men	19	293	213	60	665
BAME	59	110	66	19	254
White	65	255	189	60	569
Prefer not to say					57
Unknown					175
Employees who declared their disability	5	17	10	1	33
Employees who declared they do not have a disability	97	297	210	70	674
Prefer not to say	0	7	5	0	12
Unknown	61	148	103	24	336

Table 63 provides a breakdown of the 62 awards for the behaviour 'Fair and Consistent' by gender, ethnicity and disability in 2015/16.

Table 63 – Make a Difference awards Surface Transport	Categories				Total
	Instant	Bronze	Silver	Gold	
Women	1	2	2	0	5
Men	2	7	3	1	13
BAME	3	2	1	0	6
White	0	3	3	1	7
Prefer not to say	0	2	0	0	2
Unknown	0	2	1	0	3
Employees who declared their disability	1	0	0	0	1
Employees who declared they do not have a disability	2	5	3	0	10
Prefer not to say	0	1	0	0	1
Unknown	0	3	2	1	6

5. Performance

- Promotions

In 2015/16, there were 19 promotions with Surface Transport. Tables 64-66 provide a breakdown of promotions by gender, ethnicity and disability.

Table 64 – Overall promotions by gender

Year	Women		Men		Total
	No.	%	No.	%	No.
2014/15	48	40.3	71	59.7	119
2015/16	9	47.4	10	52.6	19

Table 65 – Overall promotions by ethnicity

Year	BAME		White		Unknown/prefer not to say		Total
	No.	%	No.	%	No.	%	No.
2014/15	19	16.0	72	60.5	28	23.5	119
2015/16	6	31.6	10	52.6	3	15.8	19

Table 66 – Overall promotions by disability

Year	Employees who have declared they have a disability		Employees who have declared they do not have a disability		Unknown/prefer not to say		Total
	No.	%	No.	%	No.	%	No.
2014/15	3	2.5	81	68.1	35	29.4	119
2015/16	0	0	12	63.2	7	36.8	19

- Disciplinary, harassment and grievance case outcomes

Table 67 provides a breakdown of the category of case outcomes by gender, ethnicity and disability of the 72 case outcomes in Surface Transport.

Table 67 – Outcome of disciplinary, harassment and grievance cases

Surface Transport	Disciplinary (No.)	Harassment (No.)	Grievances (No.)
Women	6	2	16
Men	32	2	14
BAME employees	10	0	11
White	23	3	14
Prefer not to say/unknown	5	1	5
Employees who have declared they have a disability	1	0	1
Employees who have declared they do not have a disability	22	2	20
Prefer not to say/unknown	15	2	9

Professional Services

1. Introduction

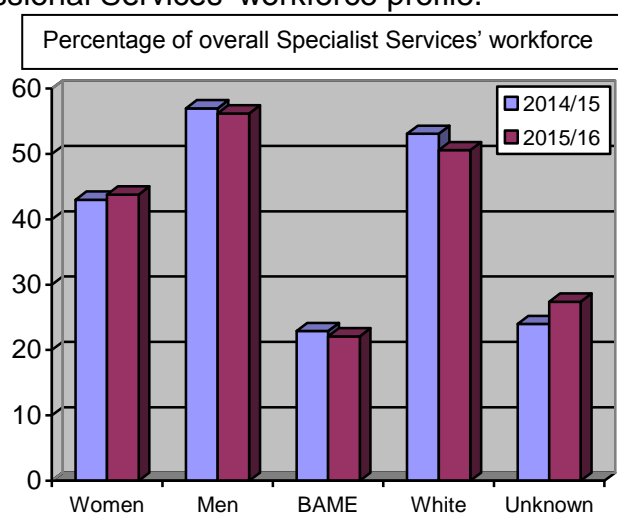
This part of the organisation is responsible for corporate policy, strategy and TfL-wide services. It consists of the following directorates: Finance, General Counsel, Human Resources, IT, Customers, Communications and Technology, and Planning.

2. Professional Services' people

In 2015/16, Professional Services' workforce consisted of 43.8 per cent women, 22.1 per cent BAME employees, and 138 employees who chose to declare a disability.

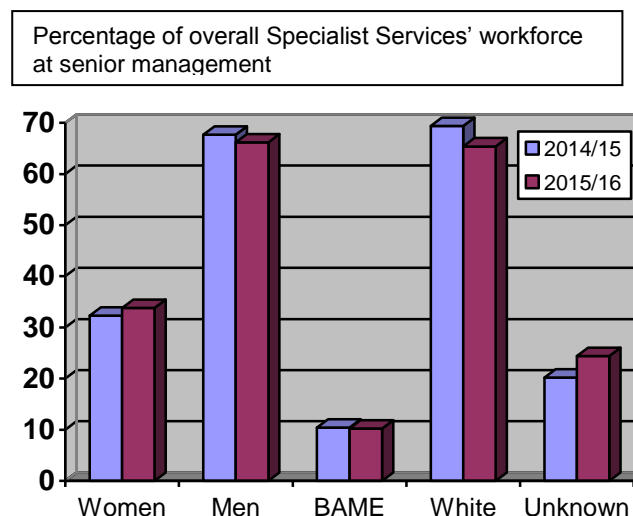
Table 68 below provides an overview of Professional Services' workforce profile.

Table 68	2014/15	2015/16
Women (%)	43.0	43.8
Men (%)	57.0	56.2
BAME employees (%)	22.9	22.1
White employees (%)	53.1	50.6
Prefer not to say/ unknown (%)	24.0	27.4
Employees who declared their disability (No.)	129	138



At senior management level, women represented 33.8 per cent, BAME employees represented 10.2 per cent, and there were 19 employees who chose to declare a disability. Table 69 provides an overview of Professional Services' workforce profile at the senior level.

Table 69	2014/15	2015/16
Women (%)	32.3	33.8
Men (%)	67.7	66.2
BAME employees (%)	10.4	10.2
White employees	69.4	65.4
Prefer not to say/unknown	20.2	24.4
Employees who declared their disability (No.)	18	19



Age, faith and belief and sexual orientation

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

Table 70 provides a breakdown of all Professional Services employees by age bands, Table 71 by faith and belief and Table 72 by sexual orientation.

Age classifications (years)	2015/16 (%)
16-24	6.7
25-34	28.2
35-44	30.7
45-54	24.2
55-64	9.5
65 plus	0.7

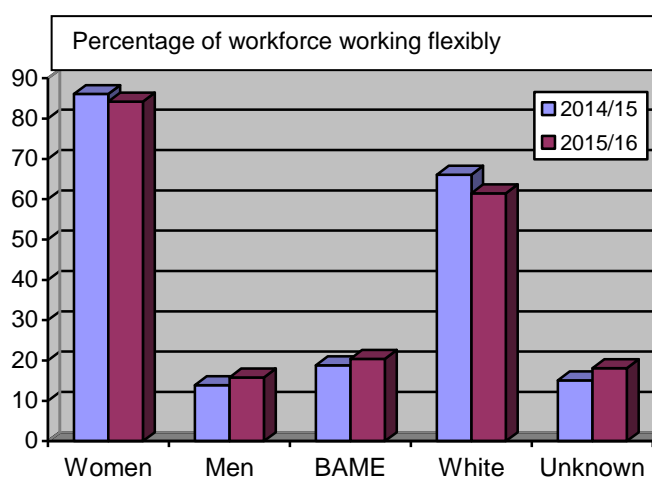
Faith/Belief	2015/16 (%)
Buddhist	0.3
Christian	25.0
Hindu	2.5
Jewish	0.5
Muslim	2.8
Sikh	0.8
Other	2.3
None	18.1
Prefer not to say	9.5
Unknown	38.1

Sexual orientation	2015/16 (%)
Lesbian	0.5
Bisexual women	0.3
Heterosexual women	22.7
Gay men	2.8
Bisexual men	0.1
Heterosexual men	26.8
Prefer not to say	8.4
Unknown	38.3

Working flexibly

Overall, 260 employees within Professional Services work flexibly. Table 73 provides an overview of Professional Services' workforce.

	Percentage	
	2014/15	2015/16
Women	86.1	84.2
Men	13.9	15.8
BAME employees	18.8	20.4
White employees	66.1	61.5
Prefer not to say/unknown	15.1	18.1
Employees who declared their disability	6	4



Reasonable adjustments

Table 74 – Reasonable adjustment in Professional Services	2015/16 (%)
Women	62.9
Men	37.1
BAME employees	22.9
White employees	71.4
Prefer not to say/unknown	5.7

Overall, 35 employees in Professional Services have a reasonable adjustment in place. Table 74 provides a breakdown of Professional Services' workforce with a reasonable adjustment.

Recruitment

- Joiners

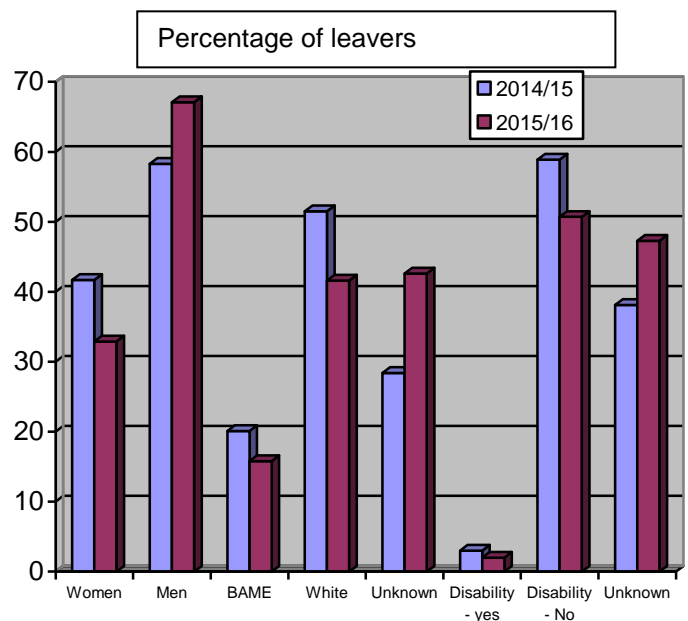
In 2015/16, 1,113 people joined Professional Services Table 75 provides a breakdown by gender, ethnicity and disability.

Table 75 Recruitment – Professional Services	Applications	Shortlisted	Appointed
	%	%	%
Women	36.6	37.2	48.0
BAME	46.0	33.3	26.1
Disability	2.4	2.4	2.1

- Leavers

In 2015/16, 298 employees left Professional Services. Table 76 provides a breakdown of leavers by gender, ethnicity and disability.

Table 76 Leavers – Professional Services	Percentage	
	2014/15	2015/16
Women	41.7	32.9
Men	58.3	67.1
BAME employees	20.1	15.8
White employees	51.5	41.6
Prefer not to say/unknown	28.4	42.6
Employees who declared their disability	3.0	2.0
Employees who declared they did not have a disability	58.9	50.7
Prefer not to say/unknown	38.1	47.3



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

- Resignation (57.4 per cent)
- Retired on age grounds (5.7 per cent)

3. Training and development

Table 77 provides a breakdown by gender, ethnicity and disability of those employees who attended the equality training – Valuing People. Table 78 provides a breakdown of other L&D courses attended.

Table 77 Valuing People training – Professional Services	Percentage	
	2014/15	2015/16
Women	43.3	46.2
Men	56.7	53.8
BAME employees	19.4	14.0
White employees	52.2	32.7
Prefer not to say/unknown	28.4	53.3
Employees who declared their disability (No.)	0	7

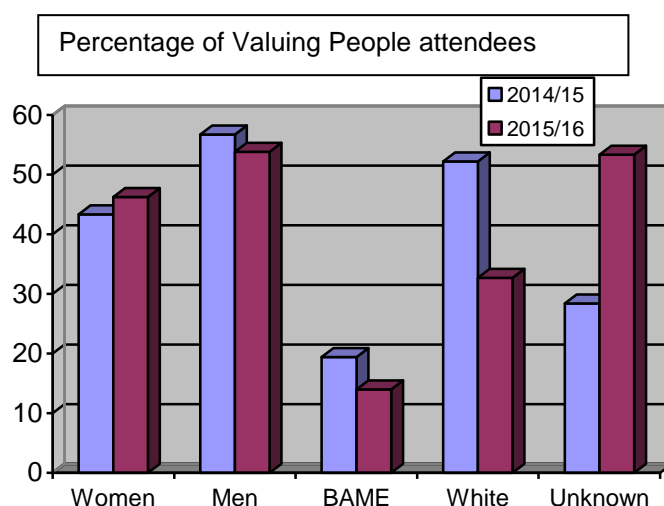
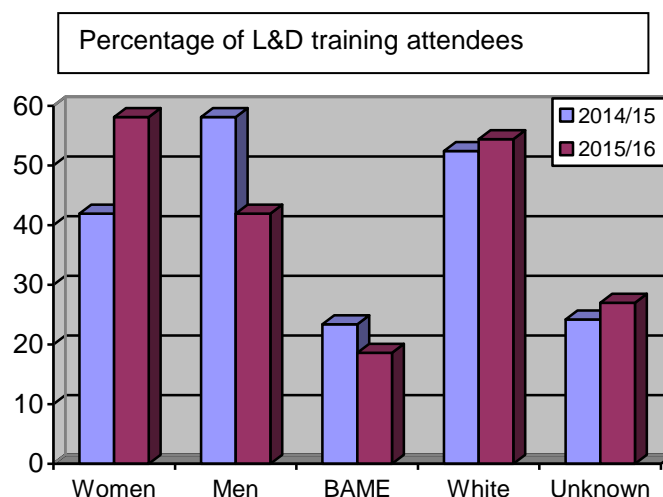


Table 78 L&D training – Professional Services	Percentage	
	2014/15	2015/16
Women	41.9	58.1
Men	580.1	41.9
BAME employees	23.4	18.6
White employees	52.4	54.4
Prefer not to say/unknown	24.2	27.0
Employees who declared their disability	81	99



4. Reward

- Make a Difference awards

Table 79 provides a breakdown by gender, ethnicity and disability of the 1,729 Make a Difference awards in Professional Services.

Table 79 – Make a Difference awards (Professional Services)	Categories				Total
	Instant	Bronze	Silver	Gold	
Women	41	309	315	102	77
Men	47	404	391	120	962
BAME	20	172	172	30	394
White	48	370	340	132	890
Prefer not to say	6	44	39	11	100
Unknown	14	127	155	49	345
Employees who declared their disability	3	21	26	8	58
Employees who declared they do not have a disability	56	451	417	132	1,056
Prefer not to say	6	40	31	8	85
Unknown	23	201	232	74	530

Table 80 provides a breakdown of the 16 awards for the behaviour 'Fair and Consistent' by gender, ethnicity and disability in 2015/16.

Table 80 – Make a Difference awards (Professional Services)	Categories				Total
	Instant	Bronze	Silver	Gold	
Women	0	3	1	4	8
Men	0	4	2	2	8
BAME	0	2	1	4	7
White	0	5	2	1	8
Prefer not to say	0	0	0	0	0
Unknown	0	0	0	1	1
Employees who declared their disability	0	0	0	0	0
Employees who declared they do not have a disability	0	7	3	3	13
Prefer not to say	0	0	0	0	0
Unknown	0	0	0	3	3

5. Performance

- Promotions

In 2015/16, there were 32 promotions within Professional Services. Table 81-83 provides a breakdown by gender, ethnicity and disability.

Table 81 – Overall promotions by gender

Year	Women		Men		Total
	No.	%	No.	%	No.
2014/15	69	39.2	107	60.8	176
2015/16	10	31.2	22	68.8	32

Table 82 – Overall promotions by ethnicity

Year	BAME		White		Unknown/prefer not to say		Total
	No.	%	No.	%	No.	%	No.
2014/15	26	14.8	89	50.6	61	34.7	176
2015/16	6	18.8	10	31.2	16	50.0	32

Table 83 – 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.
2014/15	5	2.8	89	50.6	82	46.6	176
2015/16	1	3.1	14	43.8	17	53.1	32

- [Disciplinary, harassment and grievance case outcomes](#)

Table 84 provides a breakdown of the case outcomes by gender, ethnicity and disability of the 60 case outcomes for Professional Services.

Table 84 – Outcome of disciplinary, harassment and grievance cases

Table 83 – Outcomes of disciplinary, harassment and grievance cases (Professional Services)	Disciplinary (No.)	Harassment (No.)	Grievances (No.)
Women	10	5	8
Men	16	5	16
BAME employees	14	3	8
White employees	9	7	12
Prefer not to say/unknown	3	0	4
Employees who have declared they have a disability	1	0	5
Employees who have declared they do not have a disability	21	8	13
Prefer not to say/unknown	4	2	6

London Rail

1. Introduction

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

2. London Rail's People

In 2015/16, London Rail's workforce consisted of 22.1 per cent women, 12 per cent BAME employees, and seven employees who chose to declare a disability. Table 85 provides an overview of London Rail's workforce profile.

Table 85	2014/15	2015/16
Women (%)	22.7	22.1
Men (%)	77.3	77.9
BAME employees (%)	13.8	12.0
White employees (%)	55.2	46.4
Prefer not to say/unknown (%)	31.0	41.6
Employees who declared their disability (No.)	5	7



At senior management level, women represented 15.4 per cent, BAME employees 7.7 per cent, and there was one employee who chose to declare a disability. Table 86 provides an overview of London Rail's workforce profile at the senior level.

Table 86	2014/15	2015/16
Women (%)	14.8	15.4
Men (%)	85.2	84.6
BAME employees (%)	6.6	7.7
White employees (%)	75.4	66.2
Prefer not to say/unknown (%)	18.0	26.1
Employees who declared their disability (No.)	2	1



Age, faith and belief, and sexual orientation

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

Table 87 provides a breakdown of all London Rail employees by age bands, Table 88 by faith and belief and Table 89 by sexual orientation.

Table 87 – London Rail workforce by age	
Age classifications (years)	2015/16 (%)
16-24	0.7
25-34	29.0
35-44	29.7
45-54	28.3
55-64	10.5
65 plus	1.8

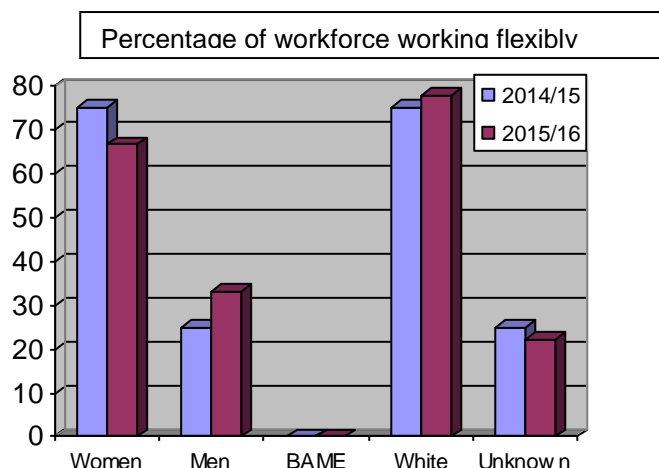
Table 88 – London Rail workforce by faith and belief	
Faith/Belief	2015/16 (%)
Buddhist	0
Christian	23.6
Hindu	2.2
Jewish	0.4
Muslim	1.1
Sikh	0.7
Other	0.7
None	14.5
Prefer not to say	11.1
Unknown	45.7

Table 89 – London Rail workforce by sexual orientation	
Sexual orientation	2015/16 (%)
Lesbian	0
Bisexual women	0
Heterosexual women	12.3
Gay men	1.8
Bisexual men	0.4
Heterosexual men	27.5
Prefer not to say	13.1
Unknown	44.9

Working flexibly

Overall, 9 employees within London Rail work flexibly. Table 90 provides a breakdown of London Rail workforce who work flexibly.

Table 90 – Working flexibly (London Rail)	Percentage	
	2014/15	2015/16
Women	75.0	66.7
Men	25.0	33.3
BAME	0	0
White	75.0	77.8
Prefer not to say/unknown	25.0	22.2
Employees who declared their disability (No.)	0	0



Reasonable adjustments

There were no reasonable adjustments within London Rail in 2015/16.

Recruitment

- Joiners

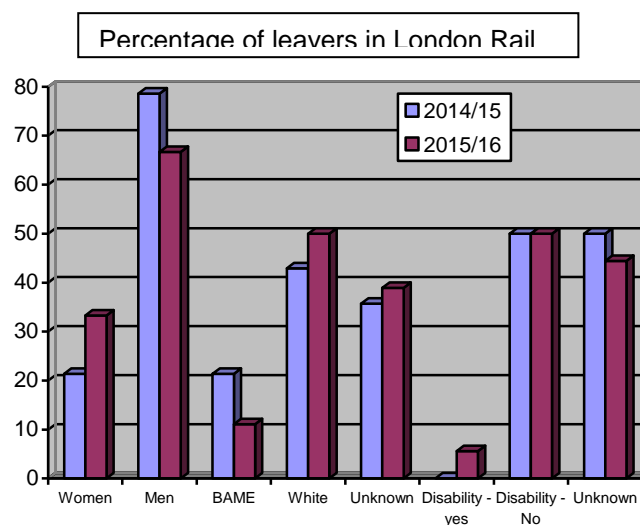
In 2015/16, 100 people joined London Rail. Table 91 provides a breakdown of joiners by gender, ethnicity and disability.

Table 91 Recruitment – London Rail	Applications	Shortlisted	Appointed (hired)
	%	%	%
Women	27.6	23.6	21.8
BAME	46.9	29.0	20.8
Disability	1.9	1.4	1.0

- Leavers

In 2015/16, 18 employees left London Rail. Table 92 provides a breakdown by gender, ethnicity and disability.

Table 92 Leavers – London Rail	Percentage	
	2014/15	2015/16
Women	21.4	33.3
Men	78.6	66.7
BAME employees	21.4	11.1
White employees	42.9	50.0
Prefer not to say/unknown	35.7	38.9
Employees who declared their disability	0	5.6
Employees who declared they did not have a disability	50.0	50.0
Prefer not to say/unknown	20.0	44.4



The main reason for employees leaving London Rail during 2014/15 was resignation (61.1 per cent).

3. Training and development

Table 93 provides a breakdown by gender, ethnicity and disability of those employees who attended the equality training – Valuing People. Table 94 provides a breakdown of other L&D courses attended.

Table 93 Valuing People training – London Rail	Percentage	
	2014/15	2015/16
Women	0	57.1
Men	100	42.9
BAME employees	33.3	0
White employees	66.7	7.1
Prefer not to say/unknown	0	92.9
Employees who declared their disability (No.)	0	0
Employees who declared their disability (No.)	66.7	7.1
Prefer not to say/unknown	33.3	92.9

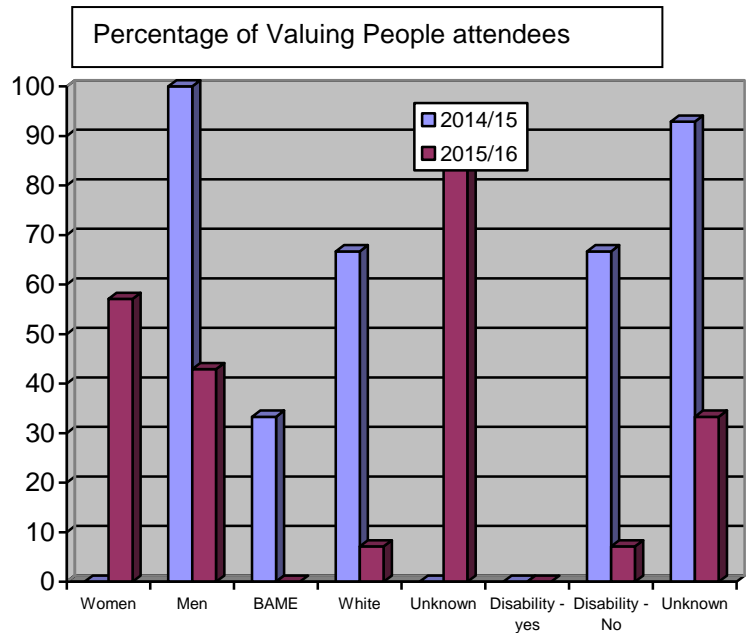
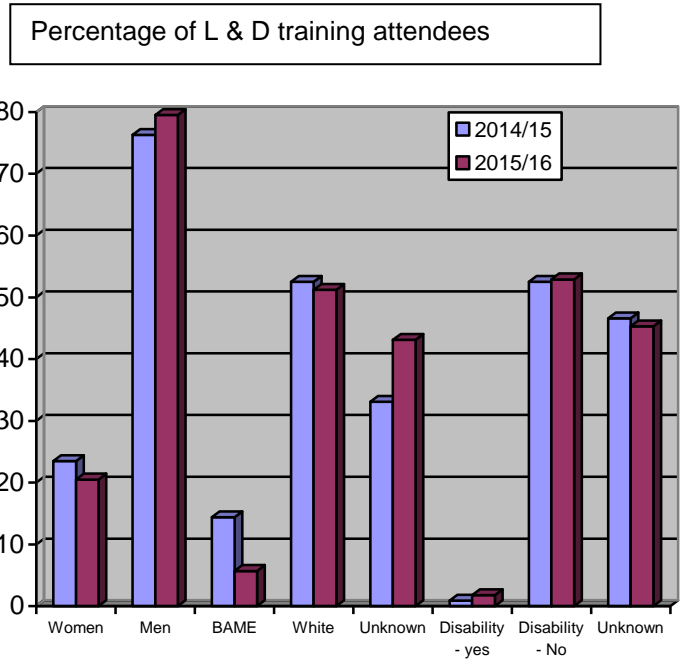


Table 94 L&D training – London Rail	Percentage	
	2014/15	2015/16
Women	23.5	20.5
Men	76.3	79.5
BAME employees	14.4	5.7
White employees	52.5	51.2
Prefer not to say/unknown	33.1	43.1
Employees who declared their disability (No.)	0.9	1.8
Employees who declared their disability (No.)	52.5	52.9
Prefer not to say/unknown	46.6	45.3



4. Reward

- Make a Difference awards

Table 95 provides a breakdown by gender, ethnicity and disability of the 27 Make a Difference awards in London Rail. There were no awards given for the behaviour 'Fair and Consistent' in 2015/16.

Table 95 – Make a Difference awards (London Rail)	Categories				Total
	Instant	Bronze	Silver	Gold	
Women	0	1	6	1	8
Men	1	12	5	1	19
BAME	0	1	1	0	2
White	0	4	6	1	11
Prefer not to say	0	2	1	0	3
Unknown	1	6	3	1	11
Employees who declared their disability	0	0	0	0	0
Employees who declared they do not have a disability	0	4	5	1	10
Prefer not to say	0	2	1	0	3
Unknown	1	7	5	1	14

5. Performance

- Promotions

In 2015/16, there were 20 promotions with London Rail. Table 96-98 provides a breakdown by gender, ethnicity and disability.

Table 96 – Overall promotions by gender

Year	Women		Men		Total
	No.	%	No.	%	No.
2014/15	2	20.0	8	80.0	10
2015/16	1	33.3	2	66.7	3

Table 97 – Overall promotions by ethnicity

Year	BAME		White		Unknown/prefer not to say		Total
	No.	%	No.	%	No.	%	No.
2014/15	1	10.0	7	70.0	2	20.0	10
2015/16	1	33.3	1	33.3	1	33.4	3

Table 98 – 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.	%	
2014/15	0	0	6	60.0	4	40.0	10
2015/15	0	0	0	0	3	100.0	3

- Disciplinary, harassment and grievance case outcomes

In 2015/16, London Rail had no cases.

Appendix 3 – Make a Difference awards

The Make a Difference award scheme allows all employees to be recognised under the same scheme and in the same way, and aims to promote, recognise, encourage and celebrate positive behaviours. The levels of recognition are shown below:

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