

Diversity and Inclusion Impact report

2017/18



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. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made on foot, by cycle or using public transport by 2041. To make this a reality, we prioritise health and the quality of people's experience in everything we do.

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 DLR, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport, 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 open, will add 10 per cent to central London's rail capacity.

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

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

We are constantly working to improve the city for everyone. This means freezing TfL 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 who use them every day.

None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. We all need to pull together to deliver the Mayor's Transport Strategy; by doing so we can create a better city as London grows.

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About the Diversity and Inclusion Impact report

In previous years we have produced two documents – the Action on Equality 2016/17 Progress report and 2016/17 Annual Workforce Monitoring report. These showed how we meet our duties as an employer, separately to our public sector equality duty. This year, we have combined these two documents because we believe that the two duties are intrinsically linked: by having a workforce that represents the city we serve – and whose talents are harnessed by inclusive processes, behaviours and culture – we can better deliver safe and inclusive end-to-end journeys for all.

This report is focused on the period from 1 April 2017 to 31 March 2018. It provides equality data and information on how we've progressed over this period under the II priorities previously set out in the Action on Equality report.

The II priority areas, each linked with an equality objective, are:



Customer experience

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



Customer information

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



Accessible network

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



Travelling safely and securely

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



Value for money and affordability

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



Health

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



Workforce diversity

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



Support current and future employees

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



Promote an inclusive culture

Create a culture where all staff feel engaged



Our business partners

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



Communication and engagement

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

Every person matters

A truly inclusive network and workforce.

We are committed to keeping London moving, working and growing to make life in our city better. Our ambition is to be a customer-focused and commercially-minded service provider that is the envy of transport authorities and cities around the world. We believe it's crucial for London's economic success to have a safe and inclusive, affordable, integrated transport network and a diverse workforce that can relate to and meet the requirements of, all our customers.

The Mayor's equality, diversity and inclusion strategy – Inclusive London – sets out his vision to create a city that is healthier, safer and more affordable. To achieve this, we are making our streets more accessible and inclusive, and our transport network easier for everyone to use.

During 2017/18, we continued to progress in making our network more inclusive, accessible and safer through the recruitment of over 650 new station staff to assist customers. We also delivered over 200 engagement events during National Hate Crime Awareness week, in October 2017, and completed work on our 73rd step-free Underground station.





Within our workforce, we have seen a 19 per cent increase in the number of women at senior management level and, for the first time, published our ethnicity pay gap report alongside our gender pay gap report.

We know that diverse and inclusive organisations perform much better than those that aren't. We are working hard to make our organisation more representative of the city we serve, and to improve access to senior, higher-paid positions for people from diverse backgrounds.

As the Director of Diversity and Inclusion, my focus is to develop our diversity and inclusion vision and strategy, ensuring further progress in our commitment to providing an inclusive and accessible network for all.

Staynton Brown
Director of Diversity and Inclusion

Diversity in London

Key facts on the incredibly diverse population of the Capital.

London's population is growing fast and is expected to rise to 10.5 million by 2041, in turn creating five million additional journeys every day. And our role is to provide a transport service that meets this growing demand. We are therefore transforming TfL to ensure the organisation becomes leaner, fitter and more customer-focused. With this in mind, below are some key facts* on London's diversity.

Gender

Currently, 51 per cent of the population of the Capital are women, and 46 per cent of economically active Londoners are women.

Ethnicity

40 per cent of Londoners are black, Asian and minority ethnic (BAME) and 36 per cent of economically active Londoners are from BAME communities. London's population is becoming increasingly diverse, with the proportion of BAME Londoners likely to rise to slightly more than 43 per cent in 2020.

Disability

17 per cent of the Capital's population have identified themselves as disabled and 11 per cent of economically active Londoners have a disability. Londoners that are over 16 years old with a disability will, by 2020, represent slightly more than 20 per cent of people who are economically active.

*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).





Age

Currently, 11.1 per cent of London's population is aged 65 and over. 32.1 per cent is under 25. 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.

Faith

Christianity is the largest religion at 48.4 per cent. The second largest is Islam with 12 per cent. Of those who responded, five per cent are Hindu, 1.8 per cent Jewish, 1.5 per cent Sikhs and 1.1 per cent Buddhists.

Sexual orientation

In 2016, around 5.1 per cent of economically active Londoners identified as lesbian, gay, bisexual and transgender (LGBT+).

‘Transport doesn’t only shape our daily lives and determine how we get around London – it can create new opportunities for Londoners and shape the character of our city.’



Sadiq Khan
Mayor of London

A more inclusive London

Outlining our commitment to diversity and inclusion.

The Mayor is proud to call our city great because of the richness of its diversity and its long tradition of openness towards people of all faiths, nationalities and backgrounds. The contribution of the diverse communities that have made their home in London are key to its strength. Inclusive London, the Mayor's equality, diversity and inclusion strategy sets out his vision for a more equal and inclusive city, where individuals are able to thrive regardless of who they are or their background.

Our commitment to diversity and inclusion

Our vision is that 'every person matters in helping London thrive'. We are committed to promoting equality for our customers, staff and stakeholders. From this, and with the feedback from our key stakeholders this year, we developed and progressed the following priorities:

- Introduce a robust diversity and inclusion governance to bring oversight and scrutiny to work that will deliver the accessibility and inclusion agenda of the Mayor's Transport Strategy and the five transport related objectives listed within Inclusive London
- Develop a diversity and inclusion indicator dashboard to monitor our performance and identify under-representation or lower inclusion scores

- Refresh our approach to recruitment, performance and development
- Simplify our performance management approach to ensure, among other things, that it aligns with our organisational values and priorities
- Put in place training and development measures to ensure that we support the potential and talent of our people
- Support the organisation in transforming to meet the Mayor's ambitious programme to deliver a modern and affordable transport network for London

Our public sector duty under the Equality Act 2010

The Equality Act 2010's public sector duty means that public bodies like us have to consider the impact of our work on groups protected by the Equality Act when carrying out their day-to-day work, and have due regard to do the following:

- Eliminate discrimination, remove or minimise disadvantages suffered, and take steps to meet the needs of different groups
- Advance equality of opportunity, taking the appropriate actions involved to meet the needs of disabled people
- Foster good relations between different people, tackling prejudice and promoting understanding of different groups



Our key achievements in 2017/18

During 2017/18 we have provided services that are safe, reliable, accessible and affordable for our customers. We have enhanced the way we treat our customers, support our staff and work with our partners.

Customer experience: improving the whole journey

We have recruited more than 650 new station staff to provide our customers with assistance at all our Underground stations; more than 23,000 bus drivers have attended the 'Hello London' customer experience training; and a new Client Relationship Management (CRM) system has improved our contact centre responses.

Customer information: improving inclusion

We have rolled out real-time information on the availability of lifts at Underground stations; developed an app that provides staff with live updates on escalator problems; and used social and mainstream media to promote priority seating messages.

An accessible network: improving accessibility

73 Underground stations are now step-free; more than 200 of our senior managers have received disability equality training; and more than 17,000 bus stops are now wheelchair accessible.

Travelling safely and securely: improving safety

We delivered more than 200 events across our network during National Hate Crime Awareness week. In partnership with Thames Reach, we supported those sleeping rough on our network. In addition, a hate crime awareness course was developed for our staff.

Value for money: improving affordability

The introduction of the Hopper fare provided customers with unlimited travel on London buses and trams within an hour.

Health: improving London's streets

We launched our Walking Action plan that sets out our vision of increasing walking trips by six miles a day by 2041. We also launched our Vision Zero strategy – setting out our plan to eradicate deaths and serious injuries from our roads and make London a safer, healthier and greener place. In addition, our Traffic Management Handbook provides guidance on alternative traffic arrangements that are safe and accessible.

Workforce: improving diversity and inclusion

In January 2019 we published our gender and ethnicity pay gap reports; we saw a 19 per cent increase in the number of women at our senior management level; and a 50 per cent increase in the number of disabled people at our senior management level.

Supporting current and future employees

Over 140 staff have trained as Mental Health First Aiders; over 800 staff attended the Valuing People Through Fairness equality training programme; and we achieved a 65 per cent increase in female apprentice applications for our January 2017 intake (compared to applications received for our September 2016 starters).

Our business partners

Seventy-three per cent of women who completed the pilot Women into Construction and Gingerbread pre-employment and work experience programmes have now moved into employment, and 20 of our key suppliers attended our Diversity and Inclusion Supplier Forum – the latter established to support our suppliers in delivering their diversity and inclusion outcomes.

Communication and engagement

We continue to involve our Independent Disability Advisory Group (IDAG) and our Valuing People Group of 50 adults with learning disabilities, plus our Stakeholder Accessibility Forum in the way we shape and develop our strategy for making London more accessible for all.

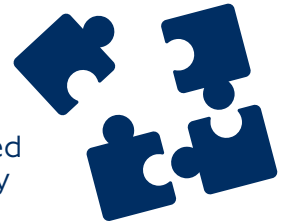
Overall, we have identified 79 actions for delivery in 2017/18 that provide an insight into our diversity and inclusion journey and our collaboration with others to achieve these outcomes. These are outlined on the following pages.

Key achievements in 2017/18

650 new station staff to help customers



200 managers received disability equality training



Over **140** staff trained as Mental Health First Aiders



Customer experience: improving the whole journey

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

We are proud to say that overall, customers are satisfied with our services. Our customers' journeys include driving, walking and cycling on the Capital's roads, as well as travelling on the public transport network. The services and information we provide should be accessible to all Londoners. Our aim is to ensure everyone can use our network, receive a consistent and high-quality service that meets their needs, and that we tackle such important issues as accessibility and safety.

Action status

 Complete

 Ongoing

 To be confirmed

Progress against our 2017/18 actions London Underground and Rail



Cross station Northern line ticket hall to create a brighter, modern and more open space for our customers.

Charing Cross station fully reopened on 26 June 2017 following a complete overhaul of the 1970s Northern line ticket hall. This included straightening the gateline, providing improved lighting, creating more space, and the provision of better customer information and security features.



Introduce new, fully-accessible, air-conditioned walkthrough trains on TfL Rail services between Liverpool Street and Shenfield.

Roll out of the new Class 345 trains commenced in June 2017 and these are currently being used as part of the TfL Rail service between Liverpool Street and Shenfield.



Deliver two more services each hour on the Victoria line during the peak periods.

The second Victoria line upgrade project was launched on 22 May 2017, increasing the morning and evening peak service to 36 trains per hour (or a train every 100 seconds). This makes the line one of the most frequent services in the world, adding vital capacity and helping to reduce crowding.



Recruit at least 650 new station staff to make sure the right level of customer assistance is provided at all Underground stations.

More than 650 new station staff have been recruited.



Work with Crossrail to support its engagement and customer service activities with older and disabled people.

Engagement work with communities across London included an Accessible Transport event in Romford held in April 2018; a community drop-in event in Ealing in November 2017; as well as information and behind-the-scenes events at stations (such as at Custom House in March 2018).



Run the green lanes trial at King's Cross – encouraging customers to move down the platform at Tube stations in order to try to ease congestion and improve both reliability and safety.

The trial was implemented on the southbound Victoria line platform at King's Cross in mid-July 2018. Success will be measured by using CCTV on the platform, to time how quickly passengers get on and off the train as well as noting if fewer trains are delayed due to overcrowding. This data will be compared to data that was collected before the trial, which looked at peak travelling times in the morning. The analysis of the trial is to be finalised.

Case study: A dementia-friendly workforce

Supporting the Mayor of London to make the city the first dementia-friendly capital

To support the Mayor's commitment to make London the first dementia-friendly capital we needed to raise awareness of dementia among our staff. To do so, we needed to secure funding and support from senior management to create a dementia awareness e-learning module.

We successfully secured funding through the Customer Innovation Fund and worked closely with Alzheimer's Society to ensure the module delivered the right messages. We interviewed three people with dementia about their experience of using public transport. These videos have been featured in the module.



"Through knowing the five key messages I am also able to help colleagues gain a better understanding, which will then provide a better customer service to those living with dementia and needing support on our network."

We launched an internal campaign to encourage staff to complete the module. This included posts on our intranet, posters in lifts, screens and notice boards, senior management weekly messaging, team meeting briefings and yammer posts. In the first week, over 200 members of staff completed the course.

Dementia Friends sessions have recently been delivered in all team meetings at our contact centre and added to new starter induction packs.

We currently have over 500 Dementia Friends in the organisation and will continue to promote the module and aim to make all staff Dementia Friends. Since the launch, staff have been sharing their own personal stories and feedback on how the module has helped them think differently.

Buses



Continue to deliver training to all bus staff, including all 24,700 drivers and private bus operator support staff. Training course to be rolled out between April 2016 and March 2018.

‘Hello London’ – an interactive customer experience training programme developed in collaboration with training facilitator, Steps Drama – concluded in March 2018, with over 23,000 bus drivers and 1,700 driver support staff attending the course. The training was very well received by attendees, with 94 per cent rating it as excellent or very good.



Further develop the Customer Experience Programme within London Buses.

Work has continued to deliver the Customer Experience Programme within London Buses, with a focus on explaining ‘Hello London’ messages to bus operators. There has been a variety of driver engagement activities focusing on key messaging, including managing wheelchair priority areas, helping customers with hidden disabilities (including autism and dementia) and buses not stopping. The creation of a Chief Customer Officer role for all our Surface Transport modes, in early 2018, is intended to help develop an improved and more consistent customer experience for bus users – and, indeed, all our customers.

Door-to-door transport



Implement proposals from the Social Needs Transport review including moving towards an integrated system for social needs transport in London. The review looks to provide a more joined-up service for users across the various forms of transport that makes up.

In mid-May 2017, we hosted a workshop with disability organisations to help progress a future strategy to improve services so they are more flexible and responsive to customer needs. The outcome of this workshop was an Assisted Transport services strategy (with the term Assisted Transport replacing Social Needs Transport to indicate a broader range of services in scope – such as travel mentoring). This was endorsed by the Customer Service and Operational Performance Panel in July 2017.

Between June and October 2017, Multi-Occupancy Accessible Transport contracts were introduced to enable sharing of London Dial-a-Ride best practice and comparability of service standards with other operators of accessible minibus services (predominantly Community Transport operators).

In June 2017, Dial-a-Ride introduced real-time scheduling, dispatch and information for customers on vehicle arrival time. A strategy and roadmap for future improvements to Assisted Transport Services (ATS) have also been included within the Mayor’s

Transport Strategy, forming part of the Accessibility Implementation Plan and representing a major step towards better integrating ATS into TfL's broader accessibility strategies and plans.

TfL board member Anne McMeel acted as the ATS champion during 2017/18 and has helped to steer the development of the ATS strategy.



Continue to improve contact centre responses and awareness of recurring customer issues.

Our Client Relationship Management (CRM) system has been updated to include a repeat customer alert – enabling our agents to see previous cases and better address issues. A new keyword-driven system is also being introduced that highlights all accessibility-related cases. Additional work includes reviewing our responses regarding accessibility, and we will be working with Transport for All to improve our response, management and recording of customer issues.



Deliver trans awareness training to contact centre agents.

GIRES, a UK wide organisation whose purpose is to improve the lives of trans and gender non-conforming people of all ages, undertook trans awareness training for all our contact centre team managers and subject matter experts. GIRES is now carrying out awareness

training to 400 agents in the contact centre and lost property office. In addition, all staff – including our social media team – have been briefed on trans awareness and we are following up with specific training sessions.



Deliver accessibility customer experience training to new subject matter experts in the contact centre.

Training has been provided to all subject matter experts and team managers. This training addressed accessibility issues across all modes of transport and the approach to solving them.



Ensure that any proposals to improve Oxford Street for pedestrians considers the implications for all our customers, including minimising any adverse effects for those with limited or restricted mobility.

Work has been ongoing throughout the year, including: data analysis of travel trends and drawing on more detailed information for users of older and disabled persons' Freedom Passes; the commissioning of consultants to advise on accessibility, drawing on feedback from consultation events; setting up and holding Design Review Group meetings and site visits with disabled and older people groups; and discussing proposals with our Independent Disability Advisory Group to discern the feasibility of progressing this project.

Case study: Trans Awareness Week

In November 2017, we got together to raise awareness of gender identity and to educate our workforce.

Trans is an umbrella term for anyone who identifies as a cross dresser, transgender, non-binary gender, gender fluid or intersex.

On 14 November 2017, members of our lesbian, gay, bisexual and trans (LGBT+) Staff Network Group (OUTbound) got together to raise the Transgender Pride flag alongside Mark Wild, Managing Director of London Underground and Staynton Brown, our Director of Diversity and Inclusion.



Customer information: improving inclusion

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

Our customers' travel experience starts from the moment they begin thinking about their journey. Quality information is essential to help people get around, especially to those with accessibility needs. We strive to provide clear, accurate and up-to-date information that covers all our services, in a variety of formats, and we want to break down barriers that can deter disabled and older people from using our services, thus widening their travel horizons.

Progress against our 2017/18 actions London Underground and Rail



Add a new function to the TfL Journey Planner to show the walking distance within stations and the number of steps on staircases.

Following proof of concept work at Bermondsey and Southwark stations in early 2018, surveys have been undertaken to count stairs and measure walking distances – with much of the Central line now being complete. The Journey Planner will be updated as the project progresses.



Provide real-time information to customers on the availability of lifts across the Tube network.

A trial was completed at King's Cross using prompt cards to remind staff of the actions to take when lifts go out of service. There were bespoke posters for each lift detailing key alternative routes. The trial was successful and has now been rolled out to all step-free stations.

Following this, a trial of a self-reporting lift module was undertaken and completed at Covent Garden in September. A further successful trial has been undertaken at Green Park. Data generated was assessed for accuracy and a 'lessons learnt' report is currently being written to summarise the findings. There are currently no plans to progress this project.



Review the provision of help points in Underground stations to make sure they are clearly marked, easy to use and that the calls are answered by those best placed to assist.

Enhanced signage has been installed at Westminster station, and a plan has been developed to roll out improved help point signage at stations where there is lone working.



Work with developers to improve the accessible information in their apps.

We are currently working to improve our Journey Planner to provide information that can be added to the Application Programming Interface (API), which developers will be able to access and use to feed data into their apps.

In addition, an accessibility digital partnership summit was held on 2 June 2018 that brought together major technology organisations and representatives from disability charities to improve information provision to customers with accessibility requirements.



Deliver accessibility improvements in the Customer Information Strategy, such as enhancing information for visually impaired customers and raising awareness of materials that are already available.

Improvements through the Customer Information Strategy include: a review of wayfinding and signage, such as accessibility signage at key stations; the introduction of new onward journey information; promoting active travel; and assessing our approach to

accessibility information to make it easier for everyone to use. This review included an assessment of all step-free Underground stations to address consistency issues resulting from signage being installed over a period of time, with the successful tenderer needing to submit plans for improved signage using TfL's accessible signage standard, which was finalised in November 2017.

Alongside the introduction of audio-visual information on new rolling stock, research has been undertaken into the use of tactile paving which will be used as plans and strategies are developed.

We continue to promote information materials available, along with the development of new information such as the tunnel map to how the location of the Underground, from outside as well as when passing through a tunnel.

Case study: Priority Seating Week

We launched a campaign to make customers aware of those with invisible conditions who may need a seat.

In April 2017 we launched our 'Please offer me a seat badge' to help those with invisible impairments, conditions and illnesses, get a seat on trams, trains, Tube and buses. In April 2018, we held our first Priority Seating Week to promote the badge and make customers aware of those with invisible conditions who may need a seat. The main challenge was to change public perception of who is entitled to a priority seat, as well as making sure people who don't have a badge and have a non-visible condition aren't forgotten. We also wanted to raise awareness of the Baby on Board badge.

Priority Seating Week was a joint initiative created by the National and Regional Partnerships team, the Press Office, and Design, with help and support from other customer teams.

Newly designed Priority Seating signs were installed on selected London Overground and Jubilee line trains, and videos and posters were created featuring those with invisible conditions who benefit from wearing a badge.

We worked closely with organisations including Transport for All, Anxiety UK, Cancer on Board and Tommy's.



We received 100 per cent positive coverage across TV, radio, online and print. This included interviews with customers and journalists sharing their experiences of how TfL's badges and priority seating has helped them.

We had 179 badge orders in the campaign week alone, and over 80,000 since the badge launched.



Trial a real-time information app so staff can provide live updates on lifts, escalator problems, station overcrowding and closures that can be fed into Journey Planner.

An app was developed in September 2017, with a mid-pilot review held at King's Cross, Oxford Circus and Waterloo. The app was renewed following feedback. Oxford Circus and King's Cross were generally positive, and an action plan was developed and is underway to remedy concerns at Waterloo.

Roll-out of the app across the network has now been completed and we are working to encourage its usage.



Promote priority seating messages and the 'Please offer me a seat' badge and card.

Following the launch of the 'Please offer me a seat' badge and card in April 2017, alongside associated press and social media activity, more than 60 press outlets covered the campaign, including TimeOut, BBC London and the Guardian. There has been continued social media activity through each quarter, while the badge and card were promoted again in December 2017, including issuing a press release. Planning also started for TfL's Priority Seating Week, which will run beyond this period.



Investigate opportunities for redesigning priority seating across rolling stock, for example Tube and rail carriages, and buses.

The Underground Customer Experience department has worked with the Product Design team in Customer, Communication and Technology (CCT) to come up with colourways that maintain a corporate identity, are visually interesting, and will be durable. The decision to go with a lighter colourway for the priority seats was ratified with LU's accessibility lead who consulted with the Independent Disability Advisory Group (IDAG).



Continue to raise awareness of our accessible services and supporting information.

Alongside continued publicising of available materials through a variety of channels, awareness of services has been raised through attendance at stakeholder events, such as the Sub Regional Mobility Forum and bus access events; and through one-off events including the accessibility event at Stratford station, where staff from across TfL met with members of the public to discuss and answer questions on the accessibility of the network.

An accessible network: improving accessibility

Improving our transport network for all our customers.

Our ‘improving the whole journey’ approach to making our streets, stops, stations and vehicles more accessible has seen improvements across our network. We have also been assessing any likely positive and negative impact when making these improvements.

The Mayor has committed to spending £200m on step-free access over the next five years so that many customers, including disabled and older people and those with pushchairs and buggies, will be able to use around 30 more Tube stations by the end of 2021/22.

The total number of step-free stations is currently 73, with Bromley-by-Bow being that 73rd tube station (completed in March 2018). In addition, there are now over 17,300 wheelchair-accessible bus stops.

Progress against our 2017/18 actions London Underground and Rail



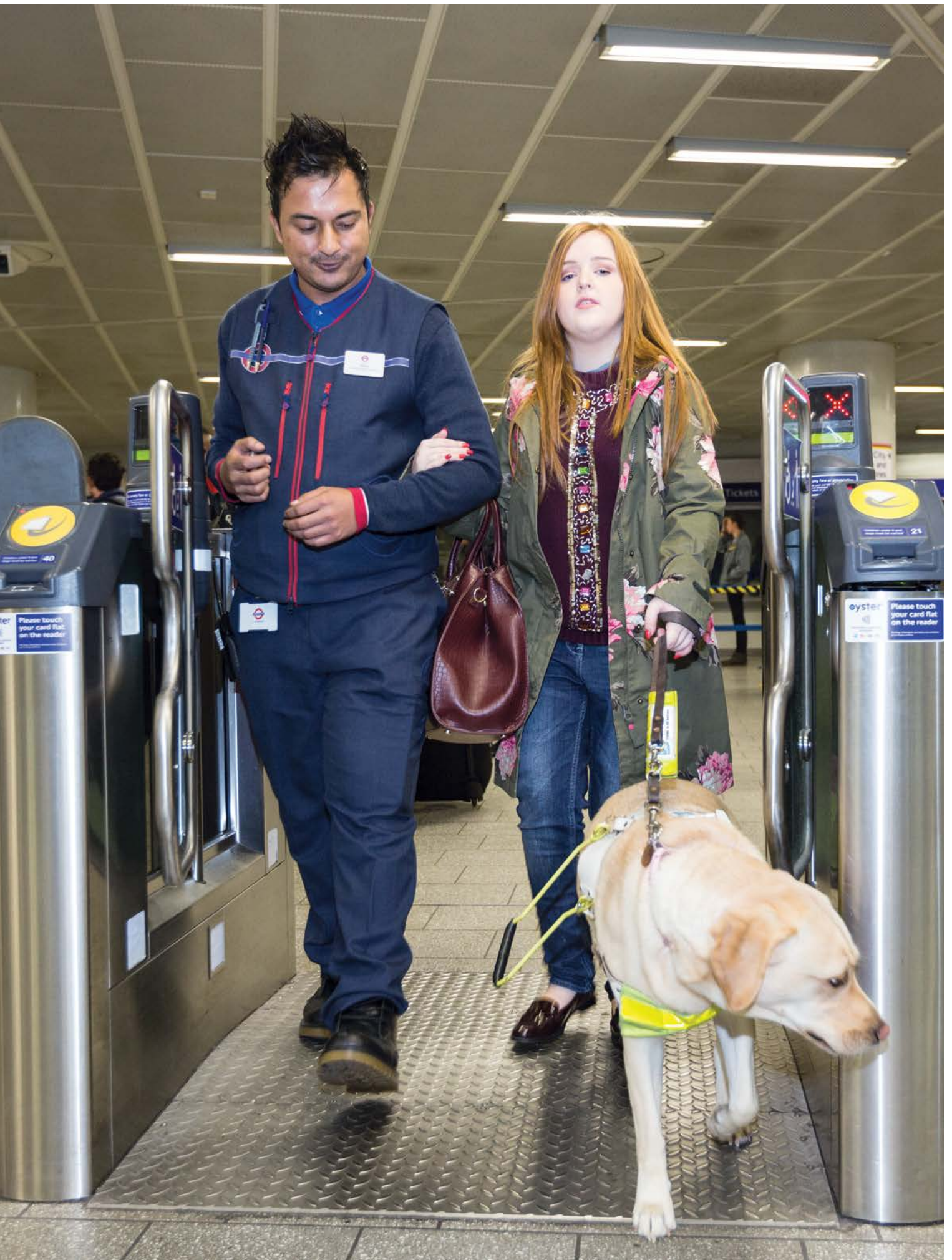
Deliver new step-free access at Bank (Waterloo & City line), Bond Street, Bromley-by-Bow and Victoria stations.

Bond Street became step-free in November 2017 and Bromley-by-Bow in March 2018. Victoria and Bank have been delayed and are not anticipated to be step-free until the summer of and late 2018 respectively.



Develop an app enabling customers to request turn up and go assistance in advance, which also means station staff are better prepared.

Following initial development of a prototype app and demonstration to staff, feedback enabled further development. It was then submitted to our Director’s Risk, Assurance and Change Control Team to ensure that it met the required criteria for use, and was rolled out with the real-time information update for feedback before going live in mid-July.





Provide disability equality training to senior managers to help them better understand how to plan for the needs of our disabled customers.

In 2017/18, 230 managers received disability equality training. This included a trip on the network with a disabled person, providing the managers with an insight into the experience of our disabled customers, a greater understanding of their needs and what more could be done to provide excellent customer service.



Deliver disability equality training to frontline staff so they can help passengers overcome potential barriers to using the Tube.

Following the initial disability equality training programme, work is underway to procure more training for London Underground managers and frontline station staff.



Review step-free route signage at stations, making sure it is always clear and easy to follow.

Building on the useful feedback obtained from workshops held in May and June 2017, we have identified potential improvements and a priority order in which to take them forward. These improvements include evaluating signage options to take customers to places of relative safety, a new design of lift schematics for stations with complex lift layouts, and completing the audit of signage at step-free stations.



Trial portable hearing loops at stations where fixed loops have been removed.

The trial at Leicester Square, Waterloo and Kings Cross finished at the end of February. Following the completion of this, a trial of speech-to-text is now taking place.

Buses



Continue our bus shelter modernisation programme, which has already delivered 3,100 redesigned perch seats with arm rests. Continue this at a rate of 400 seats per year.

Over 3,500 bus shelters have been modernised for 2017/18.



Make 95 per cent of all bus stops wheelchair accessible.

Ninety-five per cent of bus stops are now wheelchair accessible (out of a total of 17,355 stops).

Cycling and walking



Promote best practice in urban design using our Streetscape Guidance.

Best practice in Streetscape Guidance has been provided across a number of projects, and includes the use of tactile paving, street furniture, bus stop accessibility and parking.



Continue financial support in 2017/18 to help boroughs pay for transport projects set out in their Local Implementation Plans (LiPs). Areas will see safer roads, better public spaces and improved walking and cycling facilities.

Financial support was maintained in 2017/18 for boroughs' Local Implementation Plan spending submissions. This funding enables boroughs to deliver locally against the Mayor's Transport Strategy objectives, with a wide range of programmes being carried out on a large number of streets across London.



Improve facilities for pedestrians, particularly disabled and older Londoners.

Healthy Streets has been adopted as a key element of the Mayor's Transport Strategy, with the aim of making streets more pleasant spaces for pedestrians, and increasing the number of people from all walks of life who use them. When designing a new area – or updating an existing one – a Healthy Street Check is one of the key tools used. Alongside the continued use of Equality Impact Assessments, this ensures schemes have improved facilities, enabling better social integration and wider community participation.

Travelling safely and securely: improving safety

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

Safety and security are our top priorities and although it is of great concern for everyone, it is particularly relevant to young people, women and members of the BAME community. Our vision is for a transport network that enables everyone to feel safe and confident, whenever and however they choose to travel.

Progress against our 2017/18 actions Safety, security and night travel



Educate Year Six students to be safe and responsible users of public transport.

Our Safety and Citizenship team continues to provide a free-of-charge transport education service – through interactive presentations and more – to schools within London. Our aim is to promote safe, responsible and respectful behaviour on and around London’s transport network.

Road safety



Trial 20mph zones in ten locations to improve the environment for pedestrians and cyclists.

Data is being analysed following the trial of the 20mph zone at ten locations. The full list of trial areas is: Stamford Street,

Lambeth; Southwark Street, Southwark; Clapham High Street, Lambeth; Brixton Town Centre, Lambeth; Al Upper Street, Islington; King’s Cross/Farringdon Road, Islington; Earls Court Road, Kensington and Chelsea; Camden Street, Camden; A10 corridor, Hackney; Shoreditch Triangle, Hackney; Al Holloway Road, Islington; and Westminster Bridge, Lambeth.

Monitoring and assessment of these trials is ongoing, but the findings to date suggest that there have been small speed reductions at these locations, through schemes incorporating signage, road markings and some physical engineering measures.

More recently, we have undertaken a risk-based analysis to identify further locations where there is a case to lower speed limits on the Transport for London Road Network (TLRN). From this analysis, a programme to lower speeds on approximately 150km of the TLRN has been created, and is being published in the Vision Zero action plan for London. Under the proposals, 20mph will become the default speed limit within the Congestion Charging Zone. Speed limits will also be lowered in town centres, on high streets and other high-risk locations to reduce road danger for all. This approach will have a positive impact on how communities are using and enjoying their public spaces.



Launch programmes to improve pedestrian safety in Peckham and Tooting town centres. Both areas have large numbers of BAME residents and a high risk of pedestrian casualties.

Both projects have been launched, with designs being undertaken and a consultation planned following local elections in Tooting. Peckham will follow due to designs being reconsidered as a result of an accident in the scope area. Ongoing project board meetings have continued throughout the year.



Implement Safe Drive Stay Alive, a scheme focusing on the behaviour of young drivers, who are more likely to be involved in a serious collision. Target 18,000 participants in 2017/18.

Safe Drive Stay Alive (SDSA) targeted boroughs with the highest levels of car driver and passengers killed or seriously injured among 16-19-year olds. The programme commenced in October 2017 and ran through to March 2018. It was on course to exceed 18,000 students (confirmation of this is subject to receipt of borough reports).



Deliver a new one-to-one training scheme for motorcycle and scooter riders.

Three new training courses have been launched to improve the skills and confidence of motorcyclists. In addition, the Freight Operator Recognitions Scheme (FORS) has been expanded to include motorcycle delivery companies.



Deliver the Children's Traffic Club, aiming for more than 103,000 participants.

The Children's Traffic Club printed resource is distributed to 85 per cent of three-year olds in London through nurseries, with a focus on areas of high deprivation and those from BAME backgrounds (over-represented, as a group, in the killed and seriously injured statistics). As of March 2017, this represented 77 per cent of all 106,235 Children's Traffic Club registrations.

In 2017, the Children's Traffic Club London resources were updated to ensure true representation of London's diverse population. As well as celebrating all cultures, the new story also features disability and avoids any examples of gender stereotypes.

Tackling unwanted sexual behaviour on public transport



Raise awareness of how to report unwanted sexual behaviour, and the reasons for doing so. Help to increase the number of reports made to the police, and enforcement action taken.

Reported sexual offences on the transport system remained relatively stable across all transport modes. However, there have been increases on London Underground and London Overground networks. This was anticipated and is considered a positive result of the ongoing efforts to tackle unwanted sexual behaviour on public transport, and to increase confidence in reporting sexual offences. The Project Guardian initiative and Report it to Stop It campaign are part of an ongoing effort to reduce the risk of becoming a victim, challenge unwanted sexual behaviour and target offenders. This work continues.

Hate crime and safeguarding vulnerable adults and children



Increase awareness of how to report hate crime on public transport, and the reasons for doing so.

Operation Safer Travel for All involves TfL and British Transport Police (BTP) officers, with Metropolitan Police Services (MPS) Roads and Transport Policing Command (RTPC) operations having taken place

throughout the year. Officers have been engaging with staff, passengers and local communities to identify and understand their concerns around hate crime, as well as promoting key messages. The latter includes leafleting, hub-based engagement (a joint TfL/police stand at priority transport locations) and direct community engagement with identified community groups. In October, we supported National Hate Crime Awareness Week with over 200 engagement events across the network and in local communities to raise awareness about this important issue. Our message was clear – our network is safe and welcoming for all and we will not tolerate hostility towards anyone because of actual or perceived differences. We provided guidance on how to report any incidents.

An eLearning course has been produced by the Directorate of Compliance, Policing and On-Street (CPOS) that is available to all staff. It raises awareness about what hate crime is, its impact on staff and customers, and what action to take should you witness it or be a victim.



Improve methods for customers to report concerns to TfL.

Information is available on our website showing customers how to report a concern. This includes wider contact information for other partners, supported by other forms of media, to encourage customers to voice any worries. Methods of reporting include text, telephone, speaking to a member of staff and online.



Enhance awareness of the importance of safeguarding the most vulnerable groups of customers.

The CPOS team is working with police partners to scope out a project which will include, but not be limited to, taxi and private hire issues, suicide on the roads and public transport network, rough sleeping and missing persons.

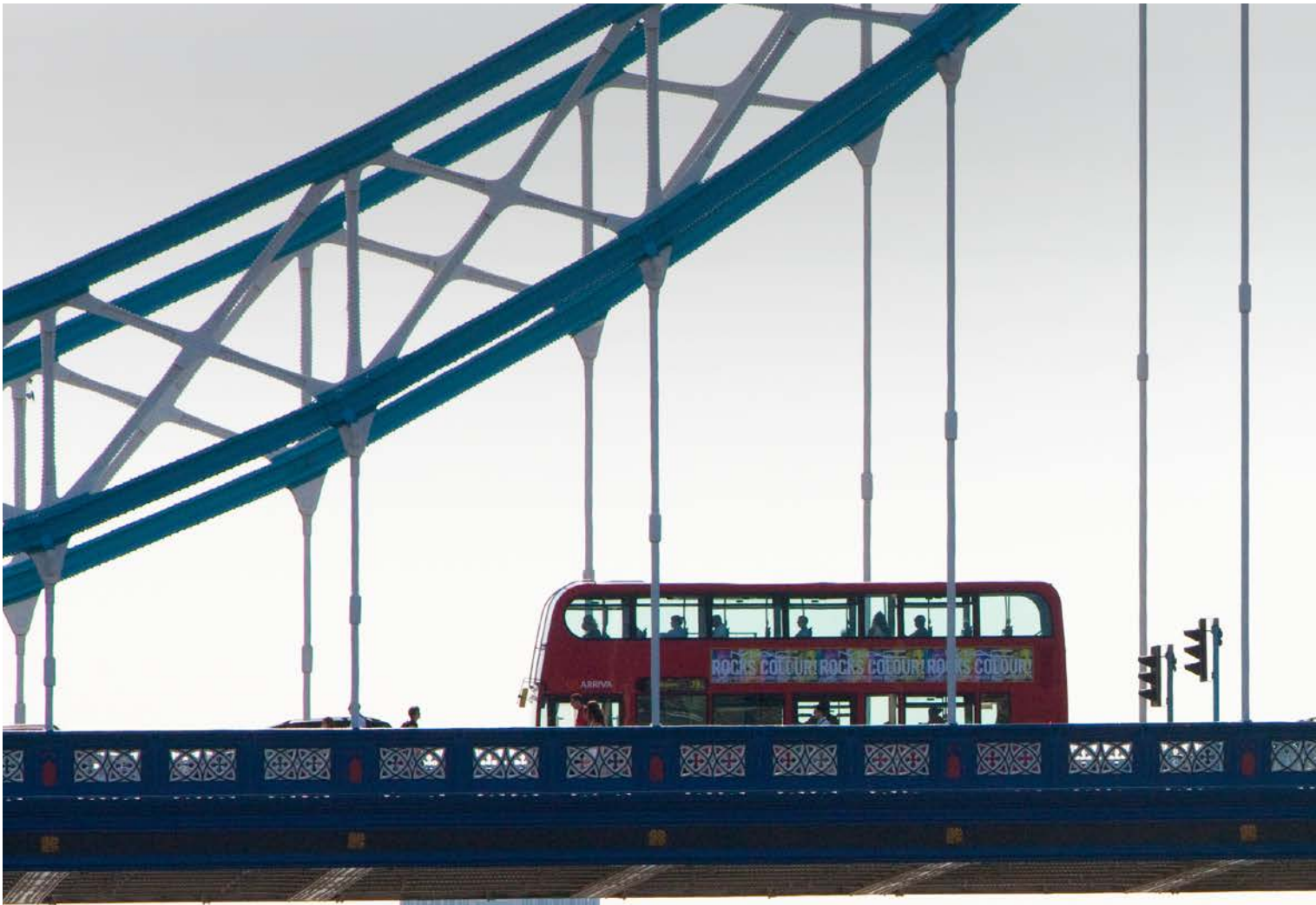
Enforcement and On-Street (EOS) teams continue to promote our Safeguarding eLearning package which has been designed for all of our employees (operational and non-operational) to give them a foundation level of safeguarding awareness. EOS continues to provide guidance and advice to local teams and directorates across TfL to determine the right approach for their area of work.

The TfL and Thames Reach initiative – which aims to tackle rough sleeping on the transport network and help ensure that these people are given the support they need – is now live. The allocation of funding is in recognition of the excellent work London Buses had previously undertaken to tackle this issue on the network.

Safe Drive Stay Alive (SDSA)

In 2017/18, the Safe Drive Stay Alive programme ran across the boroughs of Ealing, Hounslow, Enfield, Croydon, Redbridge, Havering, Barnet, Brent, Waltham, Greenwich, Barking & Dagenham, Haringey, Bromley, and Hillingdon.

The programme's aim is to reduce road accidents with a particular focus on teenagers, who are more at risk when driving because of their inexperience. Advice and information is given on how best to tackle safe driving and the programme is open to the entire 16-19-year old age group in each participating borough.



Value for money: improving affordability

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

Our transport network enables people to gain access to work, training, education and a wide range of other activities. For Londoners to make the most of life in the Capital, transport must be affordable, with a transparent pricing structure – and our aim is to provide clear and consistent communication to help all customers understand our fares.

Progress against our 2017/18 actions **Buses**



Introduce a 'Hopper' fare that will provide unlimited journeys.

From January 2018, the Hopper fare was improved with unlimited travel for free within an hour of first touching in. It now also takes into account travel on Tube or rail services in between Hopper journeys.

Health: improving London's streets

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

To help improve the health of all Londoners, we must improve the Capital's streets so they encourage active travel. Our vision is not only to reduce the barriers faced by older and disabled people, but also to make our city a place where active travel is easy, appealing and accessible for all.

We must also improve air quality, and therefore enhance the accessibility and appeal of our streets, and the creation of a healthy, safe and inclusive city for everyone who lives in London.

Progress against our 2017/18 actions Active travel



Help more Londoners to build two ten-minute periods of walking and cycling into their daily routine. Achieve this through promotional activity, by improving street environments to make them more attractive and inclusive, and by encouraging people to choose public transport and active travel instead of private car use.

Our Healthy Streets Toolkit includes a checklist to assess how well streets serve pedestrians and cyclists. This checklist includes an indicator to assess the impact of improving the inclusivity of public spaces, and is aligned with other guidance for designers to ensure street quality meets the correct standard.

In July 2018 we launched our Walking Action Plan which set out our vision to increase walking trips by six miles per day by 2041. The document details four main actions to achieve this goal:

- Building and managing streets
- Planning and designing safe and inclusive streets
- Integrating public transport use
- Helping communities reclaim streets as places to enjoy for play and fun

In the same month, our Vision Zero strategy was launched. This outlines our approach to reducing collisions resulting death or serious injury to zero by 2041 (including an objective to extend 20mph speed limits across London). This approach will help people feel safe when cycling and walking, reduce car dependency and create a greener, healthier and safer London for all.

In December 2018 we published our Traffic Management Handbook. This guidance is to help anyone involved in temporary traffic management situations devise alternative traffic arrangements that are safe and accessible. It features design principles to ensure the accessibility of our alternative routes during works which benefits everyone – but particularly older people and disabled people.

Air quality



Continue to deliver five Low Emission Neighbourhoods schemes.

In 2017/18, we continued to deliver Low Emission Neighbourhoods in London's boroughs, as part of the Mayor's Air Quality Fund. These will transform five areas in London, across eight boroughs, improving air quality and the health and wellbeing of local communities. The neighbourhoods will include areas in Marylebone, Hackney, Islington, Tower Hamlets, Greenwich town centre and Ilford Garden Junction.



Introduce more hybrid and fully-electric buses. By 2020, all double-deck buses will be electric or hydrogen (nearly half the fleet).

We will launch 12 Low Emission Bus Zones between now and 2020, and will allocate the cleanest buses to these road corridors. The first zone, Putney High Street, was launched in March 2017, followed by Brixton to Streatham in October 2017. The remaining ten zones will be phased between 2017 and 2020. We will continue to operate the world's first double-deck battery-powered buses on route 98. The electric fleet grew to 85 vehicles in 2017.

Workforce diversity and inclusion

Working to ensure our organisation represents the diversity of London.

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.

Our structure

Our structure consists of the following services: Professional Services, Commercial Development, Other Operations, Streets, Rail, Buses, Elizabeth line and London Underground.

Streets

Streets is made up of areas responsible for Congestion Charging, Roads, Traffic Signals, Walking and Cycling.

Buses

Responsible for managing our bus operations.

Rail

This consists of all areas responsible for the DLR, Overground and Trams directorates.

London Underground

Responsible for managing the 11 lines and 270 stations of the Tube network. Most of our operational employees work in this business area, representing 68.9 per cent of the total workforce.

Elizabeth line

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

Other operations

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

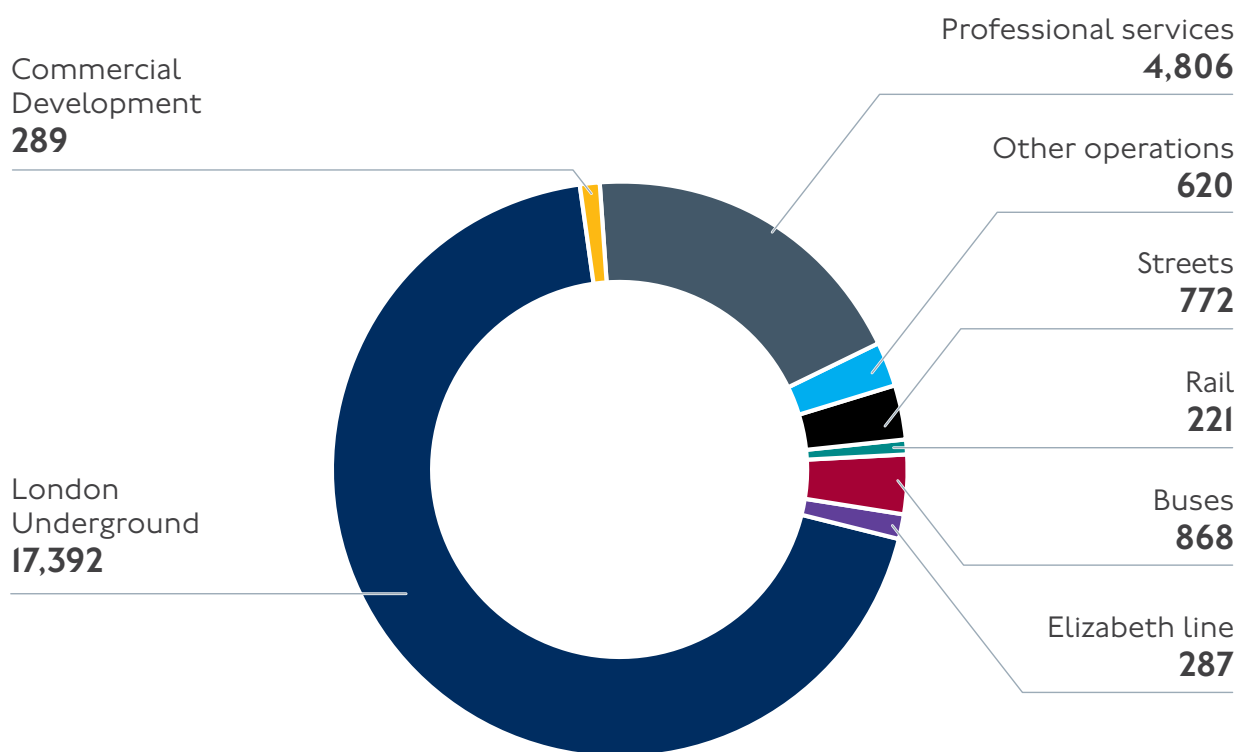
Commercial Development

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

Professional services

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

Number of TfL employees broken down by services



Overall diversity

We are proud to be an inclusive and diverse organisation, and we are working to be even more so. Tables I.1 and I.2 in the appendix show the following six protected characteristics, as defined and protected in the Equality Act 2010, broken down by our different services.

Gender

Within our workforce, we have 23.3 per cent women to 76.7 per cent men. Year-on-year it has remained the same.

Commercial Development has the highest percentage of women within the organisation at 41.2 per cent, an increase of 1.4 per cent since 2016/17.

London Underground has the lowest percentage of women within the organisation at 19.8 per cent, a slight decrease from 2016/17 at 19.2 per cent.

Streets has the biggest percentage decrease in the representation of women, with a decrease of 6.4 per cent since 2016/17. The representation of women in 2017/18 was 26.6 per cent compared to 2016/17 when this representation was 33 per cent.

We recognise that some trans people will prefer to identify as a man or a woman without the 'trans' qualifier.



41.2%

of employees within Commercial Development are female – highest in TfL

Age

Within our workforce, 94.2 per cent of employees are aged between 25 and 64. In London as a whole, 86 per cent of the working population falls between these ages. Year-on-year this representation has fallen slightly from 94.4 per cent in 2016/17 to 94.2 per cent in 2017/18.

When comparing the age breakdown between London's working population and our workforce population, the under-represented groups still remain in the 16-24 age group and the 65-plus age group.



4%

increase of employees in the 25-64 age group between 2016/17 and 2017/18

Ethnicity

Employees from BAME communities represent 26.4 per cent of our workforce; white employees 50.1 per cent; and 23.5 per cent of our employees preferred not to say or are not known.



26.4%

of employees have declared their ethnicity as BAME

Disability

Disabled people make up 1.8% of our workforce. This is slightly lower than the 1.9 per cent in the previous year. 43.3 per cent of employees have shared that they are not disabled, 1.6 per cent of employees have chosen to prefer not to say, while a significant percentage of 53.2 are not known. Buses has the highest percentage of disabled employees at 3.7 per cent, while the Elizabeth line has the smallest percentage of disabled employees at 1.4 per cent.



1.8%

of employees have shared that they are disabled

Sexual orientation

Of our employees, 2.5 per cent stated that they are either lesbian, gay, bisexual, or other sexual orientation (excluding heterosexuality). This has grown 0.1 per cent from the previous year. Commercial Development has the highest percentage at 5.4 per cent, while the Elizabeth line has the lowest representation at two per cent.

Employees who have chosen not to share this information make up 60.6 per cent, with 56.9 per cent unknown and 3.7 per cent preferring not to say. This number has dropped by nearly one per cent compared to the previous year.



5%

increase in lesbian, gay and bisexual employees between 2016/17 and 2017/18

Faith/belief

Within our workforce, 26.7 per cent of employees declared that they have a faith or belief, which is 0.6 per cent higher than the previous year. 19.6 per cent of employees are Christian, the largest represented faith or belief group, and at 11.6 per cent, employees with no faith or belief are the second largest group. To date, 61.7 per cent of our employees have chosen not to share this information.



26.7%

of our employees have declared they have a faith or belief

Senior management diversity

It is important that our senior management is just as diverse as our organisation itself. Our executive recruitment team plays a vital role in developing this pool for the organisation. Our strategic people agenda has been designed to enable TfL to achieve its goals and enhance the diversity of its leadership, particularly at Band 5 and above.

Our executive recruitment team are working to recruit transformational leaders while ensuring our workforce reflects the diversity of the city we serve. Success includes industry recognition in the form of award nominations and wins, and invitations to speak at peer-to-peer networking events.

The diversity of all our employees at Band 5 and above – around 300 in total – shows that there is still a way to go, as set out in Table 2.

19%

increase in women within senior management between 2016/17 and 2017/18



50%

increase in disabled staff within senior management between 2016/17 and 2017/18



Table 2: Protected characteristics of employees at Band 5 and above (%)

	Total	
	2016/17	2017/18
Women	21.5	27.1
Men	78.5	72.9
16 - 24 years	0.0	0.0
25 - 34 years	1.7	2.1
35 - 44 years	25.5	29.3
45 - 54 years	52.0	50.4
55 - 64 years	19.8	17.5
65+ years	1.0	0.7
BAME	7.7	8.2
White	78.2	74.6
Prefer not to say	4.0	4.3
Unknown	10.1	12.9
Disability (Yes)	1.3	2.1
Disability (No)	60.4	61.8
Prefer not to say	3.7	5.0
Unknown	34.6	31.1
Lesbian	0.7	1.1
Bisexual	0.0	0.0
Gay men	2.0	1.8
Other	0.0	0.4
Heterosexual	55.4	59.6
Prefer not to say	5.4	6.4
Unknown	36.6	30.7
Jewish	1.7	1.8
Buddhist	0.0	0.0
Sikh	0.3	0.4
Hindu	0.7	0.7
Muslim	0.3	0.7
Christian	29.5	33.9
Other	3.0	2.9
None	20.8	20.4
Prefer not to say	6.7	8.2
Unknown	36.9	31.1

Case study: Executive recruitment

We revised our hiring approach and focused on internal talent mobility to improve diversity at leadership level.

The challenge

We want to hire future leaders who have the commitment and leadership skills to build an inclusive organisation that truly reflects London and its diversity.

What we did

Diversity has become a key performance metric for the talent acquisition team – underpinning how we identify, assess, and select talent – and we emphasise this over domain knowledge or specialist experience which can hinder improving diversity. We hire leaders based on their potential, transferrable skills, and leadership capability.

We targeted talent in organisations outside of rail but where there may be synergies in terms of scale, challenge, or skill sets. We also encouraged hiring managers to consider top talent internal applicants with transferrable skills alongside those with the core domain knowledge and experience.

As competency-based interviewing tends to favour candidates with direct domain experience, we adopted a new scenario-based approach. This assessed candidates against their understanding of a particular situation and offered them the opportunity to demonstrate how they'd apply their skills to the role.

Hiring managers were encouraged to meet candidates for initial 'fireside chats', allowing them to meet a broader range of candidates and make decisions based on potential rather than CV-based experience. We also introduced greater diversity of thought by mandating that all interview panels be diverse and, ideally, gender balanced.

What we achieved

Our approach in 2017/18 produced strong hiring results, with 51% of all hires being female. Encouragingly, over 59% of these were internal promotions or lateral moves, demonstrating that our potential-based approach is having a positive impact on internal talent mobility.

Beyond hiring figures, we saw improvements in candidates' experience with feedback that our assessment approach allowed them to be authentic and to meet 'people like me'. This was an important part of their decision making and contributed directly to our success.

We plan to build on our approach and make significant inroads to BAME hiring taking a bravely disruptive approach to talent identification internally and externally. This will focus on internal talent mobility, and enable our top talent to further develop their careers whilst leading the way for diversity at TfL.

Our pay gaps

In December 2018, we completed and published the first statutory Gender Pay Gap (GPG) report in line with the regulations, which expanded on our initial report published in 2016. The report raised awareness within TfL of the gender pay gap and was accompanied by a comprehensive action plan detailing the initiatives to reduce the gap. In addition, we also published our first Ethnicity Pay Gap (EPG) report – as requested by the Mayor.

We also launched a new performance award scheme for senior management for 2018/19, to ensure a stronger focus on the critical priorities we need to address, while creating a fairer and more transparent approach to individual awards.

By introducing a simple matrix that indicates a predetermined level of award for performance delivered, we can greatly reduce the impact of line manager discretion when rewarding individuals. We have also enhanced the analysis we complete for performance ratings to include breakdown by gender and ethnicity, thus aiding the moderation process by our executive committee.

Gender pay gap


Our overall gender pay gap result is 19.7 per cent (median) or 10.7 per cent (mean). The mean pay gap is less than the median because, while a greater proportion of women fall into lower paid roles, the higher earnings of those in leadership roles bring the average up.

Government regulations mean we have to calculate this in two ways to give the clearest possible picture:

- The mean shows the difference in average hourly pay between men and women
- The median shows the difference between the middle-paid woman and the middle-paid man at TfL

Our gender pay gap is a result of proportionally fewer women in higher paid senior roles, and proportionally more men in operational roles that are higher paid than other roles at a similar level (owing to shift and unsocial working allowances).

 **19.7%**
lower for women (median)

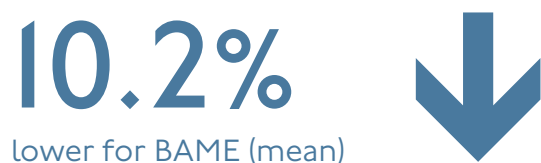
10.7% 
lower for women (mean)

There are also fewer women in the transport and engineering sector as a whole. While our employees work across sectors from engineering to marketing, and customer service to technology, the majority of our jobs are in Science, Technology, Engineering and Maths (STEM) disciplines and operational areas, which still typically tend to attract more men than women. Recent research by the Women's Engineering Society shows that less than 10 per cent of all engineers in the UK are women.

Ethnicity pay gap

Forty per cent of Londoners are black, Asian and minority ethnic (BAME), and 36 per cent of economically active Londoners are from BAME communities. At TfL, 26.4 per cent of our workforce is from BAME communities, with only 10.5 per cent represented at senior management levels.

Our overall ethnicity pay gap result is 9.8 per cent (median) or 10.2 per cent (mean).



As with the gender pay gap, the calculations have been in line with government regulations in two ways, to provide the clearest possible picture:

- The mean shows the difference in average hourly pay between white and BAME employees
- The median shows the difference between the middle-paid white employee and the middle-paid BAME employee at TfL

The mean pay gap summarises the overall pay of white and BAME staff, but it can be skewed by a small number of high or low earners in the group. The median gives a good idea of how much a typical white employee and BAME employee at TfL is paid.

Hiring

Recruitment is responsible for a huge portfolio of services across High Volume, Early Careers, Non-Permanent Labour, Redeployment, Smart Sourcing and Executive Hiring. The recruitment team delivered over 4,518 hires from a total of 97,093 applications (from April 2017 to April 2018) within an average of 11 weeks from application to offer, and a hiring manager satisfaction index of 96.6 per cent was achieved in our annual survey. Our Non-Permanent Labour (NPL) team, along with our partners, made an additional 1,091 hires across the organisation.

‘Creating a diverse and inclusive organisation is key to our success, and fundamental to recruiting and retaining talent. I am proud to say that we have driven to infuse the D&I agenda into everything that we do.’



Stuart Harvey
Director of Major Projects

Wider industry contribution

The recruitment team has spoken at events on a wide range of topics including recruitment advertising, executive search strategy, and diversity. It has also mentored other organisations on best practice. In addition, the team hosted and engaged in major industry events across London as recruitment thought leaders. Without budget, we’ve been creative by running events, such as the TfL military day, and delivered one of the largest youth mobility events in London – with over 1,000 young people attending for potential apprenticeships.

Applicant diversity

Diversity is at the heart of what the recruitment team do – for every campaign, every single day. Applicant diversity is a key performance metric and we are focused on attracting and selecting diverse candidates with the required skills and motivation to succeed in our organisation.

Diverse interview panels

In 2017/18, we introduced a requirement for interview panels to be diverse. In order to achieve a truly diverse workforce, we must ensure diversity among those who are making hiring decisions. This initiative has proven very popular, particularly with candidates. It has helped introduce more diversity of thought and perception to our recruitment process, and also helped demonstrate to candidates that there are ‘people like me’ in the workforce. This latter benefit has had a positive impact on the candidate experience.

Anonymised applications

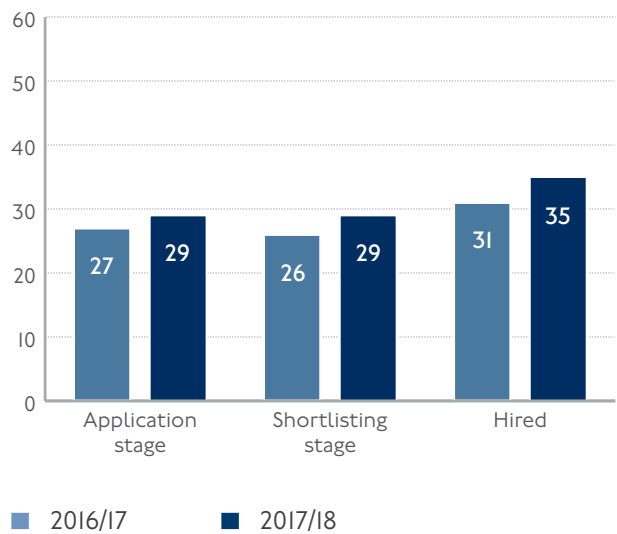
In our bid to tackle any bias in recruitment practices, we have worked in partnership with technical teams to ensure all large volume CVs are fully anonymised. This fundamental and radical step change and cultural shift in how our hiring managers review applications is supporting our organisation in recruiting more consistently and objectively.

Every year, thousands of people apply for roles at TfL. At application stage, we aim to make sure we treat everyone fairly. In 2016/17 we had 119,026 internal and external applications. In 2017/18 this number fell to 87,036 – mainly because of a smaller pool of roles being advertised. Table 3.1, in the appendix, provides details of applicant diversity for 2016/17 and 2017/18 within the areas of the London Underground, Elizabeth line, Buses and Rail.

Hiring of women

When we remove those that chose the ‘prefer not to say’ option, 28.6 per cent of all applications were from women. Using the same methodology, 28.6 per cent of all shortlisted people, and 34.6 per cent of those hired, were women.

Number of women hired in 2016/17 and 2017/18 (%)



23%

of TfL employees are women.

‘Despite the acute lack of diversity in the communications industry being well documented and widely discussed for many years, little progress has been made. More needs to be done by the industry and communications professionals to represent the audiences they are trying to reach. Black, Asian and minority ethnic (BAME) internships are a proactive way we can give people from BAME communities the skills they need to get their first job in the industry, and are a proven way to improve our own diversity, in turn helping to tackle the industry-wide issue.’

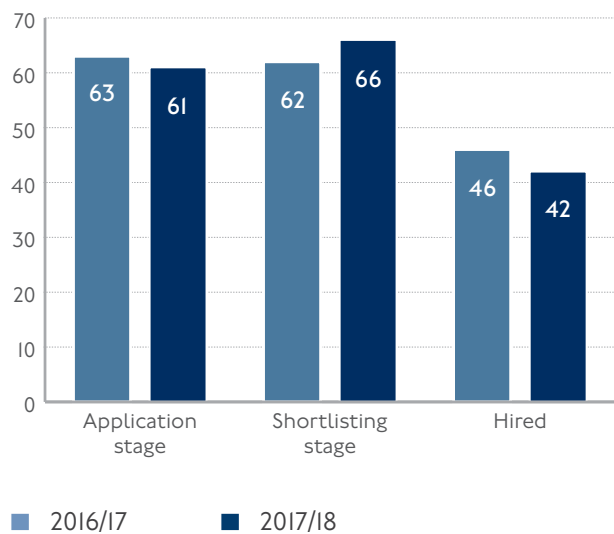


Victoria Harrison-Cook
Head of Media

Hiring of BAME employees

When those who ‘prefer not to say’ are removed, 60.9 per cent of all applications, 65.5 per cent of all shortlisted candidates, and 41.7 per cent of applicants hired were from BAME communities.

Number of BAME people hired in 2016/17 and 2017/18 (%)



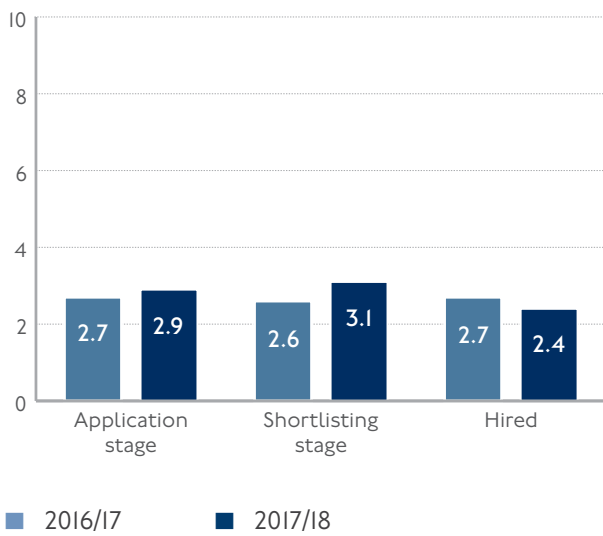
42%

of hired employees were BAME (4% lower than the previous year).

Hiring of disabled employees

When we remove those who 'prefer not to say', 2.9 per cent of all applications, 3.1 per cent of all shortlisted candidates, and 2.4 per cent of those hired were disabled. This is significantly lower than the 16 per cent of the London working population that is disabled.

Number of disabled people hired in 2016/17 and 2017/18 (%)



4%

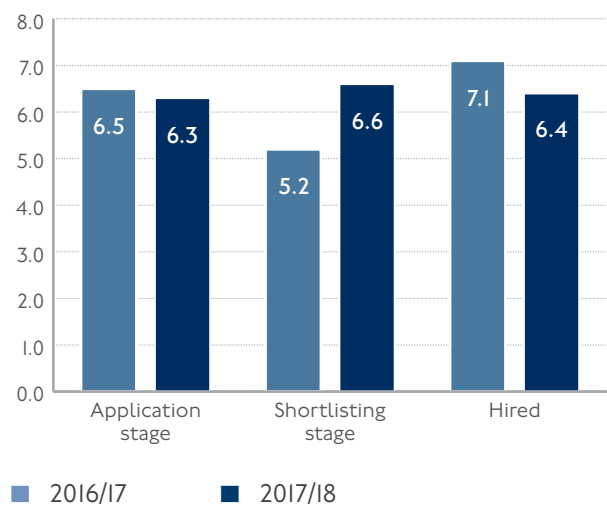
of TfL employees are disabled people.

Hiring of lesbian, gay, and bisexual employees or those with other sexual orientation (excluding heterosexual)

When the 'prefer not to say' representation is removed, 6.3 per cent of all applications, 6.5 per cent of all shortlisted candidates, and 6.4 per cent of those hired were from the lesbian, gay and bisexual and other group. Of those hired, 0.9 per cent were lesbian, 3.6 per cent were gay, 1.2 per cent were bisexual, and 0.7 per cent were from the other group.

This is marginally higher than the 6.3 per cent current workforce representation (if the 'prefer not to say' population is removed) but still lower than the London working population at ten per cent.

Number of LGB people and those with other sexual orientations hired in 2016/17 and 2017/18 (%)

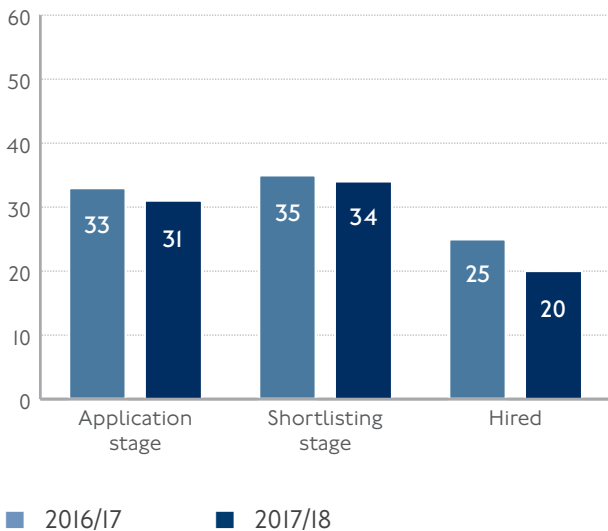


Hiring of faith/belief minority employees

When applicants who ‘prefer not to say’ are removed, 31.3 per cent of all applications, 33.6 per cent of all shortlisted candidates, and 20.3 per cent of those hired were from a minority faith or belief groups – Jewish, Buddhist, Sikh, Hindu, Muslim, and other.

This is higher than the 19 per cent current workforce representation, (if the ‘prefer not to say’ population is removed) and higher than the 16.6 per cent representation within London’s working population.

Number of faith/belief minority people hired in 2016/17 and 2017/18 (%)





Inclusion

Keeping an engaged and happy workforce is of utmost importance to us. Every year, we conduct our employee survey, Viewpoint, to determine how engaged our workforce is.

The Viewpoint survey is divided into six themes:

- Engagement with work
- Engagement with management
- Engagement with customers
- Engagement with change and leadership
- Engagement with your teams and the wider business
- Engagement with the brand

The responses to questions within these themes generate an overall engagement index score.

The overall engagement score for 2017/18 was 56 per cent. The graph on the right illustrates the engagement level of our diverse workforce. It does not include the scores for the employees that chose not to specify their protected characteristics.



17%

lower engagement score for disabled people when compared to non-disabled

The disability category shows the largest difference between majority and minority engagement levels. Those in the minority group (those who are disabled) have an overall engagement score of 48 per cent, while those in the majority have a score of 58 per cent. It should be noted that the minority population here is low, and so a few people could have had a high impact on this score.

The second largest difference can be seen in the sexual orientation category. The minority population had a score of 53 per cent in the engagement index, compared to 59 per cent for the majority population.

Inclusion index

The inclusion index is one of the six theme indices. The inclusion index is calculated based on the agreement rating of the following six statements:

- I feel involved in decisions that affect my work
- Senior managers are open and honest in their communications with me
- I think it is safe to challenge the way things are done where I work
- I believe that my workplace is free from bullying and harassment and/or discrimination

- I am confident that if I raised an issue of bullying and harassment and/or discrimination it would be dealt with in an appropriate manner
- I believe actions will be taken on the results of this survey

This is a useful indication of how successful we are in our aim of creating an inclusive culture, where everybody feels they are treated equally, no matter their age, gender, sexual orientation, religion, ethnicity or career status.

In 2017/18, the overall inclusion score was 43 per cent. The chart on the next page illustrates the engagement level of our diverse workforce. This level does not include scores for the employees that chose not to specify their protected characteristics.

Minority employees (ie those who are disabled) have an overall inclusion score of 31 per cent, while those in the majority (ie those who are not disabled) have a score of 46 per cent.

The second largest difference is in the sexual orientation category. The minority population had a score of 39 per cent, compared to the 46 per cent for the majority population.



43%

overall inclusion
index score

Harassment and bullying cases

Every employee has the right to a supportive working environment that is free from harassment and bullying. We all share a responsibility to create safe and supportive working environments and this includes behaving in a responsible, moderate and sensitive manner in all dealings with others.

Employees can try to resolve their concerns informally by raising them with the individual the concern relates to. Where concerns have not been resolved informally, the employee can raise the matter formally.

Table 6 shows formal harassment and bullying cases raised, broken down by diversity group. In total, the numbers of cases dropped from 75 in 2016/17 to 73 in 2017/18. While the overall number of cases dropped we continue to work hard to ensure tackle bullying and harassment, and will work with our BAME Staff Network Group to focus on the reasons behind the increase in numbers of cases being brought by BAME staff.

Table 6: Formal harassment and bullying cases raised, broken down by diversity group (%)

	Total	
	2016/17	2017/18
Women	44.0	41.6
Men	56.0	58.4
BAME	18.7	28.6
White	25.3	22.1
Unknown	56.0	49.4
Disability (Yes)	6.7	5.2
Disability (No)	45.3	46.8
Unknown	48.0	48.1
Sexual Orientation (Minority)	6.7	3.9
Sexual Orientation (Majority)	24.0	29.9
Unknown	69.3	66.2
Faith/Belief (Minority)	5.3	6.5
Faith/Belief (Majority)	24.0	28.6
Unknown	70.7	64.9



73

overall number of harassment and bullying cases in 2017/18 (decrease from 75 in 2016/17)

Grievance cases

Grievances are concerns, problems or complaints raised by a staff member relating to another staff member. Usually, we try to resolve grievances informally in the first instance. Where this isn't possible, a formal process is commenced.

Table 7 shows all formal grievance cases raised, broken down by the different diversity groups. Overall, the numbers of grievance cases increased from 245 in 2016/17 to 267 in 2017/18.



5%

increase in grievance cases between 2016/17 and 2017/18

Table 7: Grievance cases raised, broken down by diversity group (%)

	Total	
	2016/17	2017/18
Women	30.6	30.0
Men	69.4	70.0
BAME	20.8	23.6
White	39.2	31.8
Unknown	40.0	44.6
Disability (Yes)	6.1	4.9
Disability (No)	37.6	38.2
Unknown	56.3	56.9
Sexual Orientation (Minority)	2.0	2.2
Sexual Orientation (Majority)	29.0	29.6
Unknown	69.0	68.2
Faith/Belief (Minority)	6.1	7.1
Faith/Belief (Majority)	22.9	22.5
Unknown	71.0	70.4

Performance

Our people performance is key to our success.

Managing the performance of our people effectively, fairly and consistently is key to the success of our business strategy. Our performance review process highlights and encourages the need to provide regular and constructive feedback on an individual's performance and development. Through regular monitoring, reviewing and evaluating, we can assess and conduct meaningful conversations with our employees that help them to improve their performance and ensure their contribution to our success is recognised.

All permanent employees (excluding London Underground) have their performance assessed annually. Their overall performance is rated according to the achievement of set objectives and the behaviours demonstrated while doing so.

At the end of each financial year, employees receive one of five performance ratings: low standard (1), improvement needed (2), good standard (3), high standard (4), and role model standard (5).

High/role model standard

To receive a high/role model standard rating, all the employee's objectives must be met, and a high standard of TfL behaviours must be demonstrated. Role model rating is achieved by those who have excelled in completing their objectives and demonstrated excellent behaviours while doing so. Table 8 provides a breakdown of all high/role model standard performance ratings by different diversity groups.

Table 8: High/role model standard performance ratings, broken down by diversity group (%)

	Total	
	2016/17	2017/18
Women	35.8	36.1
Men	64.2	63.9
BAME	17.6	17.6
White	59.0	57.9
Unknown	23.4	24.5
Disability (Yes)	2.1	2.2
Disability (No)	55.4	53.1
Unknown	42.6	44.8
Sexual Orientation (Minority)	3.8	3.8
Sexual Orientation (Majority)	45.7	47.5
Unknown	50.5	48.6
Faith/Belief (Minority)	6.8	6.3
Faith/Belief (Majority)	41.5	44.0
Unknown	51.8	49.7

Low standard/improvement needed

To receive a low standard/improvement needed rating, all or some of the objectives have not been met, and a low standard of TfL behaviours has been demonstrated. Table 9 shows a breakdown of all low standard/improvement needed ratings by different diversity groups. We will work with our Womens' Staff Network Group to look at the reasons behind the increase in low performance ratings for women.

Table 9: Low standard/improvement needed performance ratings, broken down by diversity group (%)

	Total	
	2016/17	2017/18
Women	22.0	32.3
Men	78.0	67.7
BAME	38.9	37.0
White	44.3	35.7
Unknown	16.8	27.3
Disability (Yes)	4.2	4.1
Disability (No)	53.3	48.3
Unknown	42.5	47.6
Sexual Orientation (Minority)	3.8	3.1
Sexual Orientation (Majority)	30.7	40.4
Unknown	65.5	56.4
Faith/Belief (Minority)	6.8	9.1
Faith/Belief (Majority)	30.1	35.7
Unknown	63.1	55.2

Development programmes

To support our employees and enable them to perform to their potential – and identify talent within the business – we have developed a number of initiatives to enhance a continuous development journey.

Maximising Potential

'Maximising Potential' is our framework for talent management and succession planning. It provides guidance and tools to better understand employee performance, potential and aspirations in an objective, consistent, open and fair way for all. Ninety-five per cent of all senior managers participated in this programme, 24 per cent were identified as specialists, and more than half of them aspire to progress their career within a specialist field.

To improve diversity at senior management level, we have completed focus groups for female and BAME senior managers to understand barriers to progression, and a Maximising Potential pilot scheme at middle management level, where there is greater diversity than at senior management level.

Through analysing the outputs at mid-year and end of year reviews, we are able to identify any barriers faced and interventions needed to create a diverse talent pipeline for the future. This has included offering mentoring opportunities to BAME and female Band 3s in LU Operations who show potential but are not currently identified as talent.

Automatic Shortlisting is being piloted for Band 3 talent in London Underground. This involves fast-tracking job applicants identified as talent straight to assessment or interview stage. As part of this, in 2017/18, there were eight promotions (four women, two of whom are BAME and four men, two of whom are BAME) and three lateral moves (one BAME woman and two men). Fifteen per cent of people were calibrated as high potential in the Fleet Maintenance Career Conversations pilot. In addition, a gender diverse succession plan was put in place for Facilities Operations at mid-year 2017/18.

Mentoring

Working in partnership with one of our leading suppliers, in 2017/18 we launched our first ever cross-company mentoring programme for BAME talent in our Technology and Data business area. Seven mentors and seven mentees, all of whom had been identified as talent through the Maximising Potential programme, were matched with a mentor or mentee from our supplier. The programme will run for six months.

Leader Led Learning

Leader Led Learning is our in-house leadership programme which uses the skills, experience and interests of our existing leaders to inspire the next generation.

The programme has actively promoted diversity and inclusion. For example, we have run an 'expert hour' session on how to be an inclusive leader and addressed generational differences for the first time.

In 2017/18, the Leader Led Learning programme has expanded rapidly. When the programme was originally launched we had 710 managers and six graduates from the General Management scheme spread over three career journey paths (Graduate, Aspiring and Experienced Leader). Since then, the programme has grown to over 1,400 leaders.

Through our Learning Zone we offer training and support for employees to improve their skills and confidence in English, Maths and IT, as well as providing support, training and assessments for employees with dyslexia or dyspraxia, and training on dyslexia-friendly software is also available to managers.

We also offer dyslexia and dyspraxia assessments (there were 37 assessments conducted in 2017/18) and a wide range of support for employees, managers and departments with dyslexia and/or dyspraxia. For 2017/18 this included working with Taxi & Private Hire regarding the new regulations for English language testing for aspiring taxi drivers, and providing support to recruitment consultants and People Management Advisors on reasonable adjustments, job assessments, performance and disciplinary processes.

Case study: Our Talent Management Framework

Driving greater talent mobility and enabling us to have a more diverse and agile leadership team, now and in the future.

TfL's Talent Management Framework, Maximising Potential (for Band 3s and senior managers) and Career Conversations (for Band 1, 2 and operational roles), enable us to identify and mobilise our talent across the organisation.

Succession Planning

We have started to use the identification of talent to inform succession planning, beginning with all director roles. The executive committee is identifying 'ready now', 'ready soon' and 'ready later' successors, looking up to five years ahead. The successors have demonstrated high performance, high potential and good behaviours and have expressed a desire to progress. These plans will support us in having a more diverse and agile leadership team, help future proof our organisation, enable slicker filling of resource gaps, and improve development and engagement of our teams. Additionally, roles at Band 5 level and below identified as critical will be included in succession plans.

Our approach to future workforce planning has seen a high-level skills segmentation being incorporated into our talent framework and succession planning methodology. This is creating a clearer picture across the business of where we have critical roles, and helps to build a picture of skills required now and in the future.

Automatic Shortlisting

We are currently piloting automatic shortlisting in London Underground. This is designed to drive greater mobility of our talent, ensuring individuals identified as showing high potential and performance are guaranteed an interview. Talent information through Maximising Potential has been used to inform shortlists for executive recruitment; and diversity and inclusion talent analysis has informed positive action initiatives in areas of underrepresentation.

Talent Diversity

Our talent pool is gender and ethnically diverse and proportionally representative of London. The largest pool of talented women and BAME employees currently exists at middle management level, indicating a diverse pipeline of talent. It is necessary to drive diversity through succession planning, and continue and improve leadership development and talent activities such as our Leader Led Learning development programme, automatic shortlisting, the Our Time programme and cross-company mentoring programmes.

Our in-house Executive Recruitment team has demonstrated industry best practice in sourcing more diverse candidates for senior roles.

Case study: Apprentice Recruitment 2018 Campaign

Increasing the number of female and BAME apprentices hired, and gaining insight into our overall recruitment process.

The Challenge

With the introduction of the apprenticeship levy in April 2017, TfL sought to increase the number of apprentices hired. It was important the cohort recruited represents the diverse city we serve, with particular focus on females and those from BAME backgrounds.

We were tasked with recruiting over 170 apprentices across more than 25 different apprenticeship schemes in Levels 2 to 6.

What we did

For our 2017 campaign, we collaborated with schools and partner organisations. We used a wide range of data to focus our school engagement on the 15 most deprived boroughs in London, with a higher than London average of percentage of pupils on Free School Meals. We also targeted girls' schools to help improve our female hires.

We collaborated with 'Working Chance' to recruit two apprentices who had recently been released from HMP, understanding that an apprenticeship provides a career opportunity to many and not just recent school leavers.

What we achieved

As a result of the campaign, we increased our female hires from 15 per cent in 2016 to 21 per cent in 2017, and BAME hires from 31 to 35 per cent in the same period.

Following an end of campaign review of our 2017 recruitment, we gained deeper insight into our recruitment process and how our applications translated to outcomes. We updated our recruitment tool, allowing us to understand the breakdown of those failing and not completing assessment exercises including online tests and video interviews, previously we were unable to separate these groups. We understand that we face two large challenges. We do not struggle to attract BAME applications, with over 50 per cent of our applications from BAME candidates, but they are less likely to gain a role. We designed three animations to support all candidates through the online test, video interview and assessment centre process using a BAME character to encourage candidates to engage in the process.

Females were less likely to apply but more successful than males in our process, our efforts for the 2018 campaign needed to be attraction focused. We hosted female-only events and focused on our girls' school engagement. We look to use this knowledge to inform our attraction and selection approach for future campaigns including a review of our website and selection tools.

Promotion

Our development framework supports our staff career journey to deliver our business priorities – and creates a consistent service for our customers. Table I0 shows promotions, broken down by diversity group. In this data, promotion is classified by moving upwards through each pay band.

Table I0: Promotions, broken down by diversity group (%)

	Total	
	2016/17	2017/18
Women	33.6	35.6
Men	66.4	64.4
BAME	25.7	23.6
White	48.3	46.6
Unknown	26.0	29.8
Disability (Yes)	2.8	2.5
Disability (No)	59.3	57.2
Unknown	37.9	40.3
Sexual Orientation (Minority)	4.4	3.7
Sexual Orientation (Majority)	49.7	52.3
Unknown	46.0	44.0
Faith/Belief (Minority)	9.2	9.7
Faith/Belief (Majority)	40.0	43.6
Unknown	50.8	46.6

Leavers

While we want everyone to stay and grow their careers with us, some people choose to leave for a variety of reasons. Table II shows leavers, broken down by diversity group.

Table II: Leavers, broken down by diversity group (%)

	Total	
	2016/17	2017/18
Women	22.9	27.8
Men	77.1	72.2
BAME	23.7	20.6
White	51.9	52.9
Prefer not to say	6.7	5.8
Unknown	17.8	20.7
Disability (Yes)	2.8	2.4
Disability (No)	54.7	51.4
Prefer not to say	2.7	3.3
Unknown	39.9	42.8
Sexual Orientation (Minority)	2.8	3.2
Sexual Orientation (Majority)	37.6	42.3
Prefer not to say	4.9	6.0
Unknown	54.7	48.5
Faith/Belief (Minority)	7.1	7.7
Faith/Belief (Majority)	33.9	37.5
Prefer not to say	4.9	6.6
Unknown	54.1	48.2

Gender turnover

During 2017/18, 553 women and 1,436 men left the organisation.



For every 100 women **8.6** have left  For every 100 men **6.8** have left

Ethnicity turnover

During 2017/18, 409 BAME staff and 1,053 white employees left the organisation.



For every 100 BAME employees **5.6** have left  For every 100 white employees **7.6** have left

Sexual orientation turnover

During 2017/18, 61 employees from the sexual orientation minority group and 841 employees from the sexual orientation majority group left the organisation.



61



841

For every 100 sexual minority employees

8.9

have left



For every 100 heterosexual employees

8.2

have left

Faith/belief turnover

During 2017/18, 152 employees from the faith/belief minority group and 746 from the faith/belief majority group left the organisation.



152



746

For every 100 faith/belief minority employees

5.6

have left



For every 100 faith/belief majority employees

5.6

have left

Progress against our 2017/18 actions



Deliver our school skills engagement programme, working with industry partners and suppliers to encourage young people to consider a career in the transport industry and with us.

Following a review of our school skills activities, our aims over the long term are to address under-representation and scarcity of key skills, as well as to enable social mobility

In 2017/18 we engaged with 216 schools in London. The majority of these have higher than average deprivation indicators.

Our schools challenge, Innovate TfL, saw a 131 per cent increase in schools registering to take part, and 50 per cent of the finalists were female. Innovate TfL is delivered with the support of Cleshar, one of our engineering suppliers.

55 per cent of attendees at our Inspire Engineering days were girls. These events, in partnership with the London Transport Museum, are part of our Enjoyment to Employment programme of family, school and young people engagement activities supported by us and industry sponsors.

More than 45,000 young people, parents and teachers took part in Enjoyment to Employment activities in 2017/18.



Use a range of channels, including working with STEM graduates, to promote our schemes, and review this annually.

Three-day Routes into Work programme run in partnership with the London Transport Museum Outreach programme. This was delivered across the 15 most deprived boroughs in London and 120 events were attended at target schools.



Increase the diversity of our graduates, apprentices and employees hired on placements.

We continued to engage with target schools with a focus on girls schools and those with a higher than average Free School Meal (FSM) population.

We held an apprenticeship launch event in association with London Youth, with over 1,000 attendees including potential applicants, parents and teachers.

We engaged with HMP Brixton, taking the assessment centre into the prison for some of our engineering apprenticeships. Twenty candidates attended the first workshop, 19 decided to apply and, following a risk assessment, ten were considered – resulting in one offer.

The mechanical test for most engineering schemes was removed, enabling us to assess for potential,

rather than prior experience and an understanding of mechanical processes.

A women in STEM event was held in November, and was attended by 30 potential graduates and apprentices. At the event, we showcased opportunities at TfL and achievements by past graduates and apprentices.

We have become a member of the Apprentice Diversity Champions network group, chaired by MP Helen Grant, to share best practice and lead the way in attracting diversity into business.



Promote and highlight our recruitment guidance and ensure a best practice approach is always taken.

Our Automatic Shortlisting pilot for LU Operations resulted in four female top talent hires to senior roles.

Textio, the augmented writing platform, was trialled across all positions to ensure best-practice recruitment advertising copy in order to attract diverse groups.

An ex-offender employability programme was rolled out to HMP Thameside in partnership with Crossrail.

To improve diversity and social mobility, a Smart Sourcing Moving Forward masterclass was delivered to 20 candidates from HMP East Sutton Park, the Refugee Council and Newham borough.

Women in Service Control and Women in Trains events launched across LU Operations. This resulted in 115 women applying for Service Control vacancies, to date. The Smart Sourcing Career Returners pilot launched for roles in Finance and Commercial Development. In addition, the Ministry of Defence Employer Recognition Scheme Gold Award was won by us for 'best in class' support to the armed forces community.



Introduce Maximising Potential, an internal talent framework, to identify barriers and develop more female and BAME employees as senior managers.

The framework has been introduced following the continuation of Maximising Potential as part of end of year reviews for senior managers. This followed the successful pilot of Maximising Potential within LU Operations, and the implementation of a LU Board focussed on diversity – the aim being to reduce barriers to promotion for identified talent and diverse staff.



Produce an annual gender pay gap report and an ethnicity pay audit every two years.

The Ethnicity and Gender Pay Gap reports were published on 2 and 19 March 2018 respectively.



Run an accessibility work experience placement scheme to provide young disabled people with opportunities across TfL.

Following some recent organisational restructure, the status and accountability of the accessible work experience placement scheme is to be determined as part of a wider review of work experience across TfL.



Explore further work experience and employment opportunities to support London's under-represented and disadvantaged communities.

Our approach to work experience is currently under review, with options being explored to actively support under-represented and disadvantaged communities through bespoke schemes and initiatives.

Steps into Work is a 12-month employability programme that helps those with mild to moderate learning disabilities or those on the autistic spectrum prepare for the world of work.

The programme has been running since 2009 and a total of 51 per cent of the student alumni have gone on to secure paid employment within 12 months of programme completion. This is compared to a UK average of six per cent in paid employment for the same demographic.

Delivered as part of Enjoyment to Employment, Route into Work continues to help young people who are not in employment, education or training (NEET). More than 80 young people took part in the programme in 2017/18 with 71 per cent of participants progressing to a role within the industry, or in education or training.

Case study: The Year of Engineering

We helped address the skills shortage and lack of diversity in STEM careers.

The challenge

The Year of Engineering is a year-long campaign led by the Department for Transport (DfT) during 2018. It was brought about in response to the skills shortage faced in engineering, and the lack of diversity in the industry.

What we did

TfL was one of the major partners to take part in the campaign. In November 2017 it was announced that TfL was supporting the year long programme and, in January 2018, a press release outlined why TfL was taking part, what activities were planned and what work already exists to encourage young people into STEM careers.

What we achieved

Mike Brown, London's Transport Commissioner, signed a letter along with other leading engineering companies, pledging to attract more diverse staff. This was covered in the Telegraph.

TfL hosted a Military Skills Day in February, an event for ex-military personnel to find how to apply their military skills to civilian jobs. In 2018, the event focussed on engineering skills and careers.

A launch event was held in the London Transport Museum (LTM) which brought TfL, Crossrail and the LTM together to launch their Year of Engineering programmes.

TfL worked with Primary Engineer, an organisation that brings STEM into the classroom and inspires young people to become more interested in STEM through class projects and competitions. TfL committed to a number of events during 2018, including: Big Bang fairs, providing young people with hands-on engineering experiences and the opportunity to meet real engineers; as well as hosting events in collaboration with Central Careers Hub, an organisation that helps career advisors learn more about different career options for their students. TfL's events focus on apprenticeships, their benefits and what they can lead to.



Case study: Time to Talk

We recognise the importance of mental health and support those helping to raise awareness.

Held on 1 February 2018, Time To Talk Day was held to encourage everyone to have a conversation about mental health, and it was a phenomenal success!

From Palestra to Pier Walk, Broadway to Blackfriars, Acton to Marble Arch, there were stalls, discussions, presentations and training – just a few examples of the wide range of activities that occurred on the day.

It was really good to see so many different activities taking place within TfL. Feedback already received has been exceptionally positive, so congratulations are in order for everyone who got involved.

Across the organisation, it is truly amazing to see many people on all different levels recognising how talking about mental health can make such a significant difference as we work towards breaking down the associated stigma in the workplace.

A special mention in particular goes to the Schemes Mental Health Team for the influential work they're doing in raising awareness with TfL's graduates and apprentices.

The City Planning Wellbeing group also held a Time to Talk coffee morning at Endeavour Square and shared the excellent resources provided by Time to Talk, sold cakes and held a raffle, to raise £192.34 for Mind and ReThink Mental Illness – the charities behind the Time to Change campaign.

Supporting current and future employees

We want to ensure our people are supported so they can make the most of their skills. To achieve this, our managers, alongside other interested stakeholders such as our Staff Network Groups, must be able to recognise the barriers that some groups face, contribute to create inclusive environments, build a sense of community through networking, dialogue and advocacy, and facilitate engagement and a meaningful dialogue around diversity and inclusion at work.

Progress against our 2017/18 actions



Review our approach to reasonable and workplace adjustments and deliver an improved, consistent system.

Following the review of our processes for reasonable and workplace adjustments across our organisation, a 'one stop shop' was developed, to make it quicker and easier to request, approve, implement and manage any adjustments. However, the various security and systems issues we discovered during the testing phase led to a decision to abort the project, review with all stakeholders, and propose a more effective solution. A short-term role has been created within the Diversity and Inclusion team to progress this.



Monitor performance rating distribution by gender and ethnicity and analyse ratings from the 2016/17 performance year in order to inform directors.

Performance Rating distribution packs that were sent to senior managers included a breakdown by gender and ethnicity to assist with decision making when signing off Performance Rating distribution for 2016/17. Feedback received was that this extra information was considered extremely valuable.



Make sure recognition is inclusive and acknowledges, encourages and celebrates positive actions and behaviours.

Recognition is open to all in the organisation, where anyone can nominate anyone else for the TfL-wide recognition scheme Make a Difference, send a 'thank you' postcard or e-card or recognise each other in informal ways. Microsoft Yammer has enabled this recognition to become much more visible throughout the organisation, showing what we value, and increasing employee engagement.



Help to improve employee wellbeing and prevent illness, leading to better attendance and engagement.

A Supporting Colleagues Network has been set up – with staff receiving health and wellbeing training across the organisation. In addition, events were held in Mental Health Awareness Week.



Enable employees with health problems and disabilities to live and work as productively as they can.

As part of the WellMent Staff Network group, the Mental Health Working Group has been set up by and for apprentices and graduates to support a greater awareness, transparency and support for mental health issues. A number of events have taken place, including Time to Talk Day as part of the national Time to Change campaign.



Encourage all line managers to complete Valuing People, a course that outlines the benefits of promoting a diverse and inclusive workforce, or Managing Essentials, a series of training courses designed to help managers lead their teams more effectively.

Through 2017/18 we continued to offer and promote our Valuing People programme, and 800 staff attended the course during 2017/18. The training is designed to help develop a better understanding of diversity, equality and inclusion across the organisation. This is a mandatory requirement for all new starters and newly-appointed managers. There is also a classroom course and an online module which we refreshed in early 2018. The course continues to be advertised and delivered.



Promote our Managing Essentials toolkit, aimed at improving line manager skills.

Managing Essentials continues to be promoted to managers.

Apprentices

Apprentices have been at the heart of our organisation for over 40 years. Through our apprentice schemes we attract great people who share our values and will help retain our world-leading position.

We have made changes to our recruitment process to help attract and engage a diverse candidate pool. We identified that more than 50 per cent of our applications came from candidates within the BAME communities and, through data analysis, we understood that this group were dropping out mainly due to being unsuccessful in assessments (online tests or video interviews). Using this information, we have updated our apprentice website to include more detailed information on how to be successful in our assessment centres.

We continue to engage with schools in some of London's most deprived boroughs, raising awareness of our apprenticeship opportunities. For the second consecutive year, we have held an event in partnership with Newham Workplace to raise aspirations and provide employment opportunities in this highly BAME populated London borough.

In 2017/18, we have helped create 176 apprentice places. 46 per cent of our apprentices were people from BAME communities, 31.3 per cent of whom were women.

Steps into Work

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

Steps into Work enables individuals with learning disabilities to gain real work experience to show on their CV – as well as new skills and knowledge. Since 2009,

‘I have been waiting a long time to find a job and am very happy that I will be starting with TfL. Steps into Work has helped me to improve my communication skills and I feel more confident. I am looking forward to helping lots of people to plan their journeys.’



Millie Sami

Customer Service Assistant,
Steps into Work graduate

it aims to bridge the gap between education and employment for this group, who are under-represented in employment compared with other disabled people. Each year, between ten and 12 students are recruited for the programme.

In December 2017 we celebrated 12 students successfully completing their Steps into Work programme and a BTEC Level 1 Work Skills Qualification. The Commissioner, Mike Brown MVO, congratulated the students on their wonderful achievements and presented them with their certificates at the London Transport Museum. Val Shawcross CBE, former Deputy Mayor of London for Transport, also attended and joined in the celebrations.

All our students completed the Steps into Work programme, with four securing roles as Customer Service Assistants on the Underground.

Smart Sourcing

Smart Sourcing is a programme that helps people overcome barriers to employment. It also helps us tap into a wider pool of talent. We want our workforce to reflect the diversity of London, and Smart Sourcing helps us to find great talent from a wider range of backgrounds.

We developed Smart Sourcing to help us benefit from a workforce as diverse as the population of London. Our successful employees include those who haven't had a conventional career, or those who have faced difficulties along the way. Those supported by Smart Sourcing include ex-service people, people who have been out of employment for long periods, young people from disadvantaged backgrounds and ex-offenders.

Schools Skills Programme

Our School Skills Programme was first launched in 2015, driven by us and our supply chain and industry partners to anticipate needs for uncommon skills. To raise the profile of these scarce skills in our industry careers, we partnered with schools to understand and develop the optimum time to provide opportunities to the appropriate age groups with interventions which deliver impact and value for money.

Our programme aims to increase the number of under-represented groups to our scarce skills fields, specifically the lack of girls pursuing STEM subjects at school and engineering careers. It also looks for meaningful opportunities for our people to develop skills they can apply within the workplace and can help graduates and apprentices become future leaders. Finally, it helps us to deliver the Mayor's Education Strategy and contributes to our Schools and Young People Delivery Group.

Our Schools Skills team objective is to build awareness of careers in engineering and the transport industry among young people and to support their key influencers with current information.

We engage with young people through various initiatives during the academic year and support our partners in their initiatives too. Some of the resources that support this include our apprenticeship and graduate recruitment teams, London Transport Museum and the Supplier Skills Team.

We support the Skills London and Heathrow Careers fairs to enable young people and their parents, teachers and careers advisors to meet with our employees and discuss career options within TfL. These events widen our reach to schools and signpost them to teams within TfL that are best placed to support their career options – such as the apprentice recruitment team, the graduate recruitment team and the Steps into Work programme.

Nineteen of our apprentice and graduate volunteers visited the Sarah Bonnell School, one of our targeted girls' schools in Newham, and led a debate attended by more than 200 Year 9 students at the school. This innovative TfL-themed

event introduced the girls to different ways of exploring careers. It challenged their stereotypes of careers in STEM, and within our organisation. It also promoted our apprenticeships and graduate schemes, encouraging the school to sign up to our Schools Challenge (Year 12 students) and Inspire Engineering (Year 8 and 9 students) initiatives. Feedback was extremely positive from the volunteers and students.

In 2018, with the Enjoyment to Employment programme, we will have reached more than 50,000 children and young people through initiatives which turn childhood enthusiasm in transport into careers in industry. This is thanks to the support of Costain, Hitachi Rail Europe, Telent Technology Services and Siemens. Each of these supporters is giving their time, expertise and financial support towards the programme. In return, the London Transport Museum is working with these supporters to meet their corporate social responsibility and business needs.

Engaging with employees and promoting an inclusive culture

As well as using Viewpoint to engage with our people, we have our Staff Network Groups (SNGs). They provide a forum for all employees to share ideas and support each other in developing our diversity and inclusion agenda. The six networks are the BAME SNG, the Carers SNG, the Disability SNG, the Faith and Belief SNG, OUTbound (the LGBT+ SNG) and the Women's SNG. Each exists to assist in shaping our equality agenda by helping improve working life, identifying common workplace issues, sharing ideas and best practices, and providing information about opportunities for personal development – all within a safe, supportive environment.

OUTbound took part in the Pride in London Parade on Saturday 8 July. Dressed in the colours of the rainbow and equipped with rainbow roundels, our staff sent the message that London is open and welcomes you, regardless of background, religion, race, gender, disability, age or sexual orientation.

To mark the occasion, we transformed parts of our transport network with a new rainbow design. This saw the bold new design highlighting #LovelsLove above the Oxford Street entrance of Tottenham Court Road station and a number of rainbow roundels installed at Tottenham Court Road, Oxford Circus

‘Working with OUTbound has been a privilege. The diversity of interests and concerns within the LGBT+ community in TfL has been eye-opening and a cause for reflection. It has been a pleasure to help, in some small way, OUTbound members, share their voices and true identities, whether sexual or gender, without fear of stigma or recrimination.’



Philip Hewson
Equality Lead,
OUTbound Staff Network Group

and Piccadilly Circus Tube stations. Customers were also given the chance to ride on one of the 50 Santander Cycles that were decorated with rainbow livery on their rear mudguards.

Our Women's SNG launched its #PressforProgress campaign during this year's International Women's day celebrations. With the World Economic Forum's 2017 Global Gender Gap Report findings telling us that gender parity is over 200 years away, there has never been a more important time to keep motivated and #PressforProgress.

With global activism for women's equality fuelled by movements like #MeToo, #TimesUp and more, there is a strong global momentum striving for gender parity. Our Women's SNG called on colleagues to press forward and progress gender parity – through individual actions and collective movements, including their #PressforProgress campaign – to motivate and unite colleagues, friends, teams and communities to think, act and be gender inclusive.

Our BAME SNG saw in the opening of Black History Month with an event entitled 'I define me and my success.' The evening consisted of an inspiring panel, including TfL Board Member Ron Kalifa, speaking about what success means to them, some of the many

'My thanks to the BAME Staff Network Group for a fantastic event – with tremendous and inspirational speakers – and a great follow-up conversation, recognising positive stories and, very importantly, where there is much more still to do.'



Mike Brown MVO
Commissioner,
Transport for London

obstacles they faced, the importance of family and how positive affirmations help to build confidence and character.

This year, our SNG for Disability observed International Day of Persons with Disabilities by encouraging everyone in our organisation to write a poem about what disability means to them.

The group continues to be involved in improving the way workplace adjustments are managed, and supports the peer network WellMent, which focuses on mental health issues. WellMent started in 2013 following discussions between our SNG for Disability and Occupational Health. As well as regular peer support meetings, it works alongside our Supporting Colleagues Network – run by Occupational Health – which has over 140 employees who have trained as Mental Health First Aiders.

Our Faith SNG works to raise awareness of the different faith communities and to develop faith-sensitive approaches to common issues. The group hosted its annual meet and greet event which focused on its priorities to support people in our business and explore links between faith and mental health.

The group has also been instrumental in developing our annual faith calendar.

This provides ready access to the dates which will help us build our understanding of the key festivals our colleagues celebrate and help managers to know when their employees are most likely to request annual leave.

Our Carers SNG continues to raise awareness of carers in the workplace. As part of National Carers Week, guest speakers from the Alzheimer's Society and Dementia UK, as well as carers in our organisation, shared their personal experiences and provided guidance on the support provided by our organisation. The group also held events during November to recognise Carers Rights Day. These sessions included advice to manage and support carers in the workplace; information to help carers better understand their rights; and provided an opportunity for carers in the workplace to meet up in an informal setting and share their experiences.

Progress against 2017/18 actions



Deliver a plan to increase declaration rates across all the protected characteristics by making our employees feel more confident about providing the requested information. Reduce the number of staff who either do not to declare or choose 'prefer not to say' to improve our collection of data.

This action has not yet commenced. A new campaign – based on behavioural science – will be rolled out in 2018/19.



Work with SNGs to explore the reasons for a lack of engagement from employees in under-represented groups.

Executive sponsors have been appointed to the SNG to provide support in helping to secure more engagement.

We also launched the London Underground Diversity and Inclusion Culture programme, which focuses on improving the secondment process within London Underground. Early successes have seen fairer recruitment campaigns leading to more diversity in appointments.

Our business partners

We value diversity and we encourage our partners and other organisations within our industry to do the same. This will increase the opportunities available to women, disabled people and London's BAME communities.

Progress against 2017/18 actions



Work with the successful facilities management contractor to help implement their equality and diversity plans, and produce a report showing lessons learnt.

Our new suppliers have established diversity and inclusion, strategic labour needs and training plans, and we are now working to support them. Our cleaning supplier has committed to ensuring a minimum of 80 per cent of their workforce is directly employed, rising to 95 per cent over time.



Continue to work with our partners Peabody, Women in Construction and Gingerbread to establish new partnerships with charities and employability groups, to increase the number of women and BAME apprentices in our supply chain.

73 per cent of women who completed the pilot Women into Construction and Gingerbread pre-employment and work experience programmes have now moved into employment.

Further programmes in 2017/18, focused on bringing more women into engineering and train driver roles. Supply chain partners included Siemens, Arriva Rail London, MTR, Bombardier, telent, Thales and Dragados.

In addition, our Supplier Skills Programme was highly commended in the Leadership of the Year category at the UK Social Mobility Awards 2017.

A case study on these programmes was included in the DfT's 'One Year On' Strategic Transport Apprenticeship Taskforce report.



Establish a Diversity and Inclusion Supplier Forum to benefit the industry, our customers, and London's communities.

Our Diversity and Inclusion Supplier Forum has been established and is attended by approximately 20 of TfL's key suppliers. Sessions to date have focused on protected characteristics including race, gender and disability.

Suppliers Skills Team

Since the project was initiated in 2009, the Suppliers Skills Team (SST) has supported the supply chain to create over 4,500 apprenticeships and 5,000 jobs for unemployed Londoners, and address skills shortages in the transport and engineering sectors. It help suppliers to employ people with the right skills and focus on addressing under-representation in the industry. This enables us to create employment opportunities and contribute to economic regeneration within London and across the UK. Each stage of the procurement process is supported by the team, which includes:

- ♦ Implementing and evaluating contract requirements
- ♦ Supporting suppliers from the beginning to the end of their contract
- ♦ Working with suppliers on a voluntary basis to help them maximise the skills and employment opportunities which may arise while working on one of our contracts
- ♦ Helping suppliers to secure government funding for apprenticeship programmes
- ♦ Identifying appropriate learning frameworks and training providers
- ♦ Helping job-seeking candidates via a partnership with the Department for Work and Pensions' work programme

Case study: Military veterans

We expanded our ambition to reach ex-forces talent by highlighting transferable skills and job opportunities.

Every year, around 16,000 men and women leave the armed forces to transition into civilian life* and 1,567** service leavers are seeking roles in London.

We have a long history of employing ex-military personnel and this has been formalised over the past three years with TfL organising three annual military days, and improving on our previous silver win to receive a gold award for services to the Armed Forces in 2017.

Our approach complements the Mayor's aim to support over 200 veterans and early services leavers to access volunteering opportunities and employability training, and support 100 veterans into sustained employment. Since 2016, we have successfully hired over 130 veterans.

As a Gold Covenant Armed Forces Employer, we promise to actively promote job opportunities to service leavers.

In February 2018, we held our 5th Industry Military Day to showcase the job opportunities within the transport industry and highlight the transferrable skills that ex-service professionals have and where they could fit in to an organisation such as TfL.



The event was sponsored by Siemens and was also attended by a range of our suppliers to promote a variety of positions from engineering, technology, construction, and more. The day also featured talks from our senior leadership team, employability workshops, and LinkedIn profile sessions.

The event was attended by over 150 service leavers and, of those surveyed, 74 per cent said they felt more confident about securing a role in the transport sector. TfL has also hired two of the people who attended on the day whilst Siemens hired six into technical roles.

We will continue to meet our promise and aim to implement two more targeted recruitment events for project management roles across TfL, as well as support our military partners.

* Source: Deloitte

** Source: Career Transition Partnership

Using its relationships with a wide network of charities and employability programmes, the SST also addresses the under-representation of women and people from BAME backgrounds in the industry and provides training and employment opportunities for groups such as ex-offenders and ex-military personnel.

Communication and engagement

We work closely with a wide range of groups that speak for our customers and users. As well as transport campaign groups, this includes those representing women and older, disabled and young people. Our aim is to engage with more of London's diverse communities to help us inform, develop and deliver our strategies, services and programmes.

We also want better communication and engagement with the charity, voluntary and community sectors, and for stakeholders to feel they have access to our senior staff (and are thereby able to influence our policies).

Over 4,000 stakeholders are actively seeking to engage with us, including opinion formers within business, voluntary and environmental sectors. Many of these groups are sophisticated and successful campaigning organisations. Our objective is to engage with them, to ensure that the delivery of our operational and investment plan is communicated, and that this delivery addresses the views, criticisms and praise of those who use and fund our services.

This proactive approach is geared towards building sustained public support for ongoing investment to improve London's transport system. It also enables us to explain the opportunities and constraints we face in making those improvements, and that much of our engagement is about managing the expectations of our stakeholders. In summary, we seek to understand the views and perspectives of our stakeholders to draw on their expertise as early as possible and in meaningful ways.

Understanding our diverse communities

An accessible transport system is vital to providing opportunities for all of our diverse communities and to make life in London better. Access to a range of transport modes improves access to employment, health, education and leisure services for Londoners. Enabling walking and cycling for as many as possible as part of a journey, or as the entire journey, will be an important aspect of reducing emissions and improving Londoners' health.

We are committed to providing accessible transport and supporting Londoners and those visiting the Capital to travel, irrespective of physical abilities or perceived barriers. In order to understand these barriers and what can be done to address them, we conduct and commission extensive surveys, research and consultation. As well as listening to our customers and stakeholders – including specific independent advisory boards such as the Independent Disability Advisory Group – we have developed our goals and activity to remove barriers to travel in London.

Independent Disability Advisory Group

Our Independent Disability Advisory Group (IDAG) helps shape our work to keep the Capital moving, working and growing. Its advice is invaluable, as we are committed to making London more accessible and inclusive for everyone.

The group's seven members are appointed for their professional expertise and extensive knowledge of disability access, transport and customer service. Each one has lived experience of disability. To ensure the group's independence, the members are not employed by us or the GLA. The group provides strategic and practical advice, evaluating and influencing our strategies, policies, services and projects, and highlighting where change is needed. It feeds into our diversity and inclusion governance structure, ensuring that we continue to consider accessibility and inclusion in our work.

Valuing People

The Valuing People Group was first established in February 2007, linking us with the Government's Valuing People Now programme for people with learning disabilities in the London region, and has been funded by us since April 2011.

The group has representation from 18-20 of London's boroughs and a high level of membership of people with a wide range of learning disabilities. The network meets three times a year, with additional

‘This year, IDAG has been particularly pleased to see an increasing number of projects involving IDAG early in the project life cycle which, we hope, will help to make London more inclusive in the future.’



Joanna Wootten
Chair, IDAG

events and projects where members and supporters of self-advocacy groups for people with learning disabilities can talk directly with our managers about the transport services that they use as independent travellers, and the types of support they need. It's also an opportunity for us to have ongoing conversations with advocates from boroughs on a variety of issues raised by members and ourselves.

Appendix

Overall diversity

Table I.I: Protected characteristics within Underground, Elizabeth line, Buses and Rail (%)

	London Underground		Elizabeth line		Buses		Rail	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Gender								
Women	19.2	19.8	28.0	23.7	27.2	27.5	24.5	21.7
Men	80.8	80.2	72.0	76.3	72.8	72.5	75.5	78.3
Age								
16 - 24 years	3.3	3.8	9.3	9.1	0.7	0.9	0.8	4.2
25 - 34 years	19.2	19.5	30.0	38.0	14.1	11.9	30.8	21.5
35 - 44 years	24.5	24.1	31.3	25.8	21.9	21.0	28.3	20.7
45 - 54 years	33.8	32.5	20.7	18.8	34.6	35.0	27.0	27.8
55 - 64 years	17.5	18.1	8.7	8.4	24.8	26.5	11.8	16.9
65+ years	1.8	1.9	0.0	0.0	3.9	4.7	1.3	2.1
Ethnicity								
BAME	27.4	27.6	16.0	19.2	29.8	30.8	12.2	16.3
White	50.2	47.4	56.7	52.3	53.2	52.1	49.4	57.5
Prefer not to say	4.4	4.1	6.7	3.5	4.3	4.1	4.6	5.0
Unknown	17.9	20.9	20.7	25.1	12.8	13.0	33.8	21.3
Disability								
Disability (Yes)	1.6	1.6	0.7	1.4	3.2	3.7	3.0	2.3
Disability (No)	42.7	42.1	50.7	36.2	61.8	60.6	41.8	49.8
Prefer not to say	1.5	1.4	5.3	3.8	1.7	1.8	5.5	5.4
Unknown	54.2	55.0	43.3	58.5	33.3	33.9	49.8	42.5

	London Underground		Elizabeth line		Buses		Rail	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Sexual orientation								
Lesbian	0.4	0.4	0.0	0.0	1.0	1.0	0.0	0.0
Bisexual	0.5	0.5	0.0	0.3	0.6	0.7	0.4	0.9
Gay men	1.3	1.2	2.0	1.7	1.5	1.7	2.1	2.7
Other	0.2	0.2	0.0	0.0	0.3	0.2	0.4	0.5
Heterosexual	29.7	30.7	47.3	53.7	47.4	47.5	44.7	57.0
Prefer not to say	2.8	2.7	14.0	10.8	3.9	3.7	9.3	9.0
Unknown	65.1	64.3	36.7	33.4	45.4	45.2	43.0	29.9
Faith/belief								
Jewish	0.2	0.2	0.0	0.3	0.2	0.3	0.4	0.5
Buddhist	0.3	0.3	0.0	0.3	0.2	0.1	0.0	0.5
Sikh	0.5	0.5	0.7	1.4	0.7	0.8	0.4	0.5
Hindu	1.3	1.4	0.7	0.7	1.9	1.8	2.1	2.3
Muslim	2.7	3.2	3.3	4.9	5.5	5.8	2.1	2.3
Christian	16.6	16.6	24.0	24.7	27.2	26.8	29.1	33.9
Other	0.8	0.9	0.7	0.3	1.8	1.7	0.8	2.3
None	8.0	8.3	20.0	21.3	13.1	13.0	14.3	20.4
Prefer not to say	3.1	3.1	14.0	11.5	4.0	4.1	8.0	8.6
Unknown	66.5	65.6	36.7	34.5	45.5	45.4	42.6	29.0

Table I.2: Protected characteristics within Streets, Other operations, Commercial Development and Professional services (%)

	Streets		Other operations		Commercial Development		Professional services	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Gender								
Women	33.0	26.6	38.0	39.2	39.8	41.2	41.8	41.1
Men	67.0	73.4	62.0	60.8	60.2	58.8	58.2	58.9
Age								
16 - 24 years	3.2	3.2	5.7	5.7	0.8	0.7	7.4	7.4
25 - 34 years	28.3	28.3	26.2	26.2	17.8	17.6	26.8	26.8
35 - 44 years	32.7	32.7	29.3	29.3	30.1	31.5	31.5	31.5
45 - 54 years	19.6	19.6	26.8	26.8	33.2	31.1	24.0	24.0
55 - 64 years	10.8	10.8	10.9	10.9	17.0	17.3	9.8	9.8
65+ years	5.4	5.4	1.1	1.1	1.2	1.7	0.6	0.6
Ethnicity								
BAME	25.7	25.3	23.2	24.0	13.1	15.2	24.5	25.4
White	51.5	54.0	32.8	29.8	61.8	59.2	49.5	47.9
Prefer not to say	4.5	4.5	3.3	3.2	4.2	5.2	5.1	4.5
Unknown	18.2	16.2	40.6	42.9	20.8	20.4	20.9	22.2
Disability								
Disability (Yes)	2.5	1.9	3.0	2.3	3.1	3.1	3.0	3.2
Disability (No)	68.2	69.3	38.2	34.7	55.2	48.8	58.3	54.3
Prefer not to say	2.3	1.8	1.1	1.0	3.9	2.4	3.6	3.1
Unknown	27.0	26.9	57.7	62.1	37.8	45.7	35.1	39.4

	Streets		Other operations		Commercial Development		Professional services	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Sexual orientation								
Lesbian	0.3	0.4	0.2	0.2	1.2	1.0	0.5	0.5
Bisexual	0.9	0.9	0.7	0.6	0.0	0.3	0.5	0.6
Gay men	1.3	1.2	0.7	0.6	3.5	3.8	2.1	2.3
Other	0.6	0.4	0.6	0.5	0.0	0.3	0.2	0.3
Heterosexual	61.2	61.7	32.1	33.2	46.7	49.8	51.2	51.7
Prefer not to say	6.4	6.3	3.9	3.2	5.4	5.5	7.6	7.0
Unknown	29.3	29.1	61.8	61.6	43.2	39.1	37.8	37.6
Faith/belief								
Jewish	0.3	0.1	0.2	0.2	0.4	0.7	0.6	0.6
Buddhist	0.6	0.5	0.4	0.2	0.4	0.0	0.3	0.3
Sikh	0.7	0.6	0.2	0.3	1.2	1.0	0.7	0.7
Hindu	3.1	2.6	1.7	1.8	0.8	1.7	2.4	2.7
Muslim	4.2	3.5	2.4	3.5	1.9	3.1	3.2	3.5
Christian	32.3	31.5	20.1	19.4	27.4	27.3	25.6	26.2
Other	2.2	3.0	1.5	1.1	2.7	2.1	2.2	2.1
None	21.5	22.8	9.2	8.4	13.9	15.6	19.0	19.0
Prefer not to say	5.7	5.4	3.3	3.5	8.5	9.3	8.4	7.6
Unknown	29.5	29.9	61.1	61.6	42.9	39.1	37.5	37.2

Application diversity

Table 3.1: Applicant diversity within London Underground, Elizabeth line, Buses and Rail (%)

	London Underground		Elizabeth line		Buses		Rail	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Gender								
Women	25.3	24.7	21.9	21.4	20.1	25.5	22.1	16.6
Men	73.1	73.7	75.8	76.8	79.2	72.5	75.4	80.8
Prefer not to say	1.6	1.6	2.3	1.9	0.8	2.0	2.5	2.6
Ethnicity								
BAME	59.5	56.7	47.3	44.7	63.9	49.9	47.6	47.7
White	32.0	32.0	44.0	46.5	30.6	37.7	43.5	44.0
Prefer not to say	8.5	11.4	8.7	8.8	5.5	12.4	8.9	8.3
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Disability								
Disability (Yes)	2.2	2.5	2.3	1.8	2.5	3.2	1.6	1.6
Disability (No)	91.9	89.0	91.6	91.6	94.0	88.2	91.7	92.6
Prefer not to say	5.8	8.5	6.1	6.6	3.4	8.6	6.7	5.8
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sexual orientation								
Lesbian	0.6	0.6	0.6	0.2	0.5	0.7	0.1	0.3
Bisexual	2.1	2.0	1.7	1.1	2.1	2.0	1.7	1.6
Gay men	2.2	1.9	2.6	1.9	2.0	2.6	1.5	1.4
Other	1.3	0.9	0.7	0.3	1.0	0.7	0.9	0.7
Heterosexual	79.5	78.0	80.5	82.8	82.5	77.1	81.4	82.7
Prefer not to say	14.2	16.5	13.8	13.6	11.8	16.9	14.4	13.4
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Faith/belief								
Jewish	0.3	0.3	0.3	0.5	0.5	0.3	0.3	0.4
Buddhist	0.7	0.8	0.5	0.3	0.6	0.7	0.6	1.1
Sikh	1.4	1.3	1.9	1.5	1.9	2.6	1.3	1.6
Hindu	4.4	4.2	5.2	5.4	4.8	4.6	5.4	4.8
Muslim	19.7	18.4	11.7	11.2	23.3	13.2	11.5	10.7
Christian	38.5	37.7	40.7	40.8	39.0	37.2	42.4	42.6
Other	2.5	2.4	1.8	2.0	2.2	3.0	1.7	2.5
None	18.3	18.0	23.5	24.7	16.6	20.7	21.7	22.7
Prefer not to say	14.2	17.0	14.4	13.6	11.1	17.7	15.0	13.8

Table 3.2: Applicant diversity within Streets, Other operations, Commercial Development and Professional services (%)

	Streets		Other operations		Commercial Development		Professional services	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Gender								
Women	26.9	27.6	27.6	32.9	32.4	31.4	32.8	31.9
Men	71.0	70.3	71.5	65.8	66.0	65.9	63.5	62.0
Prefer not to say	2.1	2.1	0.9	1.2	1.6	2.7	3.7	6.0
Ethnicity								
BAME	51.0	46.5	67.3	65.0	48.1	41.2	50.6	49.6
White	40.3	38.4	25.8	22.9	40.6	46.4	38.5	35.1
Prefer not to say	8.7	15.1	6.9	12.1	11.3	12.4	10.9	15.2
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Disability								
Disability (Yes)	2.8	2.4	2.8	4.2	3.0	2.0	2.8	2.7
Disability (No)	90.2	83.6	93.2	86.9	87.9	88.3	88.4	84.2
Prefer not to say	6.9	14.0	4.0	8.9	9.1	9.7	8.7	13.0
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sexual orientation								
Lesbian	0.3	0.3	0.7	0.2	0.6	0.3	0.5	0.4
Bisexual	1.7	1.8	2.2	1.7	0.6	1.5	1.4	1.6
Gay men	1.8	2.0	1.9	1.9	2.1	2.5	2.1	2.2
Other	0.8	0.9	1.0	0.9	1.0	0.4	0.8	0.6
Heterosexual	82.2	73.8	82.8	79.1	80.3	78.3	79.4	74.9
Prefer not to say	13.1	21.2	11.4	16.2	15.4	17.1	15.8	20.2
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Faith/belief								
Jewish	0.3	0.3	0.3	0.2	0.6	0.8	0.5	0.4
Buddhist	0.5	0.4	0.6	0.2	0.6	0.8	0.7	0.6
Sikh	2.2	2.2	1.9	2.0	1.9	1.6	1.7	1.7
Hindu	5.6	4.6	3.7	5.4	4.9	5.1	4.7	5.7
Muslim	13.8	13.8	24.4	19.7	11.6	8.7	15.2	13.9
Christian	38.4	33.2	38.3	36.7	40.3	41.1	34.5	33.8
Other	2.8	2.4	2.0	2.3	2.0	2.2	1.9	2.0
None	22.4	22.0	16.6	16.0	21.3	22.1	24.0	20.9
Prefer not to say	13.9	21.1	12.2	17.6	16.8	17.7	16.8	21.1

Shortlisted diversity

Table 4.1: Shortlisted applicant diversity within London Underground, Elizabeth line, Buses and Rail (%)

	London Underground		Elizabeth line		Buses		Rail	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Gender								
Women	27.3	29.3	34.9	11.1	13.3	30.0	18.7	11.1
Men	71.9	69.8	65.1	88.9	86.7	70.0	80.4	88.4
Prefer not to say	0.8	0.8	0.0	0.0	0.0	0.0	0.9	0.5
Ethnicity								
BAME	59.3	65.6	23.3	18.5	66.7	32.5	38.3	36.3
White	30.4	25.9	65.1	77.8	33.3	55.0	51.4	57.4
Prefer not to say	10.3	8.5	11.6	3.7	0.0	12.5	10.3	6.3
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Disability								
Disability (Yes)	2.4	2.5	2.3	0.0	0.0	2.5	0.9	1.1
Disability (No)	89.1	91.7	93.0	92.6	100.0	85.0	94.4	95.3
Prefer not to say	8.4	5.8	4.7	7.4	0.0	12.5	4.7	3.7
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sexual orientation								
Lesbian	0.6	0.7	2.3	0.0	0.0	0.0	0.0	0.5
Bisexual	1.9	2.4	2.3	0.0	0.0	2.5	0.9	1.1
Gay men	2.2	2.3	4.7	0.0	0.0	0.0	1.9	0.0
Other	0.7	1.0	2.3	0.0	0.0	0.0	0.0	0.0
Heterosexual	79.7	79.7	79.1	92.6	80.0	77.5	79.4	86.8
Prefer not to say	14.8	14.0	9.3	7.4	20.0	20.0	17.8	11.6
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Faith/belief								
Jewish	0.2	0.4	2.3	18.5	0.0	0.0	0.9	0.0
Buddhist	0.6	0.7	2.3	0.0	0.0	0.0	2.8	1.6
Sikh	0.9	1.2	0.0	3.7	0.0	12.5	0.9	0.0
Hindu	4.8	3.6	2.3	0.0	6.7	2.5	5.6	5.3
Muslim	20.9	22.0	2.3	3.7	26.7	5.0	6.5	6.3
Christian	34.8	38.9	51.2	25.9	33.3	25.0	41.1	43.7
Other	2.4	2.7	0.0	0.0	0.0	5.0	2.8	2.6
None	18.4	15.6	27.9	37.0	13.3	25.0	25.2	28.4
Prefer not to say	17.0	14.8	11.6	11.1	20.0	25.0	14.0	12.1

Table 4.2: Shortlisted applicant diversity within Streets, Other operations, Commercial Development and Professional services (%)

	Streets		Other operations		Commercial Development		Professional services	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Gender								
Women	27.3	31.6	24.5	65.4	28.6	45.5	26.4	26.1
Men	72.7	66.3	75.0	30.8	71.4	53.2	72.8	73.1
Prefer not to say	0.0	2.0	0.5	3.8	0.0	1.3	0.8	0.8
Ethnicity								
BAME	31.8	33.7	67.8	38.5	34.3	28.6	51.4	54.5
White	45.5	53.1	27.1	50.0	54.3	54.5	42.7	38.4
Prefer not to say	22.7	13.3	5.1	11.5	11.4	16.9	5.9	7.0
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Disability								
Disability (Yes)	0.0	0.0	2.7	3.8	0.0	1.3	2.6	3.3
Disability (No)	72.7	84.7	94.4	88.5	91.4	77.9	93.1	91.5
Prefer not to say	27.3	15.3	2.8	7.7	8.6	20.8	4.3	5.2
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sexual orientation								
Lesbian	0.0	0.0	0.8	0.0	0.0	0.0	0.5	0.3
Bisexual	0.0	2.0	2.0	0.0	0.0	0.0	1.6	1.3
Gay men	4.5	0.0	1.7	3.8	2.9	0.0	1.3	1.6
Other	0.0	0.0	0.7	0.0	0.0	1.3	0.7	0.8
Heterosexual	72.7	75.5	86.1	76.9	82.9	70.1	86.6	84.7
Prefer not to say	22.7	22.4	8.8	19.2	14.3	28.6	9.4	11.2
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Faith/belief								
Jewish	0.0	0.0	0.3	0.0	0.0	2.6	0.5	0.5
Buddhist	0.0	0.0	0.5	0.0	0.0	0.0	0.7	0.3
Sikh	0.0	2.0	2.0	3.8	2.9	1.3	1.6	1.7
Hindu	9.1	0.0	3.4	3.8	5.7	7.8	3.7	3.8
Muslim	4.5	13.3	27.3	11.5	0.0	5.2	19.4	19.2
Christian	22.7	29.6	37.3	53.8	40.0	28.6	31.2	32.5
Other	9.1	2.0	2.6	3.8	5.7	2.6	1.6	1.9
None	22.7	30.6	17.0	11.5	22.9	28.6	30.5	27.2
Prefer not to say	31.8	22.4	9.5	11.5	22.9	23.4	10.8	12.8

Hired diversity

Table 5.1: Hired applicant diversity within London Underground, Elizabeth line, Buses and Rail (%)

	London Underground		Elizabeth line		Buses		Rail	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Gender								
Women	26.1	24.7	24.6	21.4	28.6	25.5	25.6	16.6
Men	73.3	73.7	74.6	76.8	71.4	72.5	74.4	80.8
Prefer not to say	0.6	1.6	0.8	1.9	0.0	2.0	0.0	2.6
Ethnicity								
BAME	41.2	33.8	19.8	25.7	46.9	45.7	10.5	26.7
White	44.9	43.8	69.0	64.2	40.8	14.3	72.1	63.3
Prefer not to say	13.8	22.4	11.1	10.1	12.2	40.0	17.4	10.0
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Disability								
Disability (Yes)	2.4	1.7	1.6	0.0	2.0	0.0	1.2	0.0
Disability (No)	83.5	76.7	88.9	85.3	89.8	60.0	67.4	80.0
Prefer not to say	14.1	21.6	9.5	14.7	8.2	40.0	31.4	20.0
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sexual orientation								
Lesbian	1.0	1.0	1.6	0.0	0.0	0.0	0.0	0.0
Bisexual	2.3	1.2	0.0	0.9	0.0	2.9	1.2	0.0
Gay men	3.0	1.4	4.0	2.8	0.0	0.0	1.2	3.3
Other	0.5	0.6	0.0	0.0	0.0	0.0	0.0	0.0
Heterosexual	74.2	70.9	78.6	77.1	85.7	60.0	80.2	80.0
Prefer not to say	18.9	24.9	15.9	19.3	14.3	37.1	17.4	16.7
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Faith/belief								
Jewish	0.2	0.2	0.0	0.0	2.0	2.9	1.2	3.3
Buddhist	0.9	0.5	0.0	0.0	0.0	0.0	0.0	0.0
Sikh	0.9	0.4	0.0	0.9	0.0	0.0	1.2	0.0
Hindu	3.1	2.7	0.8	0.9	2.0	8.6	2.3	0.0
Muslim	14.0	10.2	4.0	6.4	18.4	5.7	1.2	0.0
Christian	33.4	31.6	37.3	32.1	38.8	22.9	39.5	40.0
Other	3.3	2.6	0.8	0.9	4.1	0.0	2.3	3.3
None	25.1	25.0	38.9	39.4	16.3	20.0	30.2	43.3
Prefer not to say	19.2	26.9	18.3	19.3	18.4	40.0	22.1	10.0

Table 5.2: Hired applicant diversity within Streets, Other operations, Commercial Development and Professional services (%)

	Streets		Other operations		Commercial Development		Professional services	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Gender								
Women	38.8	27.6	39.8	32.9	26.7	31.4	43.1	31.9
Men	61.2	70.3	59.7	65.8	73.3	65.9	55.7	62.0
Prefer not to say	0.0	2.1	0.5	1.2	0.0	2.7	1.2	6.0
Ethnicity								
BAME	23.5	18.3	51.5	47.1	18.6	13.8	30.0	28.5
White	65.9	56.7	33.3	23.5	53.5	56.9	45.3	39.0
Prefer not to say	10.6	25.0	15.2	29.4	27.9	29.2	24.2	32.5
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.4	0.0
Disability								
Disability (Yes)	3.5	0.0	2.3	2.0	2.3	0.0	2.0	2.4
Disability (No)	87.1	73.3	84.1	69.6	65.1	70.8	72.6	64.4
Prefer not to say	9.4	26.7	13.6	28.4	32.6	29.2	24.8	33.2
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sexual orientation								
Lesbian	0.0	0.0	0.7	0.0	0.0	1.5	0.8	0.5
Bisexual	1.2	0.0	2.1	0.0	0.0	1.5	0.9	0.6
Gay men	0.0	0.0	3.0	0.0	2.3	4.6	1.8	3.7
Other	0.0	0.0	0.2	2.0	0.0	1.5	0.4	0.2
Heterosexual	83.5	65.0	75.6	65.7	65.1	52.3	67.7	58.0
Prefer not to say	15.3	35.0	18.3	32.4	32.6	38.5	27.9	37.0
Unknown	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Faith/belief								
Jewish	1.2	0.0	0.5	1.0	0.0	1.5	0.4	0.6
Buddhist	0.0	0.0	0.9	0.0	1.2	0.0	0.3	0.3
Sikh	0.0	1.7	0.7	2.0	1.2	3.1	1.3	1.0
Hindu	3.5	3.3	2.8	3.9	2.3	0.0	2.7	3.6
Muslim	11.8	1.7	11.7	10.8	3.5	3.1	6.3	5.3
Christian	25.9	26.7	37.0	35.3	31.4	32.3	30.8	26.2
Other	1.2	0.0	2.3	1.0	1.2	1.5	2.2	0.9
None	43.5	31.7	23.0	11.8	19.8	26.2	25.3	24.0
Prefer not to say	12.9	35.0	21.1	34.3	39.5	32.3	30.2	38.1

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