



TfL Annual Workforce Monitoring Report

2012/13

MAYOR OF LONDON

Transport for London



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Foreword

Summer of 2012 was a great time for the Capital. The Olympic and Paralympic Games demonstrated that London can successfully host a major and exciting event and it showcased the transport network at its best. It was a real privilege to see so many colleagues as Travel Ambassadors out there doing a fantastic job, engaging and guiding the general public through the transport system. I know from some of the photos and comments sent in that everyone appears to have enjoyed the experience.



During the Games, our transport services carried more people than at any other time in their respective histories. The figures included more than 60 million journeys on the Tube – up 30 per cent on normal levels, more than six million journeys on the Docklands Light Railway (DLR) – up by more than 100 per cent on normal levels, and almost six million journeys on the London Overground – up 47 per cent on normal levels. In addition, a record 47,105 cycle hires made in a single day and the Emirates Air Line had a succession of record-breaking days, with 31,964 journeys on Saturday 11 August marking the busiest.

The 2012/13 TfL Annual Workforce and Monitoring Report continues to provide the data, both quantitative and qualitative, about TfL's workforce, how it helps to keep London moving and highlights TfL's progress in attracting, retaining and promoting diversity.

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

Tricia Riley
Director Human Resources
TfL

1. Introduction

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

Our strategy

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

This report covers the period to 31 March 2013 and sets out what TfL has done so far to diversify its workforce. It provides, among other things, equality data covering recruitment and development, the outcomes of harassment and grievance cases plus promotion statistics by gender, ethnicity and disability. The equality data covers all TfL's permanent employees in both operational and non-operational roles.

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

* permanent employees only

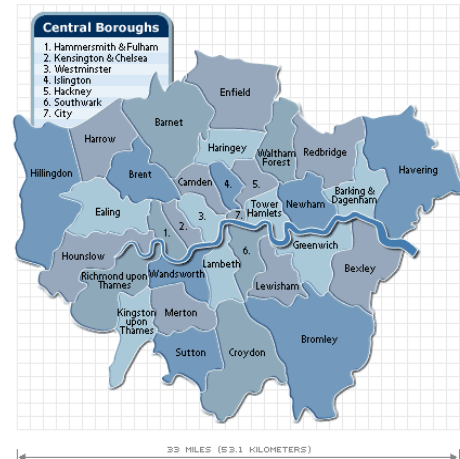
London's diversity¹

Based on the results of the 2011 Census, the diversity of London's 8.2 million inhabitants truly reflects a global city. There has been an increase of 12 per cent since the last census. TfL provides services for people from across the globe who have made London their home and for a city that continues to attract new communities.

▪ Age

The age profile of London's population:

- 18.7 per cent – between 0-14 years
- 13.4 per cent – between 15-24 years
- 20.0 per cent – between 25-34 years
- 15.6 per cent – between 35-44 years
- 12.5 per cent – between 45-54 years
- 8.7 per cent – between 55-64 years
- 11.1 per cent – 65+ years



▪ Disability²

Around 17 per cent of Londoners (around 1.4 million) identify themselves as having a disability. The percentage of Londoners of working age (16-64) who have identified themselves as having a disability is 16 per cent.

Of those who declared a disability, women are slightly more likely to have a disability (55.1 per cent) than men (44.9 per cent).

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

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

• Ethnicity

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



¹ www.ons.gov.uk

² www.inclusionlondon.co.uk

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

People from Black and mixed-Black descent accounted for 13.3 per cent of London's population. [Black Africans](#) account for 7.0 per cent of London's population, with 4.2 per cent as [Black Caribbean](#) and 2.1 per cent as 'Other Black'.

5% of London's population are from mixed hertiage. White and Asian population accounted for 1.2 per cent, White and Black African, 0.8 per cent and 1.5 per cent are White and Black Caribbean. Other mixed group accounted for 1.5 per cent of London's population.

Other ethnicity groups accounted for 3.5 per cent.

- **Faith and belief**



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

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

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

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

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

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

Three of the top five local authorities with the largest proportion of people stating 'Other religion' were in London: Harrow, Barnet and Brent. Harrow had the largest proportion with three per cent.

- **Gender**

Of the 8.2 million inhabitants of London, 4.2 million are female which represents just over 50 per cent of London's population.

Of the female population, the largest age group is under 25 years representing 31.3 per cent of the female population.

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

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

- **Carers³**

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

- An ageing population, with more people living longer with disability as a result of advances in medical technology
- An ageing workforce, with fewer young people entering the job market combined with a later retirement age (including a later state pension age)
- Tighter public sector budgets for care and support services which will increase the pressure on families and friends to care

Approximately 700,000 carers (8.4 per cent) live in London, according to the 2011 Census. When compared to the 2001 Census, this reveals a 13 per cent increase. Inner London shows an increase of 14 per cent in the number of carers since the 2001 Census, with boroughs Westminster (26 per cent), Newham (19 per cent) and Islington (19 per cent) having the largest percentage increase.

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

- **Sexual orientation⁴**

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

³ www.carersuk.org

⁴ www.stonewall.org.uk

2. Equality landscape

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

- **Equality Act 2010**

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

- **Eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act**
- **Advancing equality of opportunity between people who share a protected characteristic and those who do not**
- **Fostering good relations between people who share a protected characteristic and those who do not**

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

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

For TfL the key employment-related objective is:

'to achieve a workforce across the GLA Group which reflects London's diversity'⁵.

- **TfL's equality commitment**

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

⁵ Equal Life Chances For All, revised 2012, Mayor of London

3. TfL's people

TfL in 2011/12 developed its People Strategy (see below) This strategy will enable the organisation to enhance its excellent customer services, equip employees to support the delivery of the organisation's priorities and provide a better, more cost effective and simpler operation with the customer at the forefront.

The People Strategy

Support all areas of the business in their day to day operations

Deliver an effective and efficient HR Service to operations, capital programmes and specialist services.

Build an Effective, Efficient and continually improving organisation

Provide appropriate resources for current and future business requirements.

Develop Our People

Encourage effective people development that is aligned to business requirements to unlock potential and facilitate career development.

Recognise and Reward Our People

Deliver Reward and Recognition processes and policies which motivate employees to deliver business objectives.

Manage the Performance of Our People

Create a performance culture by embedding behaviours and supporting managers to deal with poor performance, whilst high performance is recognised.

Engage with Our People

Build trust between our employees and the organisation through sustained employee engagement and development of management capability. Emphasising the shared purpose of delivering excellence in customer service.

The HR E & I Best Practice Group, now established, continues to ensure that TfL's activities are recruiting, promoting, rewarding and retaining the best workforce for the organisation. Supporting this, TfL continues to work in partnership with the Independent Disability Advisory Group (IDAG) and other external organisations who are focused on creating an inclusive working environment.

TfL's overall workforce

In 2012/13, TfL employed 22,817⁶ people. Of these, 22.5 per cent are women and 27.8 per cent are from a Black, Asian and Minority Ethnic (BAME) community. A total of 531 employees told TfL they had a disability. The number of employees in 2012/13 who are transgendered remains the same as in 2011/12. TfL recognises that some transgendered people will prefer to identify themselves as a man or a woman without the qualifier of 'transgender' For a breakdown by TfL's business areas see appendix 2

In the overall workforce population, there is a slight increase in the percentage of women in 2012/13, 22.5 per cent compared with 21.9 per cent in 2011/12. For both BAME employees and employees who have declared a disability, the figures show a decrease in representation since 2011/12. BAME employees have decreased by 1.3 per cent and the number of employees who have declared a disability decreased by 20 in number.

The unknown/prefer not to say category has increased by almost four per cent.

Table 1 – Overall TfL workforce profile

Year	Total	Women (%)	Transgendered woman (No.)	Men (%)	Transgendered man (No.)	BAME (%)	White (%)	Unknown/prefer not to say (%)	Employees who declared their disability (No.)
2011/12	22,452	21.9	8	78.1	11	29.1	58.0	12.9	551
2012/13	22,817	22.5	8	77.5	11	27.8	55.6	16.6	531

TfL's senior management

The number of women at a senior level in the organisation has increased since 2011/12. At 21.2 per cent, this remains reflective of their representation in the overall workforce.

The proportion of BAME employees in senior management positions in 2012/13 (9.2 per cent) still remains approximately a third of their representation in the overall workforce (27.8 per cent).

There has been a decrease in the number of employees in senior management positions who have chosen to declare their disability, with the number dropping from 28 in 2011/12 to 22 in 2012/13.

⁶ This figure represents permanent employees only

Table 2 – Overall TfL workforce profile at senior level

Year	Total	Women (%)	Transgendered woman (No.)	Men (%)	Transgendered man (No.)	BAME (%)	White (%)	Unknown/prefer not to say (%)	Employees who declared their disability (No.)
2011/12	1,114	20.8	0	79.2	0	9.5	75.3	15.2	28
2012/13	1,099	21.2	0	78.8	0	9.2	72.6	18.2	22

TfL's operational service

The operational part of TfL is the largest part of the organisation. This component consists of 13,262 (58 per cent) employees whose roles range from Customer Service Assistants, Train Operators and Station Supervisors to Revenue Inspectors, Dial-a-Ride drivers and Network Controllers.

The percentage of women at the operational level is 15.1 per cent, which is significantly lower than the overall representation of women within the organisation.

At 31.8 per cent, BAME employee representation is almost a third of the total operational population. This is significantly higher than the overall representation within the organisation.

Disabled employees (236) are also significantly less represented within the operational population when compared to the overall TfL workforce.

Table 3 – Overall TfL workforce profile at operational level

Year	Total	Women (%)	Transgendered woman (No.)	Men (%)	Transgendered man (No.)	BAME (%)	White (%)	Unknown/prefer not to say (%)	Employees who declared their disability (No.)
2012/13	13,262	15.1	0	84.9	0	31.8	54.7	13.5	236
2011/12	13,051	14.4	4	85.6	11	33.2	56.5	10.3	242

Age, faith and belief and sexual orientation

The diversity of TfL's employees are also illustrated below in the age, faith and belief and sexual orientation categories.

- Workforce by age

Table 4 provides a breakdown of all TfL staff by age band. In 2012/13, the two largest age groups are 35 to 44 (28.7 per cent) and 45 to 54 (33 per cent). This is higher than the 2011 Census London results.

Age classifications (years)	2011/12 (%)	2012/13 (%)
16-24	2.4	2.5
25-34	20.2	19.8
35-44	29.7	28.7
45-54	32.4	33.0
55-64	14.4	14.8
65 plus	0.9	1.2
Total	22,452	22,817

- Workforce by faith and belief

Many of the world religions are reflected in TfL's workforce (see table 5). The top three religions are Christianity (19.2 per cent), no religion (8.2 per cent) and Islam 2.3 per cent). This aligns with the 2011 Census London results. The number of employees who have chosen to share this information has risen slightly from 61.3 per cent in 2011/12 to 62.7 per cent in 2012/13.

Faith/belief	2011/12 (%)	2012/13 (%)
Buddhist	0.3	0.3
Christian	20.2	19.2
Hindu	1.8	1.7
Jewish	0.2	0.2
Muslim	2.4	2.3
Sikh	0.6	0.6
Other	1.3	1.3
None	8.6	8.2
Prefer not to say	3.4	3.6
Unknown	61.3	62.7
Total	22,452	22,817

- Workforce by sexual orientation

TfL's employees who have chosen to share their sexual orientation with TfL, remains at a similar level to that of 2011/12. Similarly in 2011/12, approximately 62 per cent of employees chose not to share this information. This is illustrated in table 6

Sexual orientation	2011/12 (%)	2012/13 (%)
Lesbian	0.4	0.4
Bisexual woman	0.1	0.1
Heterosexual women	9.5	9.5
Gay man	1.6	1.5
Bisexual man	0.3	0.3
Heterosexual man	22.8	22.6
Prefer not to say	3.3	3.5
Unknown	62	62.1
Total	22,433*	22,798*

*excludes transgendered men and women (see gender section)

- Key performance achievements

TfL still continues to invest in its management capability around equality and inclusion to encourage behaviours that nurture a supportive and inclusive environment. Since the last Report there have been a number of key successes (see below) that have contributed to supporting the organisation in achieving its business priorities.

Key successes

- **Implementation and development of the 'Make a Difference' recognition scheme**
- **Development of the Business Change Framework**
- **Winning the Benefits Excellence Award for 'My TfL'**
- **Reviewing HR correspondence to improve consistency and make it more user-friendly for our customers**
- **Reducing costs by using LinkedIn direct-source recruitment**
- **A total of 60 per cent reduction in open Employment Tribunal cases**

- Key 2012/13 initiatives

Business Change Framework

From previous employee engagement events, significant levels of concerns were raised regarding how the organisation manages business change. To improve the management of change, enhance employee engagement through the process and achieve the full benefit of the transformation, the business change framework was developed. This framework focuses on the following key principles:

- Clarity on the need for change with a clear story and description of the future state
- Employees understand and personalise the case for change by being given opportunities to participate and get involved in defining solutions
- Consistent, structured and flexible approach to managing business change
- Comprehensive review and evaluation of business changes to continuously identify best practice and lessons learnt to drive improvements in the management of changes in TfL

The Business Change Framework is now being used across TfL and will be hosted on the Management System.

Classroom to Boardroom events

Working with the Mayoral Academies, the Classroom to Boardroom events encourage children and young people, in particular girls and BAME students, to consider Science Technology Engineering Mathematic (STEM) subjects. The events involve Academy pupils aged 16 and 17 completing a work-related challenge set by TfL staff and presenting their findings to a panel of representatives from both TfL and the Greater London Authority. The events provide an important opportunity for young people to develop their confidence and skills as they tackle work-related issues.

Fair access to work placements

TfL is committed to ensuring that under-represented groups have fair access to work experience. It is building on a pilot programme, launched in 2011, which provided structured work placements for Year 9 and 10 students with a view to influencing their future career choices. The pilot programme provided 20 placements for students from diverse backgrounds and was aimed primarily at those who would not normally have access to work opportunities at established organisations. The aim of the initiative is to help young people from these groups overcome any barriers that prevent them getting work experience.

Sector Skills Council

The government-funded Women 1st programme offers mentoring and personalised training for women with the potential to move to more senior roles. A pilot programme involving 15 women was run by TfL in early 2012. Currently, a second round of the programme is under way and includes for the first time, line managers in Bus Operations.

Science Technology Engineering and Maths (STEM) Ambassadors Programme

The TfL STEM Ambassador Programme aims to inspire future generations of engineers and increase the accessibility of STEM subjects to all young people. STEM Ambassadors carry out a range of activities with schools throughout the Capital and participate in the *Inspire* events at London Transport Museum where students work in teams to solve practical engineering problems, supported by practising engineers from a range of sectors. The sessions also develop important transferable skills such as team working and communication.

4. Building an effective, efficient and continually improving organisation

Recruitment

TfL has robust policies and processes in place for recruitment and selection and is continually evaluating these to improve efficiency and reduce inconsistency. Currently in development is a workforce demand planning process which will help with long-term workforce planning, ensuring employees with the right skills are in the right roles at the right time and help identify equality risks.

TfL also provide work experience, while helping people to develop the skills and capabilities they need to secure permanent employment. To ensure a diverse representation of candidates, TfL uses engagement tools including LinkedIn dedicated microsites, university events and recruitment initiatives aimed at specific equality groups.

Joiners

During 2012/13, TfL received on average 45,000 external applications for its roles. The applicants consisted of 26.2 per cent women, 44.2 per cent of people from the BAME communities and 1.4 per cent from people who declared their disability. (See table 7).

Of those shortlisted, 29.4 per cent were women, 45.6 per cent were from the BAME communities and 1.6 per cent from people who declared their disability.

Around, 2,700 people were hired. This consisted of 33 per cent women, 28.9 per cent from the BAME communities and 1.1 per cent from people who had declared their disability.

Table 7 – External applications shortlisted and hired by gender, ethnicity and disability

Recruitment - external	Applications %	Shortlisted %	Appointed %
Women	26.2	29.4	33.0
BAME	44.2	45.6	28.9
Disability	1.4	1.6	1.1

For internal opportunities, a total of approximately 18,000 applications were received. Applications from women accounted for 30.6 per cent, 55.3 per cent were from BAME employees and 3.8 per cent from people who declared their disability (see table 7a)

Of those shortlisted, 27.8 per cent were women, 51.1 per cent were from the BAME communities and 2.8 per cent from people who declared their disability.

Of those hired, 32.2 per cent were women, 36.1 per cent were from the BAME communities and 1.7 per cent from people who declared their disability.

Table 7a – Internal applications, shortlisted and hired by gender, ethnicity and disability

Recruitment - internal	Applications %	Shortlisted %	Appointed %
Women	30.6	27.8	32.2
BAME	55.3	51.1	36.1
Disability	3.8	2.8	1.7

Leavers

During 2012/13, just over 1,000 people left the organisation. Of those who left, 23.2 per cent were women, 22 per cent were BAME employees, and 3.6 per cent were employees who declared their disability. Since 2011/12, there has been a decrease in the percentage of employees leaving TfL across all groups.

Table 8 – Overview of TfL's leavers by gender, ethnicity and disability

Leavers	Percentage	
	2011/12	2012/13
Women	29.5	23.2
Men	70.5	76.8
BAME employees	27.0	22.0
White employees	59.3	55.8
Prefer not to say	5.2	6.2
Unknown	8.5	16.0
Who declared their disability	4.4	3.6
Who declared they did not have a disability	54.2	47.0
Prefer not to say	2.6	3.2
Unknown	38.8	46.2

The key reasons for employees leaving during 2012/13 were:

- Resignation (32 per cent)
- Voluntary severance (16.5 per cent)
- Early retirement (10.8 per cent)

Of those who had resigned, 26.9 per cent were women, 27.8 per cent were BAME employees and 1.5 per cent were employees who had declared their disability.

Of those who had taken voluntary severance, 31 per cent were women, 16.9 per cent were BAME employees and 4.8 per cent were employees who had declared their disability.

Of those who had taken early retirement, 26.9 per cent were women, 27.8 per cent were BAME employees and 1.5 per cent were employees who had declared their disability.

Other initiatives

- Graduate programme



In September, 86 [graduates](#) and [Year in Industry undergraduates](#) joined TfL to begin their career in helping us shape a world-class city and keep London moving. They will be working across 11 different schemes, including among others; IM, Finance, Quantity Surveying, Engineering, Project Management, Traffic Control and Procurement.

- Apprentices

Within the last three financial years, more than 2,500 apprenticeship roles have been created through TfL and its supply chain. This forms part of the Mayor's commitment to create apprenticeships for Londoners. So far this financial year, TfL has taken on more than 500 apprentices. TfL's suppliers have also created more than 600 apprenticeship roles. These cover a variety of disciplines and include roles in civil engineering and building services engineering, quantity surveying and vehicle maintenance and repair engineering apprenticeships.

- Steps into Work

The Steps into Work programme celebrated another successful year. Delivered in partnership with Remploy and Barnet and Southgate College, it gives adults with learning disabilities the opportunity to learn more about the world of work, develop employability skills and gain real life work experience.



- 'Track and Train' Graduate Internship Scheme

TfL has hosted placements for 11 'Track and Train' graduates, a rail industry wide scheme sponsored by Network Rail. These placements provide paid work experience to unemployed graduates over 18 months, assisting in securing paid permanent roles as part of the employers' responsibility to address youth unemployment. The scheme provides placements with three different organisations within the rail industry. This has proved an extremely successful programme and, to date, out of the 11 graduates TfL has hosted, eight have applied for permanent graduate roles with TfL of which five have been successful in securing permanent jobs on our graduate schemes.

5. Developing our people and recognising and rewarding our people

Developing our people and recognising and rewarding our people are key components of the People Strategy. Considerable investment in training and development continues to be made by TfL. A wide range of training methods are used by TfL including e-learning, classroom-based sessions and mandatory accessibility training which focus on the requirements of TfL's customers, plus refresher courses which cover safety, customer service and emergency procedures.



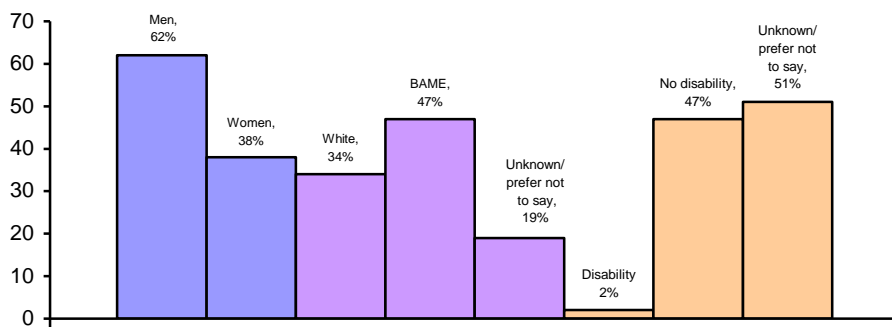
Learning and Development (L&D) opportunities

The Learning and Development curriculum covers technical, IT, business, management, professional and personal training as well as skills for life development.

In 2012/13, there were 12,031 instances of a TfL employee attending an L&D training event. Of those attending courses, 38 per cent were women, 47 per cent were BAME employees, and two per cent were employees who have declared their disability.

L&D Training event(s) Attendees	%
Men	62
Women	38
White	34
BAME	47
Unknown/prefer not to say	19
Disability	2
No disability	47
Unknown/prefer not to say	51

Percentage of employees attended L&D events – 2012/13



In 2012/13, the L&D Team introduced a number of improvements to key areas of the training provision. This included the induction arrangements for all new starters to TfL, both permanent and non-permanent staff. This programme, designed to welcome new colleagues to TfL, focuses on engaging and inspiring new employees and learning about the TfL business priorities and achievements. It also covers TfL's values and behaviours.

Valuing People through Fairness and Inclusion is a one-day course and is open to all non-operational employees. The course is designed to assist in creating a better understanding of diversity, equalities and inclusion at TfL and to show how everyone has a role to play in creating an inclusive work environment. This is now a mandatory requirement for all new starters to TfL and to newly appointed managers.

Learning and development initiatives supporting business delivery

- Frontline Experience – (FLEx)

Frontline experience is a pan-TfL project where senior managers work alongside colleagues in operations and on the frontline to gain more understanding about the challenges involved in delivering services to our customers. During 2012, a total of 701 managers and eight TfL Board members went 'back to the floor' to work with operational colleagues to experience life on the frontline. Feedback on the programme has been overwhelmingly positive both from participants and placement hosts. As a result of the experience:

- **96 per cent of participants felt they now have a better understanding of the role of frontline staff**
- **94 per cent of participants and 100 per cent of the placement managers felt confident the programme would help improve the way TfL work together**
- **90 per cent of participants were in favour of repeating the programme in the future**
- **82 per cent of placement managers advised it has a positive impact on morale**

This generated a total of 47 ideas for improvements to process, customer service, work environment and the service provided by TfL.

- Women's First Step Up Development Programme

TfL, in partnership with People 1st, presented the Women's 1st Step Up Development Programme initiative which was designed to assist in the professional development of its female employees in managerial roles across TfL and who were considered to be high performers. The programme was specifically aimed at those areas and disciplines of TfL that are male dominated, such as London Underground, Rail, Bus Operations and Engineering.

Feedback from all the participants was very positive. They found the programme to be relevant and said it equipped them with knowledge and skills that could be applied immediately within the organisation. Sixty per cent of the delegates improved their ability to handle conflict after attending the course and two delegates have been promoted since attending the programme within Rail and Underground.

- Public Services LGBT Leadership Programme 2012

The Public Service Leadership Programme was created through collaboration with the LGBT support groups within TfL, London Fire Brigade, British Transport Police and London Ambulance Service. It was specifically designed to assist LGBT leaders maximise their contribution to their organisation and unlock their career potential. A total of 14 applications were received with six applications from TfL. In 2013/14 another programme will be run and this will include a wider range of public service organisations.

- Railway Systems Engineering Course

TfL relies on advanced technical and operational systems to carry vast numbers of passengers in densely populated areas, safely and quickly. The Railway Systems Engineering Programme, in partnership with Birmingham University, gives 25 staff a year, mainly graduates without an engineering background, knowledge of railway engineering, systems integration skills and the ability to work in multi-disciplinary project teams. A review of this course and an equality impact assessment is planned for 2013/14.

Alongside developing its employees to equip them to deliver, TfL aims through its policies and processes, to recognise and reward its employees. These include the launch of a recognition award scheme, undertaking an equal pay audit every two years to ensure visible and more rapid progress towards salary equality, and addressing issues of grievances, bullying and harassment to ensure all employees are motivated and able to deliver.

Make a Difference Awards

The Make a Difference award marks TfL's commitment to creating a consistent culture of recognition. The new scheme, launched in April 2012, creates a consistent approach to recognition across TfL by allowing all employees to be recognised under the same scheme and in the same way. This TfL-wide recognition scheme aims to help recognise, encourage and celebrate positive actions across TfL. The different 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 operational / transactional / implementation areas.
Bronze	High degree of impact on the team / business area, going above and beyond the role with a good level of ownership shown and the desired positive behaviours demonstrated.
Silver	High degree of impact on the business area / organisation, going a good deal above and beyond the role with a high level of ownership shown and the desired positive behaviours consistently demonstrated.
Gold	Exceptional actions which have a significant internal impact on the organisation or have provided external reputational enhancement to the organisation. The positive behaviours demonstrated will be self initiated and independent of management direction, demonstrating several of the desired behaviours.

Overall, 4,847 'Make a Difference' awards were presented to employees during 2012/13. Of these, 25.3 per cent (1,225) were awarded to women, 23.1 per cent (1,118) to BAME employees, 2.6 per cent (124) to employees who had declared their disability, 4.1 per cent (198) to senior managers and 51 per cent (2,470) to operational employees. The full range of awards, and those who were recognised, is illustrated below.

Table 9 – Make a Difference awards by gender, ethnicity and disability

Award level	Women (No.)	Men (No.)	BAME (No.)	White (No.)	Unknown/ prefer not to say (No.)	Employees who declared their disability (No.)	Employees who declared they do not have a disability (No.)	Unknown/ prefer not to say (No.)	Total award level
Gold	85	274	53	262	44	9	180	170	359
Silver	304	845	215	756	178	20	570	559	1,149
Bronze	524	1,569	488	1,301	304	62	969	1,061	2,093
Instant	312	934	362	701	183	33	656	558	1,246
Total	1,225	3,622	1,118	3,020	709	124	2,375	2,348	4,847

2012/13 Equal pay audit

The audit compares the pay of employees doing the same work by gender, ethnicity, disability, sexual orientation, age and part-time versus full time workers and considers performance-related pay and rewards for senior managers. The population of the workforce that the audit focused on were the 'non-operational' (around 10,000) and consisted of the following profile:

- 31.4 per cent women
- 68.6 per cent men
- 22.1 per cent BAME employees
- 57.7 per cent White employees
- 20.2 per cent of employees prefer not to say
- Four per cent worked part-time, of which 82 per cent were women
- Three per cent declared their disability, 47 per cent of employees either did not have a disability status recorded, or had chosen not to declare their disability
- 45 per cent had declared their sexual orientation, 55 per cent of employees either had not chosen to declare their sexual orientation or had not specified their sexual orientation (unknown)

The 2012/13 audit's key findings are showed below.

- The TfL gender pay differential of 19.7 per cent is higher than the National gender pay gap of 9.6 per cent which was recently published by the Office of National Statistics⁷.
- Once analysed by organisational level, the following conclusions regarding the TfL pay differentials can be drawn:
 - At the higher levels of the organisation, where base pay and total cash is higher, there is a higher percentage of male, white, heterosexual, non disabled employees, in the older age groups
 - Once BAME employees have reached the higher levels within the organisation, albeit small numbers, they are rewarded positively
 - Men are more likely to work full-time and in roles with a consolidated shift allowance, which carry a premium

⁷ www.ons.gov.uk

- Age

The majority of non-operational employees (61 per cent) are aged between 35 and 54, with the largest proportion of those employees aged 35-44 years old (30 per cent). There are pay differentials between non-operational men and women across all age brackets, with the total pay gap increasing with age.

- Disability

There is an 8.8 per cent pay differential between the base salaries of those who have declared their disability and those who have not declared their disability. It is important to take into consideration both the size of the population involved (three per cent) and the size of the population who are 'unknown' (43.9 per cent). Once the analysis was completed at each level, there was no significant gap.

- Ethnicity

Overall there is currently a pay differential of 16.8 per cent between White and Black African/Caribbean or Other Black employees. This has increased since the 2009 equal pay audit (13.6 per cent). For Asian or Other Asian employees, there is also an increase in the pay differential since the last equal pay audit in 2009 from 10.1 per cent to 12.7 per cent.

- Gender

TfL still has a majority male non-operational workforce (68.4 per cent). There is a slightly lower proportion of females (31.4 per cent) than in the 2009 equal pay audit (35 per cent). The overall gender base pay differential is 17.2 per cent which represents a slight increase in comparison to 2009 (16.3 per cent).

- Sexual orientation

The data does not indicate a general trend of heterosexual male employees earning more than employees of other sexual orientations. The low numbers of employees in each category preclude meaningful conclusions being drawn.

- Part-time v Full-time

The majority (96 per cent) of TfL's non-operational employees work full time. Within the four per cent who work part-time, 82 per cent are female.

To complete the five step model for carrying out an equal pay audit, action plans will be developed in 2013/14 across the organisation to facilitate further analysis and remedial work.

Disciplinary, grievance and harassment case outcomes

Since the introduction of the data management system in 2011 to capture disciplinary, grievance, and harassment outcomes, the robustness of the information across the organisation has been enhanced, resulting in a consistent approach on reporting on these cases. Alongside this, TfL is currently reviewing its bullying and harassment policy. The aim of this is to align with its mediation process, which is available with guidelines for employees and managers. It is impartial and involves a third party who helps to address the issue and resolve it at the earliest possible stage. The review is expected to be completed in 2013/14.

The outcome of cases initiated by employees in 2012 totalled 701. This total consisted of 300 disciplinary cases, 304 grievance cases and 97 harassment cases.

The tables below illustrate the nature of the outcome under each category, the number of cases associated to each category and the demographics.

Table 10 - Disciplinary case outcomes by gender, ethnicity and disability

	Total	Men	Women	White	BAME	Prefer not to say	Unknown	Have declared their disability	Have declared they do not disability	Prefer not to say	Unknown
Verbal warning	10	7	3	2	1	0	7	0	3	0	7
Written warning	31	26	5	6	7	1	17	0	10	0	21
Final written warning	58	48	10	12	8	3	35	0	17	0	41
Summary dismissal	40	33	7	11	9	1	19	0	18	0	22
Dismissal with notice	4	4	0	0	3	0	1	0	1	0	3
Informal advice and guidance	11	8	3	4	3	1	3	0	6	0	5
Case dismissal – no action	27	26	1	14	6	0	7	11	0	0	16
Regraded	2	2	0	0	0	0	2	0	0	0	2
Suspended dismissal	34	34	0	3	4	5	22	0	9	0	25
Behaviour Change programme	1	1	0	0	0	1	0	0	0	0	1
Still open	82	63	19	19	32	3	28	3	30	1	48
Total	300	252	48	71	73	15	141	14	94	1	191

Table 11 - Grievance case outcomes by gender, ethnicity and disability

	Total	Men	Women	White	BAME	Prefer not to say	Unknown	Have declared their disability	Have declared they do not disability	Prefer not to say	Unknown
Mediation	3	1	2	2	1	0	0	0	2	0	1
Not upheld	102	78	24	47	17	10	28	8	32	0	62
Open	73	56	17	37	15	3	18	1	28	1	43
Partly upheld	26	19	7	17	4	0	5	0	16	1	9
Resolved informally	9	8	1	7	2	0	0	0	4	0	5
Upheld	43	30	13	18	9	0	16	0	17	0	26
Resolved locally	1	1	0	1	0	0	0	0	0	0	1
Withdrawn	8	5	3	6	1	0	1	0	3	0	5
Unknown	39	34	5	13	17	1	8	1	14	0	24
Total	304	232	72	148	66	14	76	10	116	2	176

Table 12 - Harassment case outcomes by gender, ethnicity and disability

	Total	Men	Women	White	BAME	Prefer not to say	Unknown	Have declared their disability	Have declared they do not disability	Prefer not to say	Unknown
Complaint not upheld	22	19	3	8	5	1	8	1	7	0	14
Complaint partially upheld	5	4	1	0	3	1	1	0	4	0	1
Complaint upheld	4	1	3	2	2	0	0	0	3	0	1
Complaint withdrawn	16	13	3	6	3	3	4	0	5	0	11
Complaint open	50	35	15	18	14	3	15	2	22	1	25
Total	97	72	25	34	27	8	28	3	41	1	52

Staff Network Groups

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



- Help improve working life
- Identify common workplace issues for the organisation to address
- Provide a forum to share ideas and best practices
- Provide information about opportunities for personal development
- Establish quarterly meetings to provide a safe, supportive environment which will help shape the equality agenda for TfL

- BAME Staff Network Group

The BAME group is currently piloting two programmes – INSPIRE and CONNECT - to support the aspirations of its members. INSPIRE supports individuals through the recruitment process by providing support to update CVs and improve interview techniques. CONNECT is developing a list of volunteers to talk about their role at TfL and their career path to other BAME employees who are interested in finding out about different roles in the organisation.

- Carer's Staff Network Group

The Carer's group is reviewing their engagement strategy and concentrating on communications rather than meetings. They have established strong relationships with Carers UK to develop a further engagement strategy for 2013/14.

- Staff Network Group for Disability

To mark International Day for Disabled People, the members of the Staff Network Group for Disability ran an event. This event offered practical demonstrations and advice from exhibitors to help address and improve working life issues. This group is also involved in training and the testing of TfL software to ensure it is accessible to disabled employees.

- Faith and Wellbeing Staff Network Group

The Faith and Wellbeing group has engaged a number of external speakers and commentators at their quarterly meetings. Regular contributions are made on a variety of subjects from Sikh faith and spirituality to mindfulness. The network has also created a live and informative web based site which hosts an extensive array of Diversition Ebooks. This enables employees have access to resources about Christianity, Buddhism, Islam and Judaism among others.

- LGBT Staff Network Group

The LGBT group celebrated LGBT History month with 'A Night at the Museum' event at the London Transport Museum. The event was an opportunity to consolidate a relationship with London Community Pride at the gala event and will be working to deliver a prominent TfL role at London Pride

- Women's Staff Network Group

The Women's staff network group has launched an informal Mentoring Scheme. This programme will be monitored and evaluated to see whether this can be rolled out further into the organisation. The Group also celebrated International Women's Day by delivering a series of lectures and workshops on development topics and explored women's roles in TfL and the transport industry.

6. Managing the performance of our people

TfL is committed to creating a culture that cements behaviours which will deal with poor performance, while at the same time recognising high performance. Through its annual appraisal process, TfL is able to assess and evaluate both high and poor performance of its employees in a structured and consistent manner.



Performance ratings pay distribution

Each year permanent non-operational employees have their performance assessed by their line manager during a formal end-of-year review. The individual is given a rating depending on whether they have missed, achieved or exceeded their objectives, or performed outstandingly over the course of the year. This rating then goes on to determine the individual's annual pay rise. The tables below provide the overall rating distribution, and the distribution by gender, ethnicity and disability for 2011/12 and 2012/13. All figures are rounded up.

Compared to 2011/12, the overall rating for all categories in 2012/13 remained very similar. The only exception to this is the 'does not meet required performance' category where there is a fall from one per cent (2011/12) to 0.2 per cent (2012/13)

Table 13 – Overall performance ratings

Year	Does not meet required performance		Falls short of required performance		Fully meets required performance		Exceeds performance in some areas		Consistently exceeds performance		Total
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	
11/12	55	1%	210	3%	6,433	77%	1,487	18%	155	2%	8,340
12/13	16	0.2%	214	3%	6,208	77%	1,466	18%	154	2%	8,058

- Ratings by gender

For 2012/13, distribution of ratings by gender shows no overall disparity with 77 per cent of men and 78 per cent of women being awarded the 'fully meets required performance' rating (see table 14). This is reflective across all the categories for both men and women.

Table 14 – Overall performance ratings by gender

Year	Gender	Does not meet required performance	Falls short of required performance	Fully meets required performance	Exceeds performance in some areas	Consistently exceeds performance	Total
2011/12	Male	1%	3%	77%	18%	2%	5,696
	Female	1%	2%	77%	19%	2%	2,644
	Total	1%	3%	77%	18%	2%	8,340
2012/13	Male	0.2%	3%	77%	18%	2%	5,482
	Female	0.2%	2%	78%	18%	2%	2,576
	Total	0.2%	3%	77%	18%	2%	8,058

- Ratings by ethnicity

For the category 'fully meets required performance' in 2012/13 (see table 16), the ratings follow a similar pattern to 2011/12 (see table 15) with 76 per cent of White employees and 79 per cent of BAME employees given this rating.

Since 2011/12, the disparity between White and BAME employees in the categories 'exceeds performance in some areas' and 'consistently exceeds performance' has decreased to three per cent in 2012/13.

Table 15 – Overall performance ratings by ethnicity 2011/12

2011/12 Ethnicity	Does not meet required performance	Falls short of required performance	Fully meets required performance	Exceeds performance in some areas	Consistently exceeds performance	Total
Asian or Asian British	1%	3%	80%	15%	1%	670
Black or black British	1%	3%	82%	12%	1%	1,040
Chinese and other ethnic groups	1%	3%	80%	13%	4%	174
Dual heritage	0%	2%	80%	15%	3%	157
Sikh	0%	0%	87%	13%	0%	15
White	1%	2%	75%	20%	2%	5,024
Prefer not to say	1%	3%	81%	14%	1%	370
Unknown/not specified	1%	4%	77%	17%	1%	890
Overall	1%	3%	77%	18%	2%	8,340

Table 16 – Overall performance ratings by ethnicity 2012/13

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

- Ratings by disability

The performance ratings for employees who have declared their disability in 2012/13 (table 17) revealed no significant disparity, compared to 2011/12. Employees who have declared their disability still remain more likely to be awarded the rating 'fully meets required performance' (83 per cent) compared with non-disabled employees (76 per cent). Compared to 2011/12 there is a decrease in the percentage of employees who did not meet their targets.

Table 17 – Overall performance ratings by disability

2011/12 Disability	Does not meet required performance	Falls short of required performance	Fully meets required performance	Exceeds performance in some areas	Consistently exceeds performance	Total
Yes	1%	3%	81%	14%	1%	267
No	1%	2%	76%	20%	2%	4,283
Prefer not to say	2%	2%	82%	13%	1%	180
Not specified	1%	3%	79%	16%	2%	3,134
Not assigned	1%	4%	77%	17%	2%	476
Total	1%	3%	77%	18%	2%	8,340
2012/13						
Yes	0.4%	2%	83%	14%	0.8%	244
No	0.3%	3%	76%	19%	2%	3,985
Prefer not to say	0%	2%	79%	19%	0.4%	233
Not specified	0.1%	3%	77%	18%	2%	3,596
Total	0.2%	3%	77%	18%	2%	8,058

Promotions

In 2012/13 there were 744 promotions⁵ within TfL. Of these promotions, 236 (32 per cent) were women, 218 (29 per cent) were BAME employees and 16 (two per cent) were employees who have declared their disability. For women, there was an increase of three per cent, a decrease of one per cent for BAME employees and no change in the percentage of employees who have declared their disability since 2011/12.

Table 18 – Overall promotions by gender

Year	Women		Men		Total
	No.	%	No	%	
2011/12	449	29	1095	71	1544
2012/13	236	32	508	68	744

Table 19 – Overall promotions by ethnicity

Year	BAME		White		Prefer not to say/Unknown		Total
	No.	%	No	%	No	%	
2011/12	468	30	835	54	231	15	1544
2012/13	218	29	386	52	140	19	744

Table 20 – Overall promotions by disability

Year	Declared disability		Declared no disability		Prefer not to say/unknown		Total
	No.	%	No	%	No	%	
2011/12	34	2	745	48	765	50	1544
2012/13	16	2	344	46	384	52	744

TfL's development framework supports its employees to deliver the business priorities and create a consistent service to TfL's customers.

⁵ Promotions represents employees moving upwards from their existing level

7. Engaging with our people

Some of the initiatives proposed for 2013/2014 will further support the organisation in achieving a key goal. This is to ensure that people working and living in London, as well as visitors, can access all it has to offer in terms of jobs, leisure, health and education. TfL is continuously focused on improvement for its customer experience and its employees performance, whilst remaining focused on its public sector duty. Some of the initiatives that will be assisting in this include:



- **Staff survey**

Viewpoint, TfL's new employee survey replaces both previous surveys and was launched in January 2013. This employee engagement survey, will be held annually to find out how employees feel about working for TfL. The results will be used to identify areas that are doing well and areas where there is a need to improve. This will give all employees the same opportunity to have their say. The results of the survey was available in April 2013 and further analysis is still to be completed to address employees concerns.

- **Job share register**

TfL has a Work-Life Balance Policy where one of the ways of working identified is job sharing. It is described as 'typically involving two people employed on a part-time basis, but working together to cover a full-time post. Both receive pay for the hours they work.'

TfL has supported the development of job share opportunities and encourages managers to consider vacancies to be advertised as job shares or try to match people up who want flexible working hours. However there has been no focused activity with clear outcomes.

The job share register would allow employees who were interested in flexible working to enter information about themselves ie their skills and experience and the number of days they would like to work. This would be an accessible register which everybody could look at.

TfL is proposing to pilot a job share register in the 2013/14 for six months to understand the take-up and impact of such a register.

- **Evenbreak**

TfL has been involved in valuable initiatives to support disabled people to take part in work experience projects, such as Steps into Work. While these initiatives have been successes in their own right, they have not translated to many permanent jobs for disabled people within TfL.

One of the main concerns has been that our partner organisations in these initiatives have targeted people who may have been at the start of their journey of looking for work. TfL has employment opportunities across a range of areas and we need to attract disabled people to all these work areas.

Evenbreak is an organisation which matches employers who value diversity with talented disabled people. It does this through a website where employers can place their job requirements to target disabled people. Disabled people who see the job adverts recognise that these employers will look beyond their disability to recruit the right talent.

Organisations as diverse as Network Rail and Ernst & Young now advertise all their new jobs on this website to send out a clear message that disabled people will be welcome within such organisations.

TfL will be working with Evenbreak in 2013/14 to advertise their jobs and will monitor quarterly the recruitment data of the roles advertised on the Evenbreak website.

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

TfL is a co-sponsor of the new Royal Greenwich UTC, which will educate 14 to 19-year-olds by providing GCSE and sixth-form education while helping them to develop the skills needed to build careers in engineering, construction and related industries. By working with the UTC in an area with a high BAME population, TfL aims to ensure all young people, especially girls and BAME students, can consider, and be supported in pursuing, a career in engineering. The admissions process also prioritises places for young people in care.

Equality and inclusion principles and practices continue to be embedded into the organisation's priorities. Through the HR E&I Best Practice Group, equality and inclusion is kept visible at a strategic level. It is key in the monitoring of policies, guidelines and projects during their development and implementation, and supports the sharing of good practice from across the organisation with the organisation and wider.

Appendix 1 - The Transport for London story

Our goal

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

Our strategy

This has four pillars:

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

Our priorities

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

Our organisation

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

Appendix 2 – TfL’s business areas

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

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

London Underground (LU)

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

1. Building an effective, efficient and continually improving organisation

LU’s Overall Workforce profile

Overall, LU’s workforce consisted of 16.6 per cent of women, 29.4 per cent of BAME employees and 298 employees who chose to declare a disability in 2012/13. Table 21 provides an overview of LU’s workforce profile.

Table 21 – Overall workforce profile (LU)

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown /prefer not to say (%)		No. of disabled staff	
2011/12	15,585	15.8		84.2		30.3		57.9		11.8		304	
2012/13	15,841	16.6	↑	83.4	↓	29.4	↓	56.4	↓	14.3	↑	298	↓

At senior management level, women represented 9.7 per cent, an increase of 2.3 per cent. BAME employees remained the same as in 2011/12 at 8.4 per cent and two employees chose to declare a disability are at a senior level within LU. This is a decrease of two since 2011/12. Table 22 provides an overview of LU’s workforce profile at the senior level.

Table 22 – Overall workforce profile at the senior level (LU)

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown /prefer not to say (%)		No. of disabled staff	
2011/12	312	7.4	↑	92.6	↓	8.4	=	75.8	↑	15.8	↓	4	↓
2012/13	321	9.7		90.3		8.4		76.0		15.6		2	

Leavers

In 2012/13, 505 employees left LU (see table 23). Of those who left, 13.1 per cent were women, 23 per cent were BAME and five per cent were employees who had chosen to declare their disability. There was an increase in the percentage of employees who 'prefer not to say' and the 'unknown' category leaving LU.

Table 23 – Overview of leavers by gender, ethnicity and disability (LU)

Leavers – LU	Percentage	
	2011/12	2012/13
Women	22.2	13.1
Men	77.8	86.9
BAME employees	25.8	23
White employees	60	58.4
Prefer not to say	6	6.3
unknown	8.2	12.3
Who declared their disability	4.5	2.8
Who declared they did not have a disability	41.1	40.2
Prefer not to say	1.3	3
Unknown	53.1	54

2. Developing our people and recognising and rewarding our people

Learning and development opportunities

During 2012/13, 14,364 employees working in LU attended a training event. Of these 16.1 per cent were women, 29.3 per cent were BAME employees and 1.8 per cent were employees who have declared their disability. These figures align with the overall representation within LU. Table 24 provides an illustration of those who attended training events.

Table 24 – Training event(s) attendees by gender, ethnicity and disability (LU)

LU	Total No.	Total %
Women	2,317	16.1
Men	12,047	83.9
BAME employees	4,209	29.3
White	8,045	56.0
Prefer not to say/unknown	2,110	14.7
Employees who have declared they have a disability	257	1.79
Employees who have declared they do not have a disability	6,135	42.7
Prefer not to say/unknown	7,972	55.5

Make a Difference Awards

Since the launch of the recognition award, Make a Difference, in April 2012, the workforce in LU received 3,388 (69.9 per cent) awards. These awards were presented to 668 women, 1,118 BAME employees and 73 employees who declared that they have a disability. Table 25 illustrates the level of the awards that each of the groups of employees above were presented with.

Table 25 – Make a Difference awards by gender, ethnicity and disability (LU)

LU	Total	Instant	Bronze	Silver	Gold
Women	668	253	287	102	26
Men	2,720	839	1,199	529	153
BAME employees	840	324	371	115	30
White employees	2,156	627	957	436	136
Prefer not to say/unknown	392	140	159	80	13
Employees who have declared they have a disability	73	26	36	9	2
Employees who have declared they do not have a disability	1,514	576	640	235	63
Prefer not to say/unknown	1,801	489	811	387	114

Disciplinary, harassment and grievance case outcomes

Of the 701 case outcomes, LU accounted for 79.5 per cent. Table 26 provides a breakdown of the category of case by gender, ethnicity and disability.

Table 26 – Outcome of disciplinary, harassment and grievance cases (LU)

LU	Disciplinary	Harassment	Grievance
Women	24	23	50
Men	190	64	206
BAME employees	48	26	59
White	50	31	127
Prefer not to say/unknown	116	30	70
Employees who have declared they have a disability	3	2	10
Employees who have declared they do not have a disability	56	36	87
Prefer not to say/unknown	155	49	159

3. Managing the performance of our people

Promotions

In 2012/13, of the 487 promotions women accounted for, 23.8 per cent, a fall of two per cent since 2011/12, 32 per cent were BAME employee, an increase of one per cent since 2011/12, and two per cent were employees who chose to declare a disability, a similar figure to 2011/12. Tables 27 to 29 provide a breakdown of promotions by gender, ethnicity and disability

Table 27– Overall promotions by gender (LU)

Year	Women			Men			Total	
	No.	%		No.	%		No.	
2011/12	296	26	↓	851	74	↑	1,147	↓
2012/13	116	24		371	76		487	

Table 28 – Overall promotions by ethnicity (LU)

Year	BAME			White			Unknown/prefer not to say		Total		
	No.	%		No.	%		No.	%	No.		
2011/12	364	31	↑	626	55	=	160	14	↓	1,147	↓
2012/13	156	32		268	55		63	13		487	

Table 29 – Overall promotions by disability (LU)

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.		
2011/12	25	2	=	494	43	↓	628	55	↑	1,147	↓
2012/13	9	2		204	42		274	56		487	

Surface Transport

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

1. Building an effective, efficient and continually improving organisation

Surface Transport workforce profile

Overall, Surface Transport's workforce consisted of 30.3 per cent of women, 29.4 per cent of BAME employees and 298 employees who chose to declare a disability in 2012/13. Table 30 provides an overview of Surface Transport's workforce profile.

Table 30 – Overall workforce profile (Surface Transport)

	Overall	Women (%)	Men (%)	BAME (%)	White (%)	Unknown/prefer not to say (%)	No. of disabled staff
2011/12	3,254	30.5	69.5	28.3	60.0	11.7	106
2012/13	3,201	30.3	69.7	27.0	57.0	16.1	104

At senior management level, women represented 9.7 per cent, an increase of 2.3 per cent, BAME employees remained the same as in 2011/12 at 8.4 per cent and two employees who chose to declare a disability were at a senior level. This is a decrease of 2 since 2011/12. Table 31 provides an overview of Surface Transport's workforce profile at the senior level.

Table 31 – Overall workforce profile at the senior level (Surface Transport)

	Overall	Women (%)	Men (%)	BAME (%)	White (%)	Unknown/prefer not to say (%)	No. of disabled staff
2011/12	223	22.0	78.0	11.7	76.7	11.7	8
2012/13	197	21.8	78.2	11.7	75.1	13.2	4

Leavers

In 2012/13, 201 employees left Surface Transport (see table 32). Of those who left 27.4 per cent were women, 24.4 per cent were BAME, and five per cent were employees who had chosen to declare their disability. There is an increase in the percentage of employees who 'prefer not to say' and the 'unknown' category leaving Surface Transport.

Table 32 – Overview of leavers by gender, ethnicity and disability

Leavers – Surface Transport	Percentage	
	2011/12	2012/13
Women	28	27.4
Men	72	72.6
BAME employees	34.6	24.4
White employees	55	56.7
Prefer not to say	2.6	6.5
Unknown	7.8	12.4
Who declared their disability	4.3	5
Who declared they did not have a disability	67.7	59.2
Prefer not to say	1.7	1
Unknown	26.3	24.4

2. Developing our people and recognising and rewarding our people

Learning and Development opportunities

During 2012/13, 1,714 employees working in Surface Transport attended a training event. Of these 34.0 per cent were women, 24.1 per cent were BAME employees and 2.7 per cent were employees who have declared their disability. These figures align with the overall representation within Surface Transport. (See table 33 below.)

Table 33 – Training event(s) attendees by gender, ethnicity and disability in Surface

Surface Transport	Total No.	Total %
Women	582	34
Men	1,132	66
BAME employees	413	24.1
White	921	53.7
Prefer not to say/unknown	380	22.2
Employees who have declared they have a disability	47	2.7
Employees who have declared they do not have a disability	1,052	61.4
Prefer not to say/unknown	615	35.9

Make a Difference awards

Since the launch of the recognition award, Make a Difference, in April 2012, the workforce in Surface Transport received 579 (11.9 per cent) awards. These awards were presented to 181 women, 108 BAME employees and 18 employees who

declared that they have a disability. The table below illustrates the level of the awards that each of the groups of employees above were presented with.

Table 34 - Make a Difference awards by gender, ethnicity and disability in Surface

Surface Transport	Total	Instant	Bronze	Silver	Gold
Women	181	44	56	61	20
Men	398	78	144	119	57
BAME employees	108	33	39	29	7
White employees	363	56	116	129	62
Prefer not to say/unknown	108	33	45	22	8
Employees who have declared they have a disability	18	6	3	4	5
Employees who have declared they do not have a disability	369	60	123	129	57
Prefer not to say/unknown	192	56	74	47	15

Disciplinary, harassment and grievance case outcomes

Of the 701 case outcomes, Surface Transport accounted for 10.4 per cent. Table 35 provides a breakdown of the category of case by gender, ethnicity and disability.

Table 35 – Outcome of disciplinary, harassment and grievance cases in Surface

Surface Transport	Disciplinary	Harassment	Grievances
Women	11	1	6
Men	41	2	12
BAME employees	16	1	0
White	16	1	9
Prefer not to say/unknown	20	1	9
Employees who have declared they have a disability	0	1	0
Employees who have declared they do not have a disability	25	1	12
Prefer not to say/unknown	27	1	6

3. Managing the performance of our people

Promotions

In 2012/13, of the 82 promotions in Surface Transport, 44 per cent were women, 21 per cent were BAME employees and five per cent were employees who chose to declare a disability. Tables 36-38 provide a breakdown of promotions by gender, ethnicity and disability.

Table 36– Overall promotions by gender (Surface Transport)

Year	Women			Men			Total	
	No.	%		No.	%		No.	
2011/12	76	39	↑	121	74	↓	197	
2012/13	36	44		46	56		82	

Table 37 – Overall promotions by ethnicity (Surface Transport)

Year	BAME			White			Unknown/prefer not to say			Total	
	No.	%		No.	%		No.	%		No.	
2011/12	49	25	↓	105	54	↓	42	21	↑	197	
2012/13	17	21		37	45		28	34		82	

Table 38 – Overall promotions by disability (Surface Transport)

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.	
2011/12	4	2	↑	117	59	↓	76	39	↑	197	
2012/13	4	5		43	52		35	43		82	

Specialist Services

This part of the organisation is responsible for corporate policy, strategy and TfL-wide services. It is made up of the following directorates: Finance and Information Management (IM); General Counsel; Human Resources; Group Marketing and Communications; and Transport Planning and Strategy.

1. Building an effective, efficient and continually improving organisation

Workforce profile

Overall, Specialist Services' workforce consisted of 41.5 per cent women, 22.2 per cent BAME employees and 127 employees who chose to declare a disability in 2012/13. Table 39 below provides an overview of LU's workforce profile.

Table 39 – Overall workforce profile (Specialist Services)

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown /prefer not to say (%)		No. of disabled staff	
2011/12	3,454	41.4		58.6	↓	24.6	↓	56.4	↓	18.8	↑	138	↓
2012/13	3,614	41.5	↑	58.5		22.2		51.2		26.6		127	

At senior management level, women represented 28.5 per cent, an slight decrease of 0.4 per cent, BAME employees represented nine per cent and 15 employees who had chosen to declare a disability, a similar number to that in 2011/12. Table 40 provides an overview of Specialist Services' workforce profile at the senior level.

Table 40 – Overall workforce profile at the senior level (Specialist Services)

	Overall	Women (%)		Men (%)		BAME (%)		White (%)		Unknown /prefer not to say (%)		No. of disabled staff	
2011/12	533	28.9	↓	71.1	↑	9.2	↓	74.3	↓	16.5	↑	15	=
2012/13	536	28.5		71.5		9.0		69.4		21.6		15	

Leavers

In 2012/13, 287 employees left Specialist Services. Of those who left, 39 per cent were women, 18.5 per cent were BAME employees and 3.8 per cent were employees who had chosen to declare their disability. There is an increase in the category 'unknown' across all groups.

Table 41 – Overview of leavers by gender, ethnicity and disability

Leavers - Specialist Services	Percentage	
	2011/12	2012/13
Women	44.4	39.0
Men	55.6	61.0
BAME employees	23.2	18.5
White employees	61.3	51.9
Prefer not to say	6.3	5.6
Unknown	9.2	24.0
Who declared their disability	4.3	3.8
Who declared they did not have a disability	66.4	50.2
Prefer not to say	5.6	4.9
Unknown	23.7	41.1

2. Developing our people and recognising and rewarding our people

Learning and development opportunities

During 2012/13, 2,902 employees working in Specialist Services attended a training event(s). Of these 40.9 per cent were women, 22.3 per cent were BAME employees and 3.4 per cent were employees who have declared their disability. As this is the first year of reporting attendance there is no comparison, but these figures align with the overall representation within Specialist Services. Table 42 provides an illustration of those who attended training events.

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

Specialist Services	Total No,	Total %
Women	1,188	40.9
Men	1,714	59.1
BAME employees	646	22.3
White employees	1,391	47.9
Prefer not to say/unknown	865	29.8
Employees who have declared they have a disability	99	3.4
Employees who have declared they do not have a disability	1,509	52
Prefer not to say/unknown	1,294	44.6

Make a Difference award

Since the launch of the recognition award, Make a Difference, in April 2012, the workforce in Specialist Services received 872 (18 per cent) awards. These awards were presented to 372 women, 167 BAME employees and 33 employees who declared that they have a disability. Table 43 illustrates the level of the awards that each of the groups of employees above were presented with.

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

Specialist Services	Total	Instant	Bronze	Silver	Gold
Women	372	15	179	139	39
Men	500	18	221	197	64
BAME employees	167	5	76	70	16
White employees	497	18	225	190	64
Prefer not to say/unknown	208	10	99	76	23
Employees who have declared they have a disability	33	1	23	7	2
Employees who have declared they do not have a disability	489	19	205	205	60
Prefer not to say/unknown	350	13	172	124	41

Disciplinary, harassment and grievance case outcomes

Of the 701 case outcomes, Specialist Services accounted for ten per cent. Table 44 provides a breakdown of the category of case by gender, ethnicity and disability.

Table 44 – Outcome of disciplinary, harassment and grievance cases

Specialist Services	Disciplinary	Harassment	Grievances
Women	13	1	16
Men	21	6	13
BAME employees	9	0	7
White employees	5	2	12
Prefer not to say/unknown	20	5	10
Employees who have declared they have a disability	0	0	2
Employees who have declared they do not have a disability	24	4	17
Prefer not to say/unknown	10	3	10

3. Managing the performance of our people

Promotions

In 2012/13, of the 169 promotions in Specialist Services, 49 per cent were women, 26 per cent were BAME staff and two per cent were employees who chose to declare a disability. Tables 45-47 provides a breakdown of promotions by gender, ethnicity and disability.

Table 45 – Overall promotions by gender (Specialist Services)

Year	Women			Men			Total	
	No.	%		No.	%		No.	
2011/12	73	39	↑	116	61	↓	189	
2012/13	83	49		86	51		169	

Table 46 – Overall promotions by ethnicity (Specialist Services)

Year	BAME			White			Unknown/prefer not to say		Total		
	No.	%		No.	%		No.	%	No.		
2011/12	52	27	↓	96	51	↓	41	22	↑	189	
2012/13	44	26		77	46		48	28		169	

Table 47 – Overall promotions by disability (Specialist Services)

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.		
2011/12	5	3	↓	127	67	↓	57	30	↑	189	
2012/13	3	2		93	55		73	43		169	

London Rail

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

1. Building an effective, efficient and continually improving organisation

Workforce profile

Overall, London Rail's workforce consisted of 23.6 per cent women, 14.9 per cent BAME employees and two employees who chose to declare a disability in 2012/13. Table 48 provides an overview of London Rail's workforce profile.

Table 48 – Overall workforce profile (London Rail)

	Overall	Women (%)	Men (%)	BAME (%)	White (%)	Unknown /prefer not to say (%)	No. of disabled staff
2011/12	159	20.8	79.2	16.4	61.6	22.0	3
2012/13	161	23.6	76.4	14.9	58.4	26.7	2

At senior management level, women represented 9.7 per cent, an decrease of 3.3 per cent, BAME employees 8.4 per cent, an increase from 6.5 per cent since 2011/12 and two employees who had chosen to declare a disability compared to one in 2011/12. Table 49 provides an overview of London Rail's workforce profile at the senior level.

Table 49 – Overall workforce profile at the senior level (London Rail)

	Overall	Women (%)	Men (%)	BAME (%)	White (%)	Unknown /prefer not to say (%)	No. of disabled staff
2011/12	46	13.0	87.0	6.5	78.3	15.2	1
2012/13	45	9.7	90.3	8.4	76.0	15.6	2

Leavers

In 2012/13, 15 employees left London Rail. Of those who left 6.7 per cent were women, 26.7 per cent were BAME, and 6.6 per cent were employees who had chosen to declare their disability.

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

Leavers - London Rail	Percentage	
	2011/12	2012/13
Women	13.3	6.7
Men	86.7	93.3
BAME employees	20	26.7
White employees	60	33.3
Prefer not to say	0	6.7
Unknown	20	33.3
Who declared their disability	0	6.6
Who declared they did not have a disability	66.7	53.3
Prefer not to say	0	6.7
Unknown	33.3	33.4

2. Developing our people and recognising and rewarding our people

Learning and development opportunities

During 2012/13, 124 employees working in London Rail attended a training event(s). Of these 16.1 per cent were women, 29.3 per cent were BAME employees and 1.79 per cent were employees who had declared their disability. As this is the first year of reporting attendance there is no comparison, but these figures align with the overall representation within London Rail. Table 51 provides an illustration of those who attended training events.

Table 51 – Training event(s) attendees by gender, ethnicity and disability

London Rail	Total No.	Total %
Women	25	20.2
Men	99	79.8
BAME employees	16	12.9
White employees	69	55.7
Prefer not to say/unknown	39	31.5
Employees who have declared they have a disability	3	2.4
Employees who have declared they do not have a disability	66	53.2
Prefer not to say/unknown	55	44.4

Make a Difference Award

Since the launch of the recognition award, Make a Difference, in April 2012, the workforce in London Rail received 3,388 (69.9 per cent) awards. These awards were presented to 668 women, 1,118 BAME employees and 73 employees who declared that they have a disability. Table 52 illustrates the level of the awards that each of the groups of employees above were presented with.

Table 52 – Make a Difference awards by gender, ethnicity and disability

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

Disciplinary, Harassment and Grievance Case outcomes

Of the 701 case outcomes, London Rail had no cases.

3. Managing the performance of our people

Promotions

In 2011/12, of the 1,147 promotions in London Rail, 26 per cent were women, 31 per cent were BAME staff and two per cent were employees who chose to declare a disability. Tables 53 to 55 provide a breakdown of promotions by gender, ethnicity and disability.

Table 53 – Overall promotions by gender (London Rail)

Year	Women			Men			Total	
	No.	%		No.	%		No.	
2010/11	4	36	↓	7	64	↑	11	↓
2011/12	1	17		5	83		6	

Table 54 – Overall promotions by ethnicity (London Rail)

Year	BAME			White			Unknown/prefer not to say		Total		
	No.	%		No.	%		No.	%	No.		
2010/11	3	27	↓	8	73	↓	0	0	↑	11	↓
2011/12	1	17		4	67		1	16		6	

Table 55 – Overall promotions by disability (London Rail)

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.		
2010/11	0	0	=	7	64	↑	4	36	↓	11	↓
2011/12	0	0		4	67		2	33		6	