



TfL's Annual Workforce Monitoring Report

2016/17

About Transport for London (TfL)

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

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners'. We are committed to creating a fairer, greener, healthier and more prosperous city, with 80 per cent of all journeys being made on foot, by cycle or using public transport by 2041.

We manage the city's 'red route' strategic roads and, through collaboration with the London boroughs, can help shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency and improve air quality, revitalise town centres, boost businesses and connect communities.

We run most of London's public transport services, including the London Underground, London Buses, the 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. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We are moving ahead with many of London's most significant infrastructure projects, using transport to unlock growth. We are working with partners on major projects like Crossrail 2 and the Bakerloo line extension that will deliver the new homes and jobs London and the UK need. We are in the final phases of completing the Elizabeth line which, when it opens, will add 10 per cent to London's rail capacity.

Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are constantly working to improve the city for everyone. This means freezing fares so everyone can afford to use public transport, using data and technology to make services intuitive and easy to use, and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people that use them every day.

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Foreword



The Mayor has an ambitious programme to deliver a modern and affordable transport network for London.

We are transforming to ensure that we can meet both the Mayor's ambition as well as meeting the increasing demand and expectations of our customers.

We are focusing on getting ourselves leaner, fitter and more customer-focused, and therefore we want and are making every effort to ensure that our workforce is representative of London's working population.

We are also supporting the mayoral vision of '*a fair and equal city*' that will set the pace and direction for us over the next four years.

The 2016/17 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 that reads "Tricia Wright".

Tricia Wright
Director Human Resources
TfL

Introduction

London's population is growing fast and is expected to rise to 10.5 million by 2041 – creating five million additional journeys every day. Our role is to provide a transport service that meets this growing demand.

We are therefore transforming TfL to ensure that the organisation becomes leaner, fitter and more customer-focused. We are focusing strongly on diversity and inclusion to ensure our workforce is representative of London's economically active population.

This will allow us to meet both the external challenges that impact us and to meet increasing customer demand and expectations.

TfL's commitment to equality – Action on Equality

Action on Equality sets out our commitment to promoting equality for our customers, staff and stakeholders, and supports and builds on our overall vision for the Capital – keeping it working, growing and making life in it better. It also outlines our commitment to meeting our duties in the Equality Act 2010.

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.

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 2016 to 31 March 2017. It provides equality data covering recruitment and development, the outcomes of harassment and grievance outcome cases, plus promotion statistics by gender, ethnicity and disability. The equality data covers all our permanent employees* in both operational and non-operational roles.

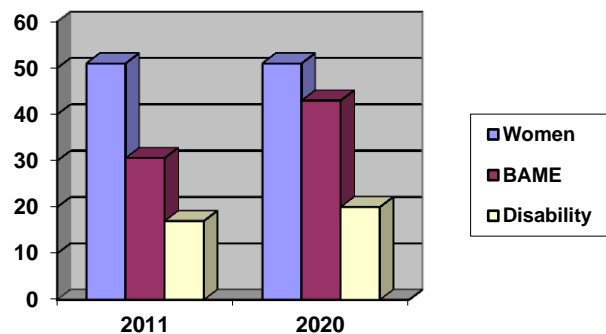
This report complies with the recommendations of the Equality and Human Rights Commission guidance to public sector equality duties.

*Includes staff who joined TfL from Tube Lines

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 black, Asian and minority ethnic (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 slightly more than 43 per cent in 2020. By 2020, almost 12 per cent of Londoners will be aged 65 or over, and slightly more than 30 per cent will be under 25. Londoners (16+) with a disability by 2020 will represent slightly more than 20 per cent.



*Source: Based on Annual Population Survey 2014, Office for National Statistics (ONS) and Greater London Authority (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 our progress of diversity.

- **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**

The 2017/18 report will reflect the new Mayor's equality priorities.

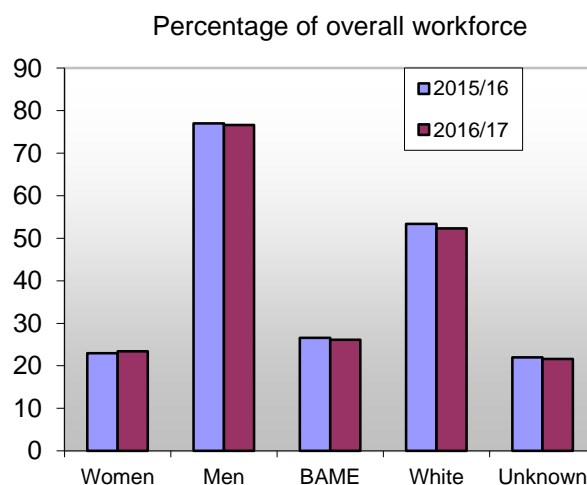
Our people

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 2017, we employed 27,453 people on a permanent basis. Of these, 23.4 per cent are women and 26.1 per cent are from a BAME community. A total of 512 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.

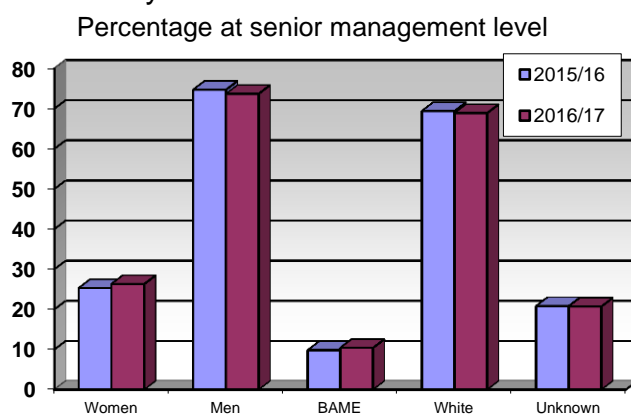
Table 1	2015/16	2016/17
Women (%)	23	23.4
Trans women (No.)	6	7
Men (%)	77	76.6
Trans men (No.)	7	7
BAME (%)	26.6	26.1
White (%)	53.4	52.3
Prefer not to say/unknown (%)	20.0	21.6
Employees who declared their disability (No.)	540	512



Senior management

The senior management level represents 4.9 per cent of the organisation. The percentage of women is 26.3 per cent, the percentage of BAME employees is 10.4 per cent and the number of employees who have declared their disability is 26 per cent (see table 2). No employee declared that they were Trans at this level.

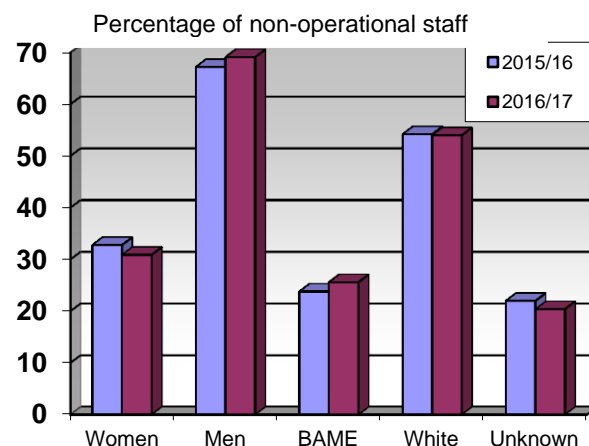
Table 2	2015/16	2016/17
Women (%)	25.3	26.3
Men (%)	74.7	73.7
BAME (%)	9.8	10.4
White (%)	69.4	68.9
Prefer not to say/unknown (%)	20.8	20.7
Employees who declared their disability (No.)	24	26



Non-operational level

The support level of the organisation represents 45 per cent of the organisation providing administrative, specialist and policy guidance. See table 3.

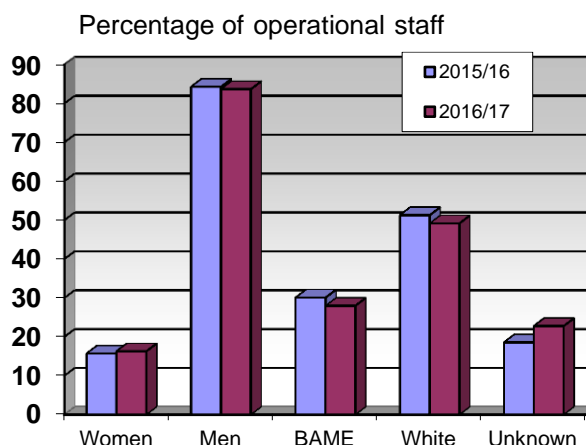
Table 3	2015/16	2016/17
Women (%)	32.8	30.9
Trans women (No.)	4	5
Men (%)	67.2	69.1
Trans men (No.)	0	2
BAME (%)	23.8	25.6
White (%)	54.2	54.0
Prefer not to say/unknown (%)	22.0	20.4
Employees who declared their disability (No.)	305	331



Operational service

The operational part of TfL is the largest within the organisation and represents 50.1 per cent 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 16.3 per cent, BAME employee representation is 28 per cent and the number of disabled employees is 155. See table 4.

Table 4	2015/16	2016/17
Women (%)	15.7	16.3
Trans women (No.)	2	2
Men (%)	84.3	83.7
Trans men (No.)	7	4
BAME (%)	30.1	28.0
White (%)	51.3	49.2
Prefer not to say/unknown (%)	18.6	22.8
Employees who declared their disability (No.)	211	155



Age, faith and belief, and sexual orientation

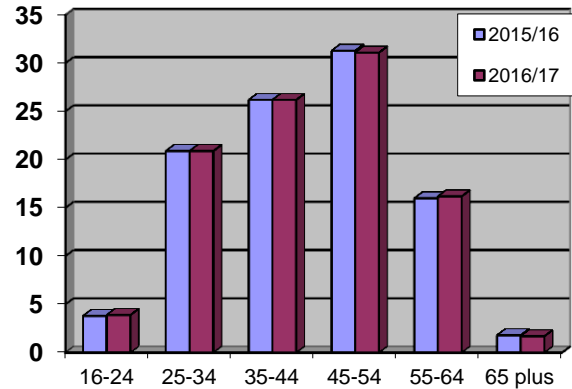
The diversity of our employees is illustrated in the age, faith and belief, and sexual orientation categories.

- Workforce by age

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

Age classifications (years)	2015/16 (%)	2016/17 (%)
16-24	3.8	3.9
25-34	20.9	20.9
35-44	26.2	26.2
45-54	31.3	31.1
55-64	16.0	16.2
65 plus	1.8	1.7

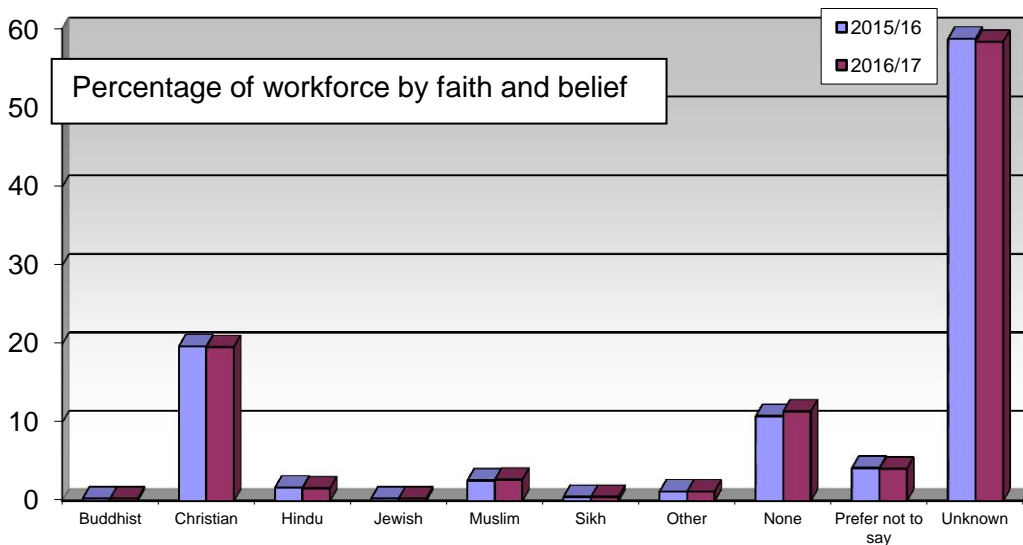
Percentage of workforce by age



- Workforce by faith and belief

The top three faiths and beliefs at TfL are Christianity (19.7 per cent), no faith/belief (11.4 per cent) and Islam (2.7 per cent). See table 6 for the breakdown of all the faiths and beliefs of employees.

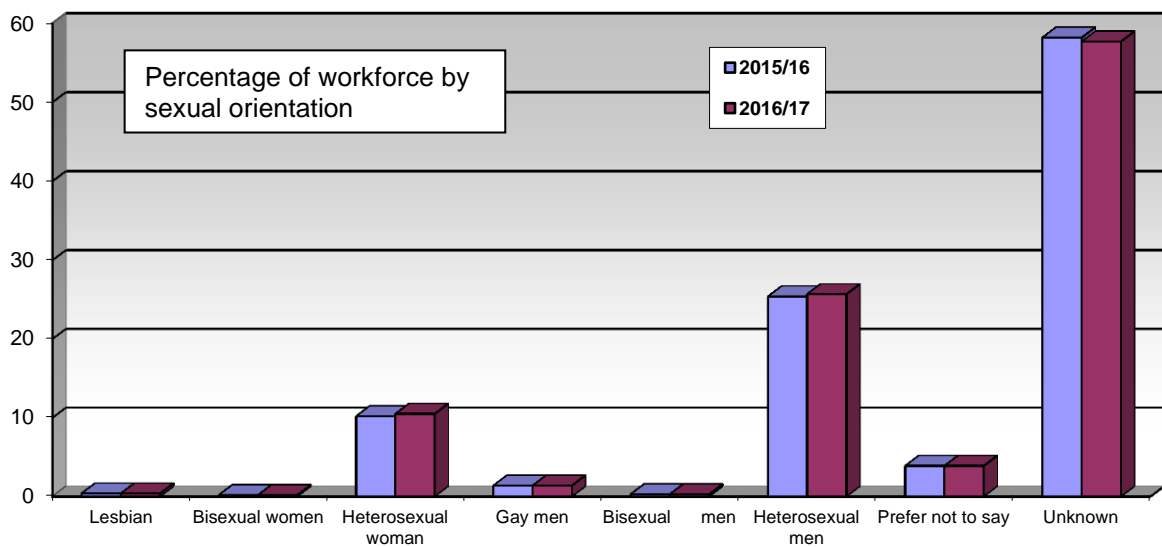
Faith/belief	2015/16 (%)	2016/17 (%)
Buddhist	0.3	0.3
Christian	19.6	19.7
Hindu	1.7	1.6
Jewish	0.3	0.3
Muslim	2.6	2.7
Sikh	0.5	0.5
Other	1.2	1.2
None	10.8	11.4
Prefer not to say	4.2	4.1
Unknown	58.8	58.2



- Workforce by sexual orientation

Employees who have chosen to share information about their sexual orientation remains at a similar level to that of 2016/17. This is illustrated in table 7.

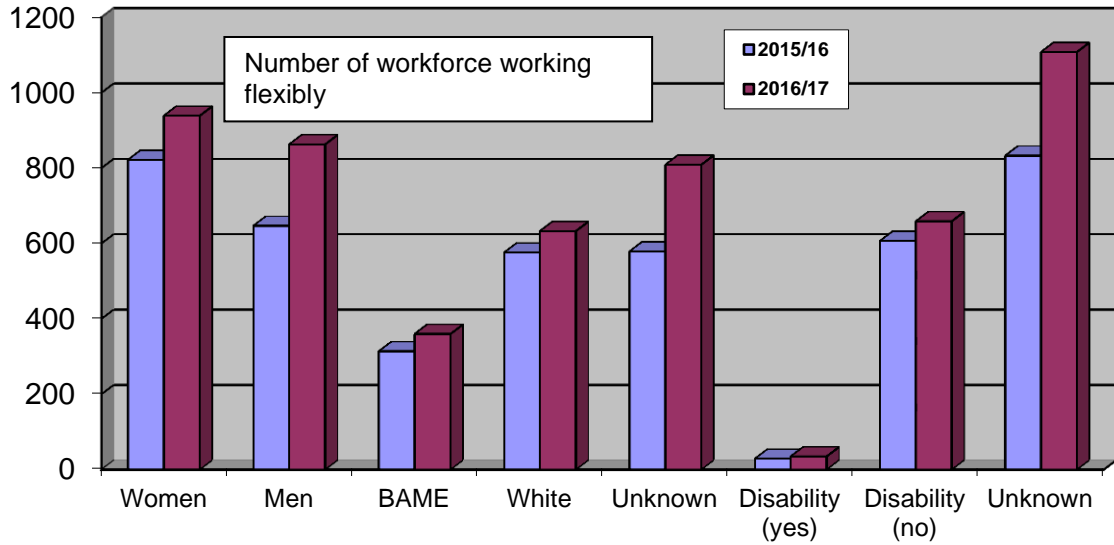
Sexual orientation	2015/16 (%)	2016/17 (%)
Lesbian	0.4	0.4
Bisexual women	0.2	0.2
Heterosexual women	10.2	10.5
Gay men	1.4	1.4
Bisexual men	0.3	0.3
Heterosexual men	25.4	25.7
Prefer not to say	3.9	3.9
Unknown	58.2	57.6



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 1,802 employees who have formal arrangements in place. Table 8 provides a breakdown of the different groups.

	2015/16 (No.)	2016/17 (No.)
Women	822	939
Men	647	863
BAME	314	360
White	576	633
Prefer not to say/unknown	579	809
Employees who declared their disability	29	35
Employees who declared they do not have a disability	607	659
Prefer not to say/Unknown	833	1,108

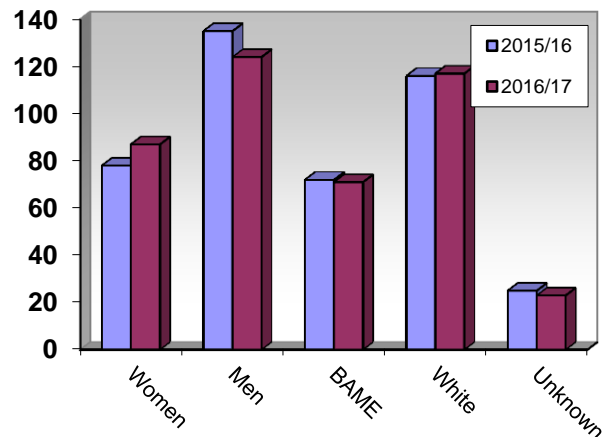


Reasonable adjustments

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 them to fulfil their roles. Overall, we have 211 employees who have a reasonable adjustment in place, see table 9.







Table 9	2015/16 (No.)	2016/17 (No.)
Women	78	87
Men	135	124
BAME	72	71
White	116	117
Prefer not to say/unknown	25	23

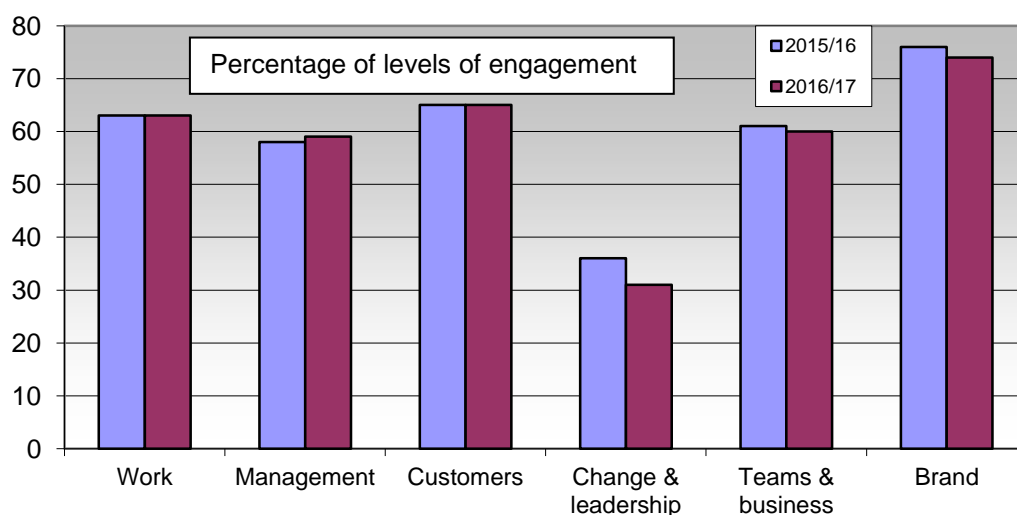
Percentage of workforce with a reasonable adjustment



Staff survey – Viewpoint

Our staff survey, Viewpoint, generated an overall total engagement score of 58 per cent. See table 10 for the top-line results for TfL overall, broken down into six themes.

Table 10 – Total Engagement themes		2015/16 (%)	2016/17 (%)	Variance
 Engagement with work		63	63	0
 Engagement with management		58	59	+1
 Engagement with our customers		65	65	0
 Engagement with change and leadership		36	31	-5
 Engagement with your teams and the wider business		61	60	-1
 Engagement with the brand		76	74	-2



Action on Equality: Annual Progress Report 2016/17

The 2016/17 Annual Progress Report, documenting our annual progress made against our Action on Equality programme has recently been published and is available at <http://content.tfl.gov.uk/2016-17-progress-report-action-on-equality.pdf>

Action on Equality is a report setting out TfL's commitment to promoting equality and inclusion for our customers, staff and stakeholders up to 2020. It is in line with the Equality Act 2010, and was developed following extensive research and engagement with interest groups and colleagues. These commitments are based on our vision that 'every person matters in keeping London moving, working and growing'.

This annual report will be followed by the publication of the Year Two Action Plan which will outline the updated objectives and targets for TfL over 2017/18 and commits us to a range of activities to champion diversity and inclusion.

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



International Women's Day



To celebrate International Women's Day 2017, TfL with our Women's Staff Network Group coordinated a week-long programme of employee events during March, to highlight the work we are doing to champion gender diversity. This included events to advocate the importance of flexible or remote

working and the benefits this offers, workshops for women returners designed to support those returning after an extended career break, and networking events for working parents and parents-to-be.

Skills and Employment Strategy

We continue to support young Londoners to explore science, technology, engineering and mathematics (STEM) careers in transport and gain the skills they need for their working lives through our School Skills programme. This is part of our Skills and Employment Strategy and builds on the work of Inspire Engineering and the Greenwich Trust School formerly the Royal Greenwich University Technical College (UTC).

On 10 March 2017, 19 schools and colleges signed up to participate in our annual TfL Schools Challenge in association with Cleshar. This year saw the participation of five girls' schools for the first time. Students were challenged to work together to come up with an innovative solution to a real TfL issue.

Students were quizzed on their proposals by a panel made up of senior leaders from



across the organisation, before the winning team members were awarded with an iPad each, a trophy and a certificate to recognise their achievement. Work experience placements (also part of their prize package) will take place later this year. Team AMHR Engineers from City

and Islington College beat four other finalist teams to the top spot and scooped the winning title. The winning team's idea was to introduce seating made from a material that generates energy when pressure is applied.

School engagement

Our school engagement programme has sought to engage with young people, especially girls to tackle underrepresentation in our industry and to raise aspirations of BAME and working-class students.

During 2016/17, 225 Engineering Ambassadors, 177 inspiring future volunteers and our school skills and apprentice recruitment team delivered STEM and careers initiatives at schools across London. Initiatives start at primary school age and seek to build enthusiasm for transport and STEM subjects at events hosted by the London Transport Museum, through the School Skills Challenge in secondary school, to apprentice and graduate opportunities.

Over the past year TfL has engaged with:

371 schools across 33 London boroughs

74 hardship schools across 15 of the most deprived London boroughs

48 girls' schools

In 2016/17, we successfully targeted schools in 15 of the most deprived boroughs. These schools had an average of 32 per cent of students on free school meals against the London wide average of 18.1 per cent. We will seek to build upon this success in 2017/18.

These initiatives help support the Mayor's ambitions for more young people to pursue STEM subjects and careers. They also help contribute towards targets set by the Strategic Transport Apprenticeship Taskforce, chaired by our Commissioner, which targets 20 per cent of all engineering and technical apprentices in the transport sector to be female by 2020.

Workplace adjustments

We have begun to develop a prototype workplace adjustments tool that will enable all employees to request the amendments they feel necessary to fulfil their roles and maximise their abilities. The pilot of this tool is scheduled for the summer 2017.

This tool will enable employees to request adjustments to their duties, work equipment or other adjustments to their roles. Additional advice and assistance will be provided by Occupational Health, Facilities or Information Management (IM) to help with changes requested.

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 2016/17, we received around 118,000 external applications for our roles. Table 11 provides a breakdown of the percentage of external candidates at each of the recruitment stages.

Table 11 Recruitment – external	Applications %		Shortlisted %		Appointed %	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
Women	29.9	28.7	27.5	29.4	32.1	33.6
BAME	45.8	56.7	34.9	61.8	23.0	46.7
Disability	2.1	2.2	2.2	2.7	1.5	2.8

Internal recruitment

For internal opportunities in 2016/17, around 17,600 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 %	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
Women	33.8	33.0	30.4	31.1	35.0	34.9
BAME	53.4	58.2	44.9	53.1	30.0	38.2
Disability	3.1	3.8	2.8	3.3	2.1	3.3

- **Graduate and Year in Industry schemes**

This past year has seen us overhaul our graduate programme to attract and select more diverse talent. Our selection process is now more about potential than past experience, so it's fair regardless of people's social background and the opportunities they have already had. Our fresh thinking is award winning – we've won the Diversity and Inclusion Initiative award from the Chartered Institute of Personnel and Development. This has led to 40 per cent of all graduate offers in 2016 being made to women, up from 31 per cent in 2015. The number of offers to BAME candidates has increased from 11 per cent in 2011 to 26 per cent in 2016.

	2015 (%)	2016 (%)
Women	31	40
Disability	3	4
BAME	22	26

- **Steps into Work**



Steps into Work is a one-year work experience programme for adults with learning disabilities. The programme is a partnership between TfL, Remploy and Barnet and Southgate College.

In 2016, 10 students completed the programme, with a further 12 students recruited in January 2017. The benefits of this scheme are demonstrated by 71 per cent of the 2015 cohort now being in paid employment, and one 2016 student working full-time at TfL in our Technology and Data (T&D) team.

- **Apprentices**

More than 175 people joined TfL as part of the last apprentice intake, an increase of more than 30 on the previous year. Of these, 24 per cent were women, a nine per cent increase on last year. London Underground (LU) is now registered as an 'Employer Provider' which means we can deliver some of our own apprentice training. We are looking to achieve the 'Lead Provider' status which would allow us to deliver apprentice training to the wider transport industry. This time next year will see TfL strive to meet the ambitious target for apprentice numbers set under the Government's Apprenticeship Levy, with the number of apprentice schemes available expanding to 35 this summer.



For the fifth year in a row, we hosted the Apprenticeship Recruitment Fair at City Hall on Thursday 9 March. Those who attended the fair were able to discover what the transport industry has to offer them, with around 400 apprenticeship positions at TfL and our suppliers being advertised

on the day. The transport industry is currently facing a skills gap and it is vital that organisations work together to tackle the challenge.

Over the past year we have helped create 175 apprentice places, an increase of more than 30 positions compared with 2015/16. This has helped contribute towards more than 7,600 apprentice positions at TfL, its suppliers, Crossrail and the London Transport Museum since 2009.

We are also supporting the Department for Transport’s Strategic Transport Apprenticeship Taskforce to help meet targets set by the Transport Infrastructure Skills Strategy which aims to create 30,000 new apprentices in the transport industry by 2020/21.

- **‘Out for Good’ pilot programme**

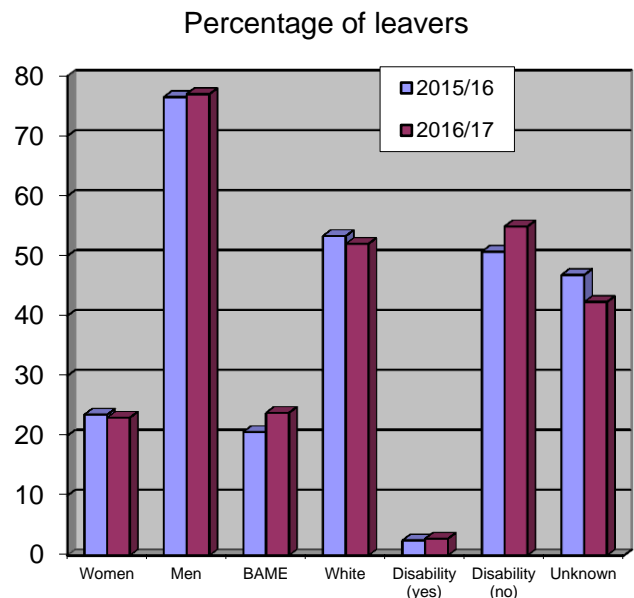
In March 2017, the Smart Sourcing team ran a number of workshops at HMP Brixton to give an overview of TfL, the opportunities available and to provide employability skills practice to help prepare offenders for competency-based interviews and assessments.

Successful candidates will be provided with ongoing support to help them make the transition into employment and begin their career at TfL. Of these recent workshops four offers have already been made to ex-offenders. Following the success of this pilot the Smart Sourcing team plans to expand this programme to other London prisons later this year.

Leavers

During 2016/17, slightly more than 2,100 people left the organisation. Table 14 provides a breakdown of leavers.

Table 14 – Leavers	2015/16 (%)	2016/17 (%)
Women	23.5	23.0
Men	76.5	77.0
BAME employees	20.6	23.8
White employees	53.3	52.0
Prefer not to say/unknown	26.1	24.2
Employees who declared their disability	2.5	2.8
Employees who declared they did not have a disability	50.7	54.9
Prefer not to say/unknown	46.8	42.3



The main reasons for employees leaving during 2016/17 were:

- Resignation (32.6 per cent)
- Early Voluntary Severance (31.5 per cent)
- Retirement on age grounds (8.1 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 2016/17, 728 employees attended the course. Table 15 provides a breakdown.

Table 15 – Valuing People training	2015/16 (%)	2016/17 (%)
Men	58.9	65.3
Women	41.1	34.7
White	31.4	36.5
BAME	12.4	21.1
Unknown/prefer not to say	56.2	42.4
Disability – yes	1.7	1.8
Disability – no	39.9	47.0
Unknown/prefer not to say	58.4	51.2

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 2016/17

Table 16 – L&D training attendees	2015/16 (%)	2016/17 (%)
Men	74.2	76.6
Women	25.8	23.4
White	53.2	46.2
BAME	22.4	27.5
Unknown/prefer not to say	24.4	26.3
Disability	2.1	2.0
No disability	51.0	48.8
Unknown/prefer not to say	46.9	49.2

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. As part of the changes to enhance our culture of recognition and help ensure the long-term sustainability of our valued formal recognition scheme, the category '*Instant*' has been removed. See Appendix 3 for levels of recognition.

Overall, 5,634 Make a Difference awards were presented to employees during 2016/17. Table 16 shows a breakdown by award category.

Table 17 – Make a Difference awards	Categories			Total (No.)
	Bronze (No.)	Silver (No.)	Gold (No.)	
Women	816	594	184	1,594
Men	2,273	1,381	386	4,040
BAME	820	440	114	1,374
White	1,625	1,102	347	3,074
Prefer not to say	129	103	19	251
Unknown	515	330	90	935
Employees who declared their disability	71	60	8	139
Employees who declared they do not have a disability	1,599	1,001	332	2,932
Prefer not to say	55	51	10	116
Unknown	1,364	863	220	2,447

Table 18 shows a breakdown of the 64 awards for the behaviour 'Fair and Consistent' by gender, ethnicity and disability in 2016/17.

Table 18 – Make a Difference award – Fair and Consistent	Categories			Total (No.)
	Bronze (No.)	Silver (No.)	Gold (No.)	
Women	11	10	0	21
Men	21	18	4	43
BAME	9	4	1	14
White	17	18	3	38
Prefer not to say	2	2	0	4
Unknown	4	4	0	8
Employees who declared their disability	2	2	0	4
Employees who declared they do not have a disability	15	14	2	31
Prefer not to say	0	3	1	4
Unknown	15	9	1	25

Table 19 shows the overall number of awards given to our workforce in 2015/16 and 2016/17.

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.)	
2015/16	2,219	5,684	1,993	4,442	412	1,056	186	4,237	177	3,303	7,903
2016/17	1,594	4,040	1,374	3,074	251	935	139	2,932	116	2,447	5,634
Grand total	3,813	9,724	3,367	7,516	663	1,991	325	7,169	293	5,750	13,537

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. This aligns with the Mayor's commitment to support women in gaining equal pay and equal access to senior positions, and forms a part of our commitments in the Action on Equality.

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 2015/16 and 2016/17.

Table 20 – Overall performance ratings 2015/16 and 2016/17

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	
2015/16	16	0.2%	250	2.4%	7,644	74.0%	2,177	21.1%	225	2.2%	10,312
2016/17	37	0.3%	462	3.9%	8,767	73.9%	2,385	20.1%	217	1.8%	11,868

Table 21 – Overall performance ratings by gender for 2015/16 and 2016/17

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
		Percentage	Percentage	Percentage	Percentage	Percentage	
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
2016/17	Men	0.4%	4.4%	74.9%	18.7%	1.7%	8,179
	Women	0.2%	2.7%	71.8%	23.1%	2.2%	3,689

Table 22 – Overall performance ratings by ethnicity for 2015/16 and 2016/17

Year	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
		Percentage	Percentage	Percentage	Percentage	Percentage	
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
2016/17	BAME	0.6%	6.2%	77.1%	15.1%	0.9%	2,847
	White	0.2%	3.2%	72.7%	21.9%	2.0%	6,429
	Prefer not to say	0.3%	6.5%	73.2%	18.2%	1.7%	598
	Unknown	0.3%	1.9%	73.2%	22.0%	2.6%	1,994

Table 23 – Overall performance ratings by disability 2015/16 and 2016/17

	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
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
2016/17	Yes	0.6%	5.8%	77.1%	15.3%	1.2%	328
	No	0.3%	4.1%	71.8%	21.8%	2.0%	6,055
	Prefer not to say	0%	5.9%	70.6%	21.6%	1.9%	375
	Unknown	0.3%	3.4%	76.3%	18.3%	1.6%	5,110

Promotions²

In 2016/17, there were 2,692 promotions across the organisation. The increase in promotions is mainly due to organisational structure changes. See tables 24-26 for a breakdown by gender, ethnicity and disability.

Table 24 – Overall promotions by gender

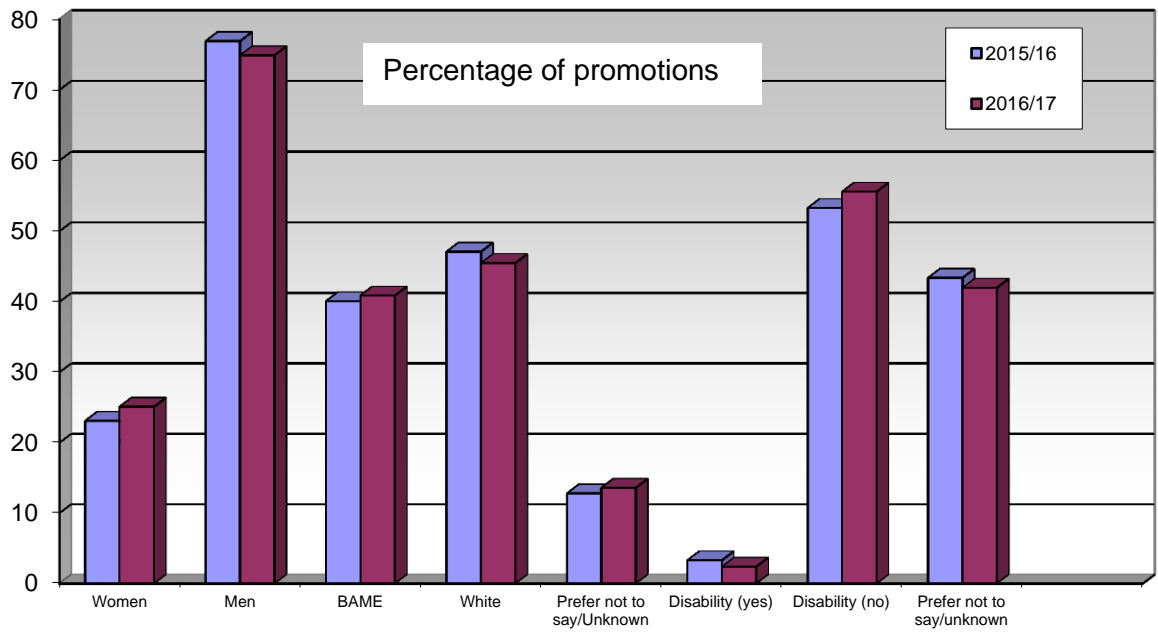
Year	Women		Men		Total
	No.	%	No.	%	
2015/16	56	23.1	186	76.9	242
2016/17	676	25.1	2,016	74.9	2,692

Table 25 – Overall promotions by ethnicity

Year	BAME		White		Prefer not to say/unknown		Total
	No.	%	No.	%	No.	%	
2015/16	97	40.1	114	47.1	31	12.8	242
2016/17	1,101	40.9	1,225	45.5	366	13.6	2,692

Table 26 – Overall promotions by disability

Year	Declared disability		Declared no disability		Prefer not to say/unknown		Total
	No.	%	No.	%	No.	%	
2015/16	8	3.3	129	53.3	105	43.4	242
2016/17	65	2.4	1,497	55.6	1,130	42.0	2,692



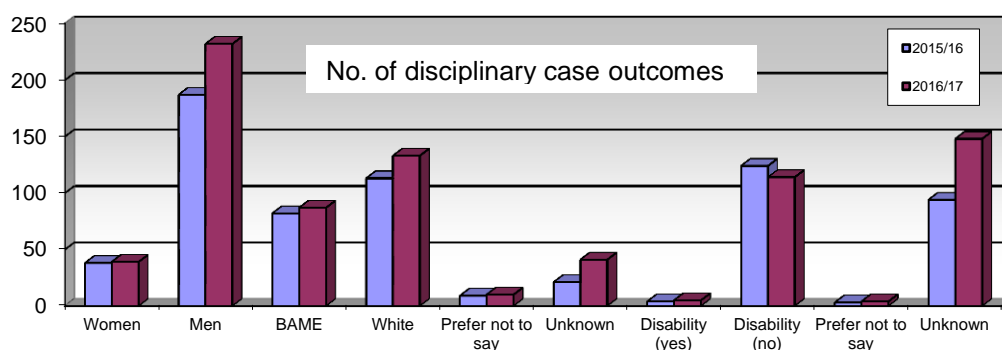
Disciplinary, grievance and harassment case outcomes

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

Disciplinary outcomes for 2016/17

	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	3	0	0	3	0	0	0	1	0	2
Written warning	30	23	7	14	9	1	6	1	10	1	18
Final written warning	18	15	3	13	4	0	1	0	13	0	5
Summary dismissal	29	25	4	13	10	0	6	0	10	0	19
Dismissal with notice	2	2	0	1	1	0	0	0	2	0	0
Informal advice and guidance	23	18	5	12	8	2	1	0	10	1	12
Case dismissal – no action	22	20	2	10	7	0	5	0	9	0	13
Regraded	2	2	0	1	1	0	0	0	0	0	2
Suspended dismissal	14	12	2	8	2	0	4	0	7	0	7
Employee resigned prior to disciplinary	26	26	0	12	9	1	4	1	15	0	10
Open	101	86	15	49	33	5	14	3	37	2	59
Other – retraining	1	1	0	0	0	1	0	0	0	0	1
Total	271	233	38	87	133	10	41	5	114	4	148

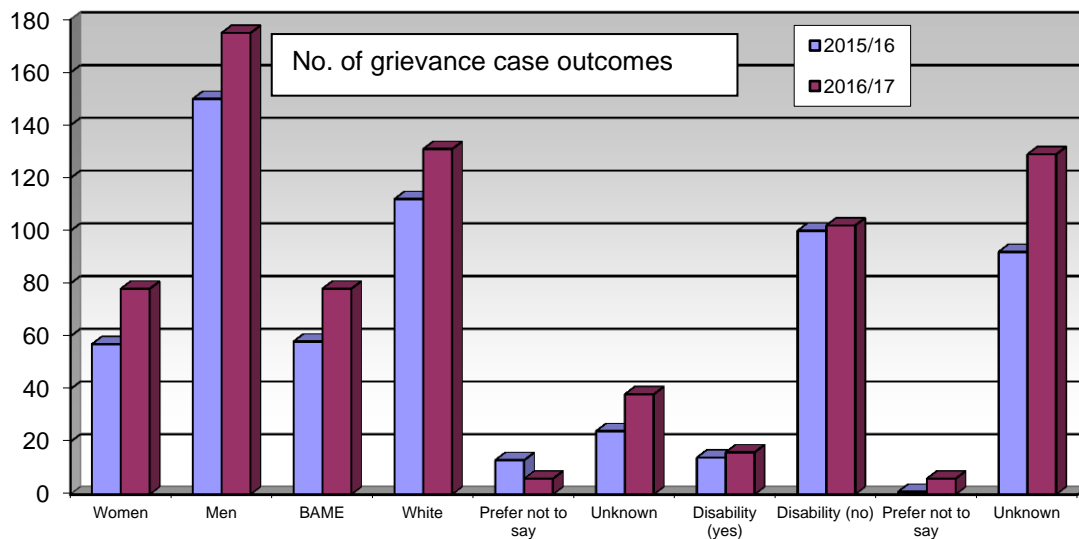
	2015/16 (No.)	2016/17 (No.)
Women	38	39
Men	187	233
BAME	82	87
White	113	133
Prefer not to say	9	10
Unknown	21	41
Disability – yes	4	5
Disability – no	124	114
Prefer not to say	3	4
Unknown	94	148



Grievance outcomes for 2016/17

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	83	59	24	44	26	0	13	6	33	1	43
Partly upheld	21	13	8	8	11	0	2	0	13	1	7
Resolved informally	20	14	6	9	8	0	3	1	6	0	13
Upheld	25	15	10	13	8	3	1	1	13	1	10
Referred to medication	3	2	1	2	0	0	1	0	1	0	2
Withdrawn	12	8	4	3	5	1	3	0	5	0	7
Referred to collective machinery	1	1	0	1	0	0	0	0	0	0	1
Other	0	0	0	0	0	0	0	0	0	0	0
Open	88	63	25	51	20	2	15	8	31	3	46
Total	253	175	78	131	78	6	38	16	102	6	129

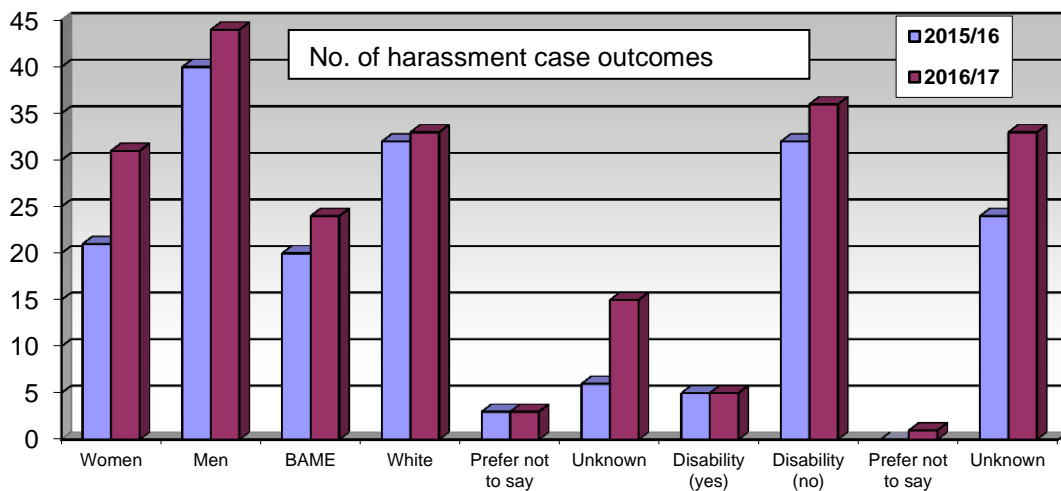
Table 30 – Overall number of grievance case outcomes	2015/16 (No.)	2016/17 (No.)
Women	57	78
Men	150	175
BAME	58	78
White	112	131
Prefer not to say	13	6
Unknown	24	38
Disability – yes	14	16
Disability – no	100	102
Prefer not to say	1	6
Unknown	92	129



Harassment outcomes for 2016/17

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	19	13	6	11	4	0	4	3	7	0	9
Complaint partially upheld	2	0	2	1	0	0	1	0	0	0	2
Complaint upheld	9	6	3	6	2	0	1	1	4	0	4
Complaint withdrawn	5	4	1	2	2	0	1	1	1	0	3
Decision upheld	0	0	0	0	0	0	0	0	0	0	0
Decision not upheld	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Open	40	21	19	13	16	3	8	1	4	0	4
Total	75	44	31	33	24	3	15	5	36	1	33

Table 32 – Overall number of harassment case outcomes	2015/16 (No.)	2016/17 (No.)
Women	21	31
Men	40	44
BAME	20	24
White	32	33
Prefer not to say	3	3
Unknown	6	15
Disability – yes	5	5
Disability – no	32	36
Prefer not to say	0	1
Unknown	24	33



Appendix 1 – Our 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 every day	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, and Professional Services.

London Underground

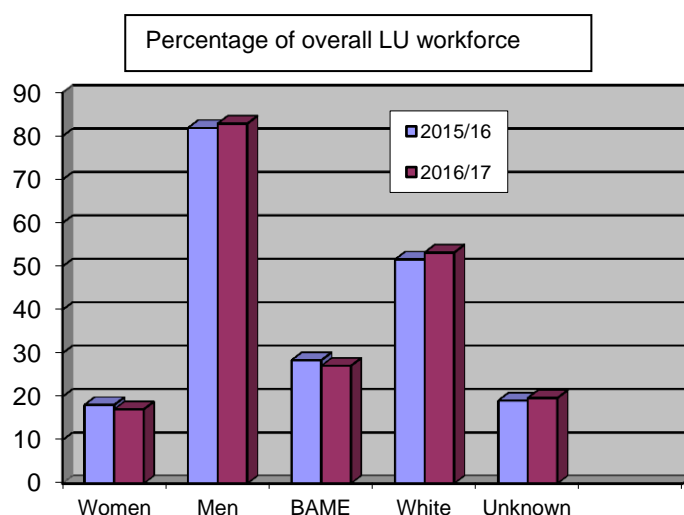
1. Introduction

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

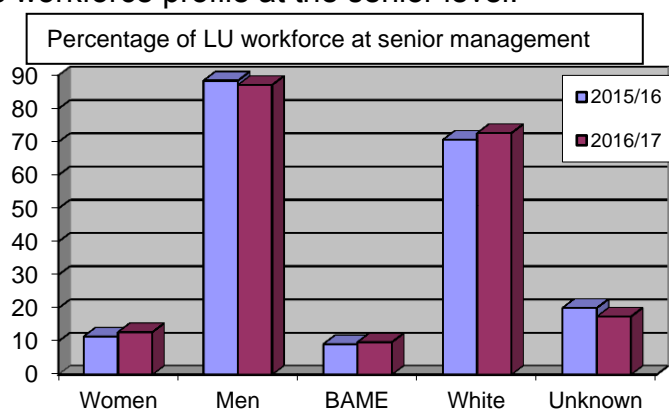
In 2016/17, LU's workforce consisted of 17.1 per cent women, 27.1 per cent BAME employees and 260 employees who chose to declare a disability. Table 33 provides an overview of LU's workforce profile.

Table 33	2015/16	2016/17
Women (%)	18.1	17.1
Men (%)	81.9	82.9
BAME (%)	28.4	27.1
White (%)	51.6	53.2
Prefer not to say/unknown (%)	19.1	19.7
Employees who declared their disability (No.)	282	260



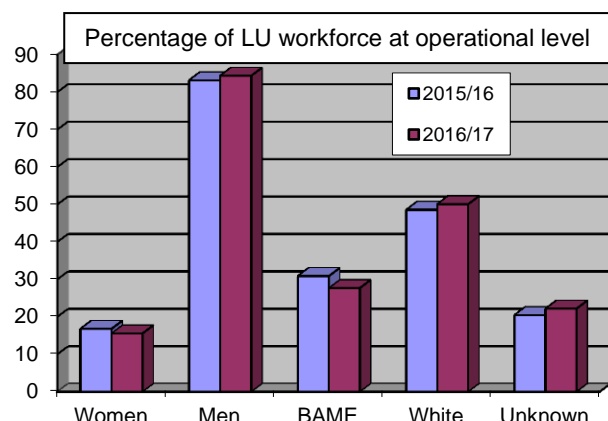
At senior management level, women represented 12.8 per cent and BAME employees represented 9.8 per cent. Three employees chose to declare a disability at a senior level. Table 34 provides an overview of LU's workforce profile at the senior level.

Table 34	2015/16	2016/17
Women (%)	11.5	12.8
Men (%)	88.5	87.2
BAME (%)	9.2	9.8
White (%)	70.7	72.7
Prefer not to say/unknown (%)	20.1	17.5
Employees who declared their disability (No.)	1	3



At operational level, women represented 15.6 per cent, BAME employees represented 27.7 per cent, and 130 employees chose to declare a disability. Table 35 provides an overview of LU's workforce profile at the operational level.

Table 35	2015/16	2016/17
Women (%)	16.8	15.6
Men (%)	83.2	84.4
BAME (%)	30.9	27.7
White (%)	48.6	50.1
Prefer not to say/unknown (%)	20.5	22.2
Employees who declared their disability (No.)	181	130



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 the 2016/17 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)	2016/17 (%)
16-24	3.3
25-34	19.4
35-44	24.2
45-54	33.4
55-64	17.9
65 plus	1.8

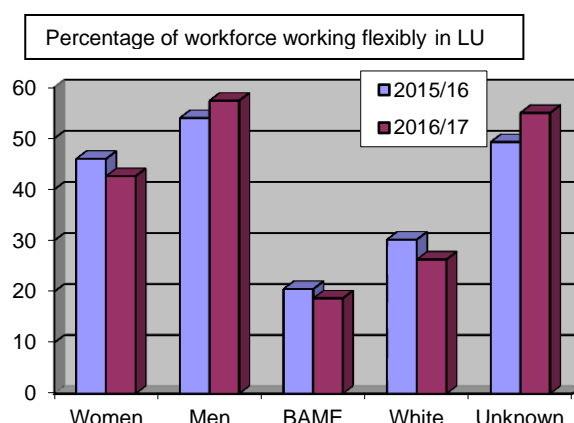
Table 37 – LU's workforce by faith and belief	
Faith/belief	2016/17 (%)
Buddhist	0.3
Christian	16.4
Hindu	1.3
Jewish	0.2
Muslim	2.5
Sikh	0.4
Other	0.7
None	8.7
Prefer not to say	2.8
Unknown	66.7

Table 38 – LU's workforce by sexual orientation	
Sexual orientation	2016/17 (%)
Lesbian	0.4
Bisexual women	0.1
Heterosexual women	6.2
Gay men	1.1
Bisexual men	0.3
Heterosexual men	23.8
Prefer not to say	2.6
Unknown	65.5

Working flexibly

Overall, 1,345 employees work flexibly in LU. Table 39 provides a breakdown of LU's workforce.

Table 39 – workforce working flexibly	2015/16 (%)	2016/17 (%)
Women	46.0	42.6
Men	54.0	57.4
BAME	20.5	18.7
White	30.2	26.3
Prefer not to say/unknown	49.3	55.0
Employees who declared their disability (No.)	18	20



Reasonable adjustments

Table 40 – workforce with reasonable adjustments	2015/16 (%)	2016/17 (%)
Women	78	40
Men	135	99
BAME	72	51
White	116	70
Prefer not to say/unknown	25	18

Overall, 139 employees in LU have a reasonable adjustment in place. Table 40 provides a breakdown of LU's workforce with reasonable adjustments.

Recruitment

- Joiners

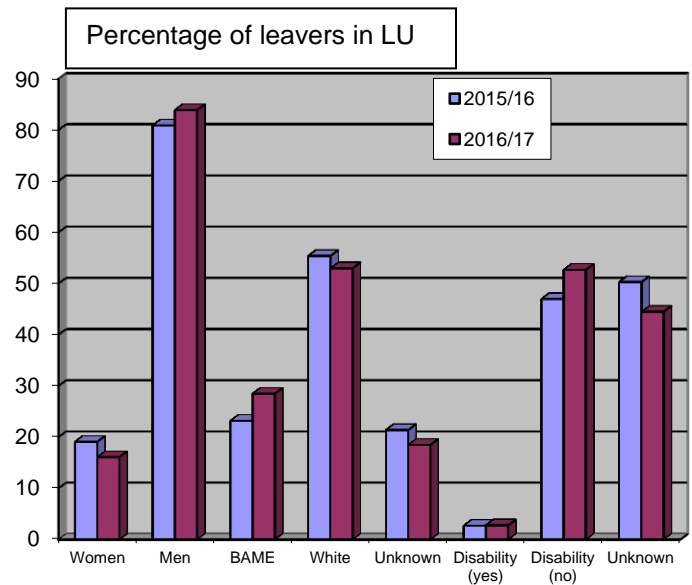
In 2016/17, 2,452 people joined London Underground. Table 41 provides an overview by gender, ethnicity and disability.

Table 41 Recruitment – LU	Applications		Shortlisted		Appointed	
	2015/16 (%)	2016/17 (%)	2015/16 (%)	2016/17 (%)	2015/16 (%)	2016/17 (%)
Women	19.5	24.1	19.5	27.6	19.5	18.2
BAME	46.1	63.5	46.1	68.8	46.1	40.9
Disability	2.1	2.2	2.1	2.3	2.1	4.5

- Leavers

In 2016/17, 1,388 employees left LU. Table 42 provides a breakdown of leavers by gender, ethnicity and disability.

Table 42 Leavers – LU	Percentage	
	2015/16	2016/17
Women	19.1	16.1
Men	80.9	83.9
BAME employees	23.2	28.5
White employees	55.4	53.0
Prefer not to say/unknown	21.4	18.5
Who declared their disability	2.7	2.8
Who declared they did not have a disability	47.0	52.7
Prefer not to say/unknown	50.3	44.5



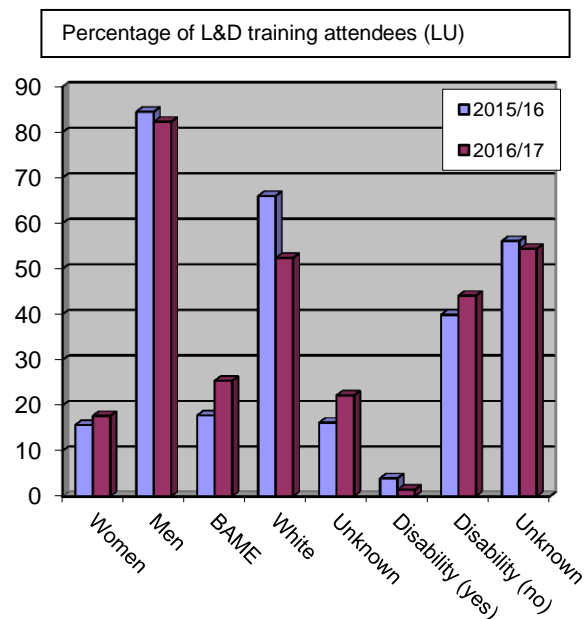
The main reasons for employees leaving LU during 2016/17 were:

- Early Voluntary Severance (48.8 per cent)
- Resignation (17.7 per cent)
- Early retirement (10 per cent)

3. Training and development

Managing equality diversity 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	
	2015/16 (%)	2016/17 (%)
Women	17.7	20.6
Men	82.3	79.4
BAME employees	25.4	38.1
White employees	52.4	36.8
Prefer not to say/unknown	22.2	25.1
Who declared their disability	1.5	2.4
Who declared they did not have a disability	44.1	51.6
Prefer not to say/unknown	54.4	46.0



4. Reward

- Make a Difference awards

Table 44 provides a breakdown by gender, ethnicity and disability of the 3,518 Make a Difference awards for 2016/17.

Table 44 – Make a Difference awards (LU)	Categories			Total
	Bronze	Silver	Gold	No.
Women	440	239	48	727
Men	1699	914	178	2791
BAME	591	262	44	897
White	1147	698	149	1994
Prefer not to say	76	59	4	139
Unknown	325	134	29	488
Employees who declared their disability	38	26	2	66
Employees who declared they do not have a disability	1016	536	103	1655
Prefer not to say	22	21	2	45
Unknown	1063	570	119	1752

Table 45 provides a breakdown of the 40 awards for the behaviour 'Fair and Consistent' by gender, ethnicity and disability in 2016/17.

Table 45 – Make a Difference award by behaviour, Fair and Consistent	Categories			Total (No.)
	Bronze	Silver	Gold	
Women	6	3	0	9
Men	15	14	2	31
BAME	7	1	0	8
White	9	13	2	24
Prefer not to say/unknown	5	3	0	8
Employees who declared their disability	1	2	0	3
Employees who declared they do not have a disability	6	7	1	14
Prefer not to say/unknown	14	8	1	23

5. Performance

- Promotions

In 2016/17, there were 2,391 promotions due to organisational changes 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.
2015/16	36	19.1	152	80.9	188
2016/17	558	23.3	1,833	76.7	2,391

Table 47 – Overall promotions by ethnicity

Year	BAME		White		Unknown/prefer not to say		Total
	No.	%	No.	%	No.	%	No.
2015/16	84	44.7	93	49.5	11	5.8	188
2016/17	1,028	43.0	1,090	45.6	273	11.4	2,391

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.
2015/16	7	3.7	103	54.8	78	41.5	188
2016/17	55	2.3	1,327	55.5	1,009	42.2	2,391

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

Table 49 provides the 2016/17 breakdown of the category of case by gender, ethnicity and disability of the 449 case outcomes for LU.

Table 49 – Outcome of disciplinary, harassment and grievance cases (LU)	Disciplinary (No.)	Harassment (No.)	Grievance (No.)
Women	21	23	50
Men	188	38	129
BAME employees	69	20	57
White employees	105	29	94
Prefer not to say/unknown	35	12	28
Employees who have declared they have a disability	4	4	8
Employees who have declared they do not have a disability	79	28	70
Prefer not to say/unknown	126	29	101

Surface Transport

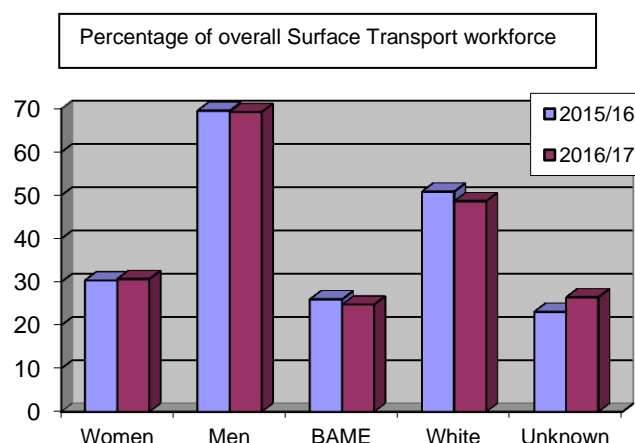
1. Introduction

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, London River Services, Santander Cycles, Victoria Coach Station, London Overground, London Trams and Docklands Light Railway (DLR) network.

2. Surface Transport's people

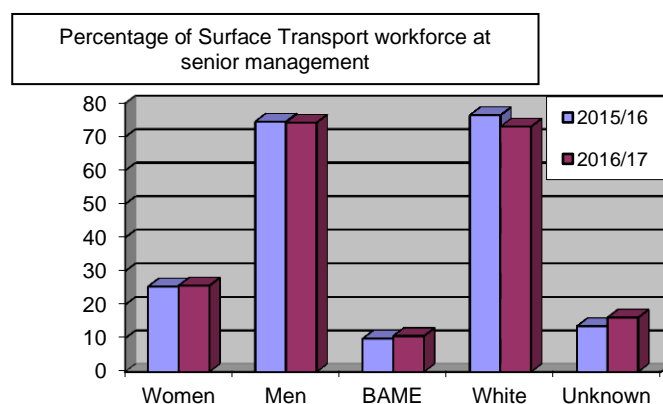
In 2016/17, Surface Transport's workforce consisted of 30.7 per cent women, 24.8 per cent BAME employees and 103 employees who chose to declare a disability. Table 50 provides an overview of Surface Transport's workforce profile.

Table 50	2015/16	2016/17
Women (%)	30.4	30.7
Men (%)	69.6	69.3
BAME (%)	26.0	24.8
White (%)	50.9	48.7
Prefer not to say/unknown (%)	23.1	26.5
Employees who declared their disability (No.)	105	103



At senior management level, women represented 25.7 per cent, BAME employees 10.7 per cent, and there were five employees who declared a disability. Table 51 provides an overview of Surface Transport's workforce profile at the senior level.

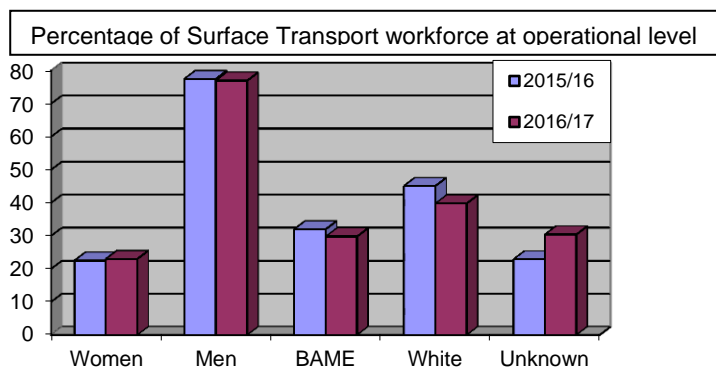
Table 51	2015/16	2016/17
Women (%)	25.4	25.7
Men (%)	74.6	74.3
BAME (%)	9.9	10.7
White (%)	76.5	73.1
Prefer not to say/unknown (%)	13.6	16.2
Employees who declared their disability (No.)	3	5



At operational level, women represented 23 per cent, BAME employees represented 29.8 per cent, and there were 24 employees who chose to declare a disability. Table

52 provides an overview of Surface Transport’s workforce profile at the operational level.

Table 52	2015/16	2016/17
Women (%)	22.5	23.0
Men (%)	77.5	77.0
BAME (%)	32.0	29.8
White (%)	45.1	39.8
Prefer not to say/unknown (%)	22.9	30.4
Employees who declared their disability (No.)	29	24



Age, faith and belief, and sexual orientation

The diversity of Surface Transport’s employees is also illustrated in the age, faith and belief, and sexual orientation categories. Table 53 provides a breakdown of all Surface Transport’s 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)	2016/17 (%)
16-24	2.1
25-34	23.7
35-44	30.2
45-54	26.9
55-64	14.5
65 plus	2.6

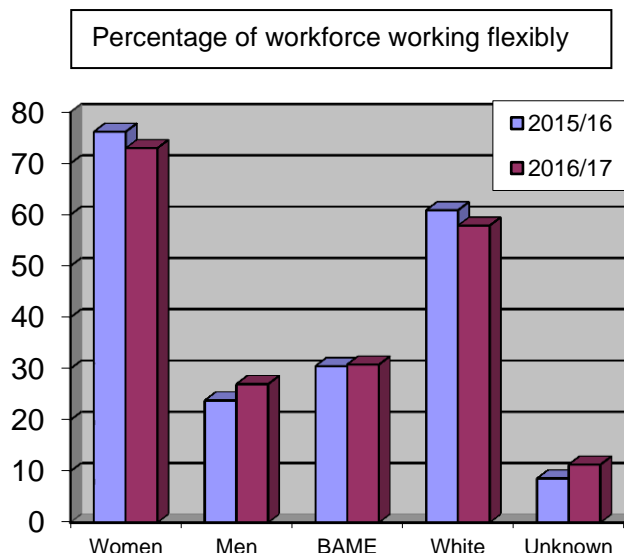
Table 54 – Surface Transport workforce by faith and belief	
Faith/belief	2016/17 (%)
Buddhist	0.4
Christian	27.1
Hindu	2.0
Jewish	0.3
Muslim	3.7
Sikh	0.7
Other	1.9
None	15.1
Prefer not to say	4.8
Unknown	44.0

Table 55 – Surface Transport workforce by sexual orientation	
Sexual orientation	2016/17 (%)
Lesbian	0.6
Bisexual women	0.3
Heterosexual women	15.9
Gay men	1.3
Bisexual men	0.4
Heterosexual men	31.8
Prefer not to say	5.2
Unknown	44.5

Working flexibly

Overall 159 employees within Surface Transport work flexibly. Table 56 provides a breakdown of Surface Transport’s workforce who work flexibly.

Table 56 – Working flexibly	2015/16 (%)	2016/17 (%)
Women	76.2	73.0
Men	23.8	27.0
BAME employees	30.5	30.8
White employees	60.9	57.9
Prefer not to say/unknown	8.6	11.3
Employees who declared their disability (No.)	7	8



Reasonable adjustments

Table 57 – Reasonable adjustment	2015/16 (%)	2016/17 (%)
Women	59.1	64.0
Men	40.9	36.0
BAME employees	36.4	32.0
White employees	59.1	60.0
Prefer not to say/unknown	4.5	8.0

Overall, 25 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

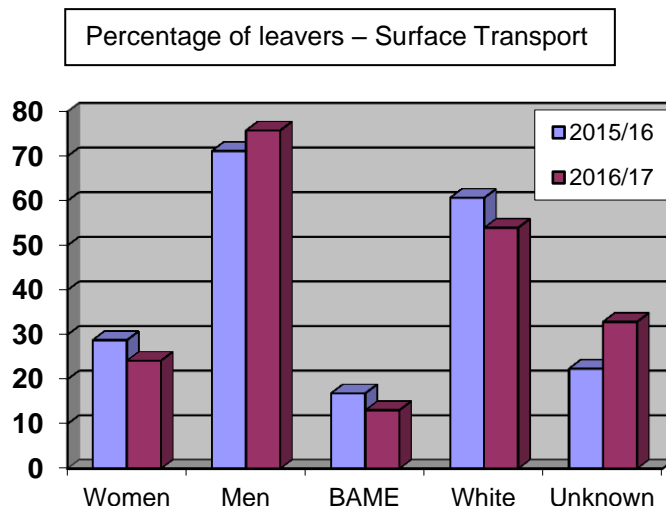
In 2016/17, 394 people joined Surface Transport. Table 58 provides a breakdown by gender, ethnicity and disability.

Table 58 Recruitment – Surface Transport	Applications		Shortlisted		Appointed	
	2015/16 (%)	2016/17 (%)	2015/16 (%)	2016/17 (%)	2015/16 (%)	2016/17 (%)
Women	29.9	26.9	28.8	24.6	35.1	35.8
BAME	54.0	56.8	45.2	50.1	28.9	34.8
Disability	2.7	3.1	3.2	2.9	3.2	2.0

- Leavers

In 2016/17, 298 employees left Surface Transport. Table 59 provides a breakdown of leavers by gender, ethnicity and disability.

Table 59 Leavers – Surface Transport	Percentage	
	2015/16	2016/17
Women	28.8	24.2
Men	71.2	75.8
BAME employees	16.9	13.1
White employees	60.7	54.0
Prefer not to say/unknown	22.4	32.9
Who declared their disability	1.8	4.4
Who declared they did not have a disability	66.7	60.1
Prefer not to say/unknown	31.5	35.5



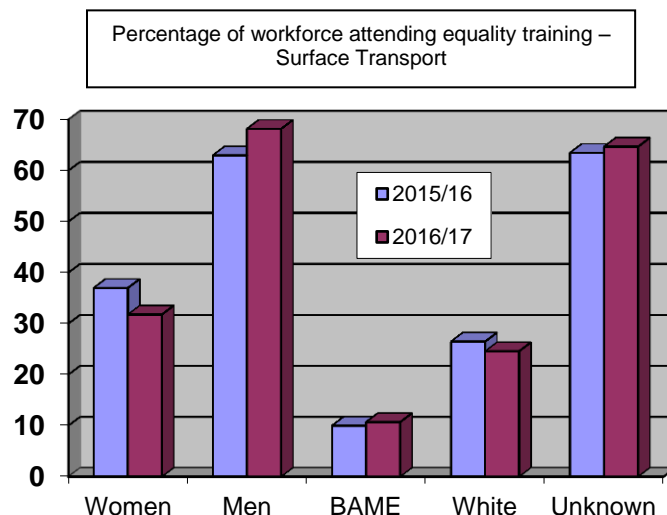
The main reasons for employees leaving Surface Transport during 2016/17 were:

- Resignation (55.4 per cent)
- Retirement on age grounds (7.1 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 60 Valuing People – Surface Transport	Percentage	
	2015/16	2016/17
Women	37.0	31.8
Men	63.0	68.2
BAME employees	10.0	10.7
White employees	26.5	24.6
Prefer not to say/unknown	63.5	64.7
Employees who declared their disability	2.0	1.2
Employees who declared they did not have a disability	31.5	26.6
Prefer not to say/unknown	66.5	72.2



4. Reward

Table 61 provides a breakdown by gender, ethnicity and disability of the 864 Make a Difference awards for 2016/17.

Table 61 – Make a Difference awards (Surface Transport)	Categories			Total
	Bronze	Silver	Gold	
Women	157	108	39	304
Men	287	181	92	560
BAME	114	55	28	197
White	228	159	83	470
Prefer not to say	17	12	4	33
Unknown	85	63	16	164
Employees who declared their disability	18	12	2	32
Employees who declared they do not have a disability	279	175	95	549
Prefer not to say/unknown	147	102	34	283

Table 62 provides a breakdown of the nine awards for the behaviour 'Fair and Consistent' by gender, ethnicity and disability in 2016/17.

Table 62 – Make a Difference awards Surface Transport	Categories			Total
	Bronze	Silver	Gold	
Women	1	2	0	3
Men	4	1	1	6
BAME	0	0	0	0
White	4	1	1	6
Prefer not to say/unknown	1	2	0	3
Employees who declared their disability	1	0	0	1
Employees who declared they do not have a disability	3	0	1	4
Prefer not to say/unknown	1	3	0	4

5. Performance

- Promotions

In 2016/17, there were 179 promotions within Surface Transport. Tables 63-65 provide a breakdown of promotions by gender, ethnicity and disability.

Table 63 – Overall promotions by gender

Year	Women		Men		Total
	No.	%	No.	%	No.
2015/16	9	47.4	10	52.6	19
2016/17	57	31.8	122	68.2	179

Table 64 – Overall promotions by ethnicity

Year	BAME		White		Unknown/prefer not to say		Total
	No.	%	No.	%	No.	%	No.
2015/16	6	31.6	10	52.6	3	15.8	19
2016/17	50	27.9	70	39.1	59	33.0	179

Table 65 – 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.
2015/16	0	0	12	63.2	7	36.8	19
2016/17	7	3.9	94	52.5	78	43.6	179

- Disciplinary, harassment and grievance case outcomes

Table 66 provides 2016/17 breakdown of the category of case outcomes by gender, ethnicity and disability of the 77 case outcomes in Surface Transport.

Table 66 – Outcome of disciplinary, harassment and grievance cases

Surface Transport	Disciplinary (No.)	Harassment (No.)	Grievances (No.)
Women	10	2	11
Men	25	2	27
BAME employees	13	2	14
White	17	1	19
Prefer not to say/unknown	5	1	5
Employees who have declared they have a disability	0	1	3
Employees who have declared they do not have a disability	25	2	19
Prefer not to say/unknown	10	1	16

Professional Services

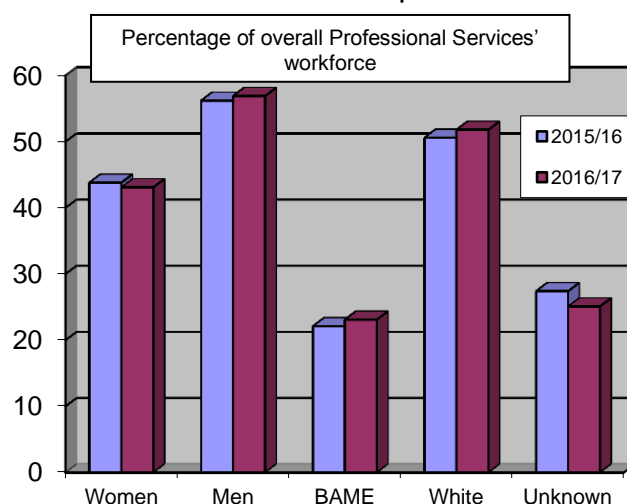
1. Introduction

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

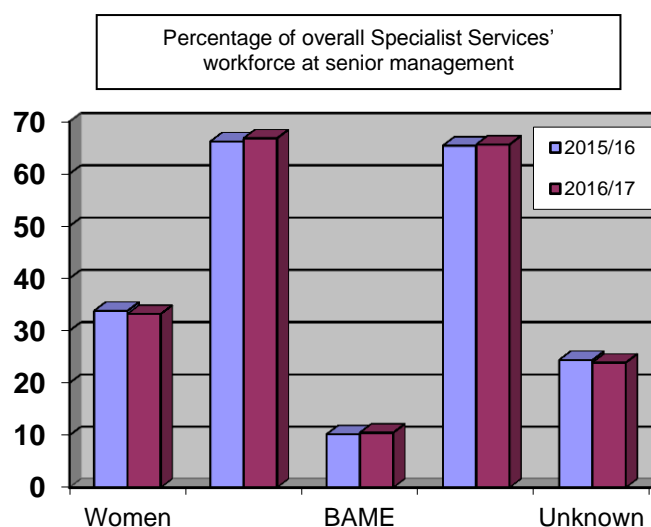
In 2016/17, Professional Services' workforce consisted of 43.1 per cent women, 23.1 per cent BAME employees, and 149 employees who chose to declare a disability. Table 67 below provides an overview of Professional Services' workforce profile.

Table 67	2015/16	2016/17
Women (%)	43.8	43.1
Men (%)	56.2	56.9
BAME employees (%)	22.1	23.1
White employees (%)	50.6	51.8
Prefer not to say/ unknown (%)	27.3	25.1
Employees who declared their disability (No.)	138	149



At senior management level, women represented 33.2 per cent, BAME employees represented 10.5 per cent, and there were 18 employees who chose to declare a disability. Table 68 provides an overview of Professional Services' workforce profile at the senior level.

Table 68	2015/16	2016/17
Women (%)	33.8	33.2
Men (%)	66.2	66.8
BAME employees (%)	10.2	10.5
White employees (%)	65.4	65.6
Prefer not to say/unknown (%)	24.4	23.9
Employees who declared their disability (No.)	19	18



Age, faith and belief, and sexual orientation

The diversity of Professional Services for 2016/17 is also illustrated in the age, faith and belief, and sexual orientation categories. Table 69 provides a breakdown of employees by age bands, table 70 by faith and belief, and table 71 by sexual orientation.

Age classifications (years)	2016/17 (%)
16-24	7.7
25-34	24.9
35-44	31.1
45-54	24.9
55-64	10.6
65 plus	0.8

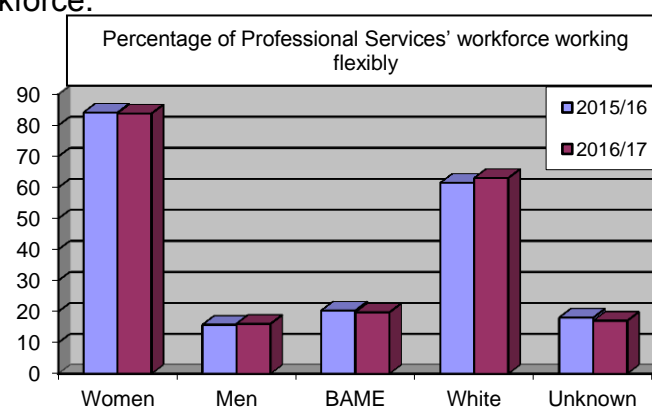
Faith/belief	2016/17 (%)
Buddhist	0.3
Christian	25.6
Hindu	2.5
Jewish	0.6
Muslim	3.0
Sikh	0.8
Other	2.3
None	19.5
Prefer not to say	9.0
Unknown	36.4

Sexual orientation	2016/17 (%)
Lesbian	0.5
Bisexual women	0.3
Heterosexual women	23.3
Gay men	2.7
Bisexual men	0.1
Heterosexual men	28.2
Prefer not to say	8.0
Unknown	36.9

Working flexibly

Overall, 298 employees within Professional Services work flexibly. Table 72 provides an overview of Professional Services’ workforce.

	Percentage	
	2015/16	2016/17
Women	84.2	83.9
Men	15.8	16.1
BAME employees	20.4	19.8
White employees	61.5	63.1
Prefer not to say/unknown	18.1	17.1
Employees who declared their disability (No.)	4	7



Reasonable adjustments

	2015/16 (%)	2016/17 (%)
Women	62.9	66.0
Men	37.1	34.0
BAME employees	22.9	25.5
White employees	71.4	68.1
Prefer not to say/unknown	5.7	6.4

Overall, 47 employees in Professional Services have a reasonable adjustment in place. Table 73 provides a breakdown of Professional Services’ workforce with a reasonable adjustment.

Recruitment

- Joiners

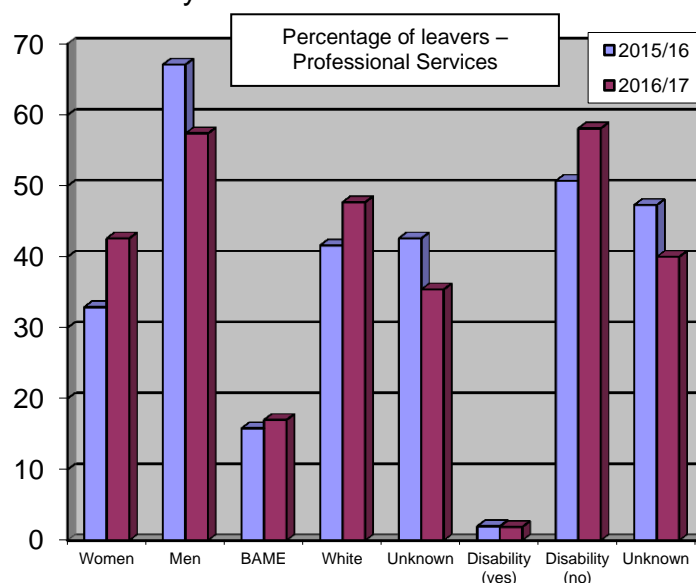
In 2016/17, 794 people joined Professional Services. Table 74 provides a breakdown by gender, ethnicity and disability.

Table 74 Recruitment – Professional Services	Applications		Shortlisted		Appointed	
	2015/16 (%)	2016/17 (%)	2015/16 (%)	2016/17 (%)	2015/16 (%)	2016/17 (%)
Women	36.6	35.3	37.2	38.1	48.0	44.3
BAME	46.0	44.4	33.3	32.4	26.1	27.7
Disability	2.4	2.8	2.4	2.5	2.1	2.5

- Leavers

In 2016/17, 472 employees left Professional Services. Table 75 provides a breakdown of leavers by gender, ethnicity and disability.

Table 75 Leavers – Professional Services	Percentage	
	2015/16	2016/17
Women	32.9	42.6
Men	67.1	57.4
BAME employees	15.8	17.0
White employees	41.6	47.7
Prefer not to say/ unknown	42.6	35.3
Employees who declared their disability	2.0	1.9
Employees who declared they did not have a disability	50.7	58.1
Prefer not to say/ unknown	47.3	40.0



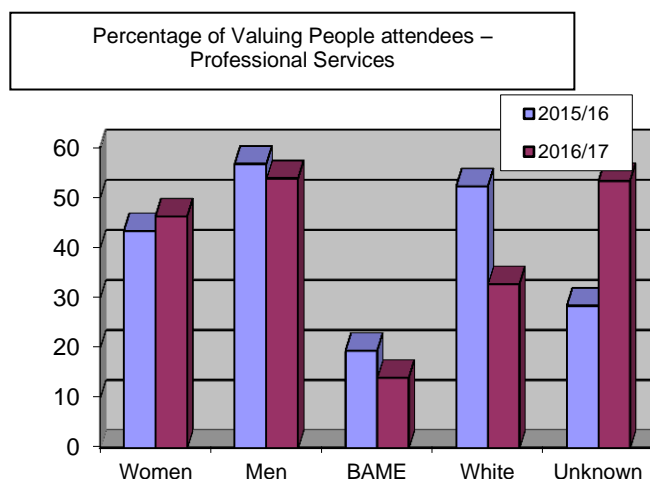
The key reasons for employees leaving Professional Services during 2016/17 were:

- Resignation (62.1 per cent)
- Retired on age grounds (three per cent)

3. Training and development

Table 76 provides a breakdown by gender, ethnicity and disability of those employees who attended the equality training – Valuing People.

Table 76 Valuing People training – Professional Services	2015/16 (%)	2016/17 (%)
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



4. Reward

- Make a Difference awards

Table 77 provides the 2016/17 breakdown by gender, ethnicity and disability of the 1,252 Make a Difference awards in Professional Services.

Table 77 – Make a Difference awards (Professional Services)	Categories			Total
	Bronze	Silver	Gold	
Women	219	247	97	563
Men	287	286	116	689
BAME	115	123	42	280
White	250	245	115	610
Prefer not to say/unknown	141	165	56	362
Employees who declared their disability	15	22	4	41
Employees who declared they do not have a disability	304	290	134	728
Prefer not to say/unknown	187	221	75	483

Table 78 provides a breakdown of the 15 awards for the behaviour 'Fair and Consistent' by gender, ethnicity and disability in 2016/17.

Table 78 – Make a Difference awards (Professional Services)	Categories			Total
	Bronze	Silver	Gold	
Women	4	5	0	9
Men	2	3	1	6
BAME	2	3	1	6
White	4	4	0	8
Prefer not to say/unknown	0	1	0	1
Employees who declared their disability	0	0	0	0
Employees who declared they do not have a disability	6	7	0	13
Prefer not to say/unknown	0	1	1	2

5. Performance

- Promotions

In 2016/17, there were 122 promotions within Professional Services. Table 79-81 provides a breakdown by gender, ethnicity and disability.

Table 79 – Overall promotions by gender

Year	Women		Men		Total
	No.	%	No.	%	No.
2015/16	10	31.2	22	68.8	32
2016/17	61	50.0	61	50.0	122

Table 80 – Overall promotions by ethnicity

Year	BAME		White		Unknown/prefer not to say		Total
	No.	%	No.	%	No.	%	No.
2015/16	6	18.8	10	31.2	16	50.0	32
2016/17	23	18.8	65	53.3	34	27.9	122

Table 81 – 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.
2015/16	1	3.1	14	43.8	17	53.1	32
2016/17	3	2.5	76	62.3	43	35.2	122

- Disciplinary, harassment and grievance case outcomes

Table 82 provides a breakdown of the case outcomes by gender, ethnicity and disability of the 73 case outcomes for Professional Services.

Table 82 – Outcome of disciplinary, harassment and grievance cases

Table 82 – Outcomes of disciplinary, harassment and grievance cases (Professional Services)	Disciplinary (No.)	Harassment (No.)	Grievances (No.)
Women	7	6	17
Men	20	4	19
BAME employees	5	2	7
White employees	11	3	18
Prefer not to say/unknown	11	5	11
Employees who have declared they have a disability	1	0	5
Employees who have declared they do not have a disability	10	6	13
Prefer not to say/unknown	16	4	18

Appendix 3 – Make a Difference levels of recognition

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:
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.