

Transport for London workforce report

July 2011



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Foreword

Transport for London (TfL) operates in the most diverse city in the world. People from across the globe have made London their home, and the Capital continues to attract new groups of people in every successive generation.

This constant change in the city's profile is both an opportunity and a challenge for TfL. With a long-standing goal to reflect the communities it serves, TfL must recognise and respond to those changes as an employer and service provider.

The Mayor remains committed to harnessing the benefits of London's diversity. He believes that the Capital is a place of great opportunity; where Londoners, regardless of background, should be able to fulfil their potential without barriers. This includes TfL's workforce.

Equality legislation has been around for a long time in the UK, but discrimination still exists and it can only be tackled by understanding the issues, taking action to deal with them and regularly monitoring the progress made.

This first comprehensive report sets out in one place what TfL has achieved so far in diversifying its workforce. It covers issues such as training, recruitment, promotions, levels of harassment and grievances of people in the organisation.

The report shows that although TfL has achieved a great deal, there is still much to do. In particular, we need to focus on increasing representation of women, black, Asian, minority ethnic groups and disabled people at senior levels.



TfL will continue to work with colleagues across the GLA group and others to ensure that it understands the barriers people face and can find solutions to remove them. This first annual workforce report is part of that desire to be a best practice organisation.

I hope you will find it a useful resource.

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

Tricia Riley
HR Director
Transport for London

Introduction

Transport for London (TfL), has a long-standing goal of reflecting the communities it serves in its workforce. TfL operates in the most diverse city in the world, which people from across the globe have made their home, and it continues to attract new groups of people in every successive generation.

This constant change in London's profile is both an opportunity and a challenge for TfL, and TfL recognises it must be responsive to the changes as an employer and a service provider.

This report sets out what TfL has achieved so far to diversify its workforce. It covers issues such as training, recruitment and promotions. It also looks at levels of harassment and grievances of people in the organisation. The report brings this data together for the first time to provide a comprehensive assessment of TfL's workforce diversity.

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

Transport for London

TfL is the integrated body responsible for the Capital's transport system, it is part of the Greater London Authority (GLA) family and, working with the Mayor, develops and implements his transport strategy.

Every day, TfL provides transport services for more than 10 million people across the Capital.

It manages London's buses, London Underground (LU), London Overground, the Docklands Light Railway (DLR) and London Tramlink. It also runs London River Services, Victoria Coach Station and London Transport Museum.

As well as administering London's Congestion Charging scheme, TfL is responsible for a 580km network of main roads and all of London's 6,000 traffic lights. It also regulates taxis and the private hire trade.

It promotes road safety, cycling and walking initiatives, including working with schools, businesses and other organisations to develop smarter travel plans. It operates the Barclays Cycle Hire scheme, Dial-a-Ride, a door-to-door assisted transport service for disabled people unable to use buses, trams or the tube, and funds local transport initiatives and improvements to the street environment in all of London's boroughs.

TfL works closely with the British Transport Police (BTP) and the Metropolitan Police Service (MPS) to ensure that people can travel around the Capital safely.

TfL is also responsible for providing transport infrastructure for the London 2012 Olympic and Paralympic Games, and works in partnership with the Olympic Delivery Authority (ODA) and the London Organising Committee of the Olympic Games (LOCOG) to ensure there is a physical and behavioural transport legacy.

The Mayor's equality framework – Equal life chances for all

The Mayor launched his equality framework in July 2009.

It has three areas related to employment that affect TfL:

- Workforces across the GLA group ought to reflect London's diversity in all occupations and at all levels
- The pay gap between excluded groups and average salary should decrease
- Employment opportunities should be provided for young or disadvantaged Londoners

TfL has developed its approach to equality and inclusion to ensure that Mayoral priorities are achieved. Action plans have been developed to ensure that TfL continues to develop best practice and is seen as a leader in the equalities field.

London's diversity

London is the most diverse city in the world.

Almost 30 per cent of the Capital's population belong to a black, Asian or minority ethnic (BAME) group, and more than 300 languages are spoken. Two of London's boroughs, Newham and Brent, have an ethnic minority representation of more than 50 per cent.

Around half of London's working age population are women (49 per cent). On average women working full-time are paid 17 per cent less than a man and 38 per cent less if part-time, for work that is of equal value.

Disability is defined in the Equality Act 2010 and covers people who have a disability that lasts or is likely to last more than a year, and 'substantially limits their ability to carry out normal day to day activities'. The GLA estimates 17 per cent of Londoners have a disability.

Who works for TfL?

TfL is a large employer, offering a wide range of careers in all parts of the Capital.

It wants to reflect London's diverse communities and aspires to be the first choice as an employer for all groups of people. The jobs at TfL vary greatly: from people who work on the Underground such as Customer Services Assistants (CSAs), to revenue inspectors on buses and train operators. TfL also has a large number of roles that are not in the public eye such as lawyers, engineers and designers.

In 2010/11, TfL employed 23,478 people; 22.3 per cent women, 29.5 per cent from a BAME group. A total of 603 employees told TfL they had a disability.

(Data used in the following tables is from 31 March 2010 and 2011)

All TfL staff

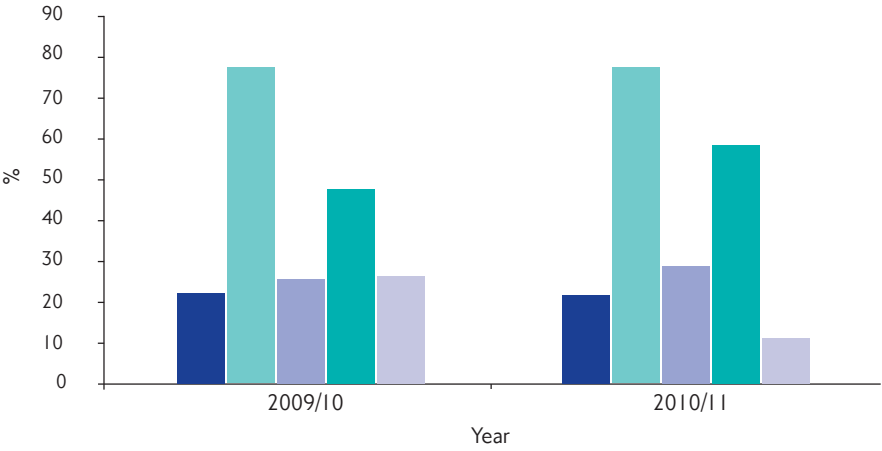
In 2010, as a consequence of the merger between Metronet and London Underground, the number of ‘unknown/prefer not to say’ data increased owing to differences in how ethnicity data was recorded.

During 2010/11 this issue was rectified and the proportion of unknown data is more in line with previous years.

The table shows that TfL broadly reflects London’s BAME population in its workforce but has a significant way to go to reflect London’s gender diversity. However, it is broadly in line with women’s representation

within the transport industry and compares well with organisations such as Train Operating Companies. Around half of TfL’s staff have shared information about their disability status, and data shows that only a relatively small number of disabled people are employed by TfL.

TfL	Overall numbers	Women %	Men %	BAME %	White %	Unknown/prefer not to say %	Number of disabled staff
2009/10	24,240	22.3	77.7	25.7	48	26.3	639
2010/11	23,478	22.3	77.7	29.5	58.9	11.6	603



- % Women
- % Men
- % BAME
- % White
- % Ethnicity unknown/prefer not to say

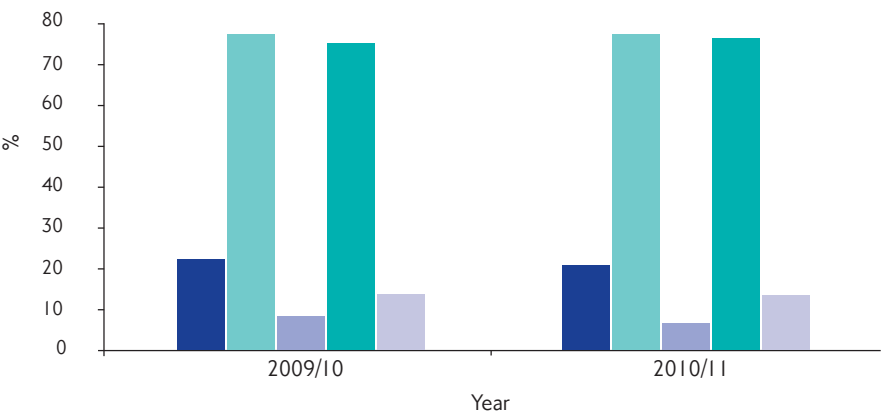
All TfL staff

The table shows that women’s representation at senior level reflects their representation in the workforce.

It is encouraging to see that there has been a growth in the number of disabled people in senior management grade, but the proportion of BAME senior managers is only a third of their representation in the workforce.

Senior managers in TfL	Overall number in senior management ¹	Women senior managers %	Men senior managers %	BAME senior managers %	White senior managers %	Unknown/prefer not to say %	Number of disabled senior managers
2009/10	1,072	22.7	77.3	10.2	76.1	13.7	30
2010/11	1,232	22.3	77.7	9.3	77.2	13.5	35

1. the growth in overall numbers of senior managers in 2010/11 is due to Metronet Rail becoming part of TfL.



- % Women senior management
- % Men senior management
- % BAME senior management
- % White senior management
- % Ethnicity unknown/prefer not to say

TfL staff by faith

TfL's workforce is made up of members of many different faith communities.

Faith/belief	2009/10	2010/11
Buddhist	79	81
Christian	4,770	4,811
Hindu	407	413
Jewish	69	59
Muslim	558	561
Sikh	135	133
Other	297	318
None	2,070	2,063
Prefer not to say	736	832
Unknown	15,119	14,207

TfL staff by sexual orientation

Around 60 per cent of TfL’s staff have shared information about their sexual orientation.

Currently around 2.3 per cent of those who told TfL about their sexual orientation are lesbian, gay or bisexual.

In 2005, TfL established its lesbian, gay, bisexual and transgender (LGBT) Staff Network Group. This provides a place where employees can share ideas and best practice about improving working life across the

organisation, and give each other support. The network plays an important role in promoting equality within TfL and ensuring there is a constant dialogue between the business and staff. It helps TfL identify, monitor and address issues faced by LGBT staff. The table shows that the majority of TfL staff have not shared this information,

Sexual orientation	2009/10	2010/11
Lesbian	103	101
Bisexual woman	27	29
Heterosexual woman	2,250	2,261
Gay man	391	386
Bisexual man	61	61
Heterosexual man	5,309	5,389
Prefer not to say	766	852
Unknown	15,312	14,378

	2009/10	2010/11
Transgendered woman	8	9
Transgendered man	13	12

TfL monitors data around gender reassignment. However, it recognises that some transgender people will simply identify themselves as a man or as a woman, without the qualifier of ‘transgender’.

TfL staff by age

The table below gives a breakdown of all TfL staff by age band.

The two largest age bands are the 35 to 44 year-old group, with 7,139 employees, and the 45 to 54 year-old group with 7,164 employees. In comparing age bands, the organisations exceeds London-wide projections in all groups except 16 to 24 year-olds.

Age classifications	2009/10 %	2010/11 %
16-24 years	3.6	3
25-34 years	22.5	21.7
35-44 years	30.9	30.4
45-54 years	28.9	30.5
55-64 years	13.3	13.8
65 plus years	0.8	0.7
Total	24,240	23,478

Recruitment at TfL

As with all employers, the current economic downturn and the need for TfL to protect front line services mean that future employment opportunities may not be as plentiful as in the past.

This is an additional challenge faced by people in the job market, some of whom will be looking for their first working opportunity while competing with people who have a great deal of experience.

TfL seeks to employ the best people it can to design and provide services for all Londoners. It will do this by ensuring that all candidates have a fair chance to show themselves at their best and that those doing the recruiting make sure there are no unnecessary barriers put in their way.

The following tables contain all recruitment data, including internal and external recruitment campaigns.

TfL believes that while employment targets are valuable, and that TfL aims to be reflective of the capital's population, all successful applicants are appointed on merit regardless of their protected characteristic.

Disability

The table shows that disability status does not have a negative impact on recruitment prospects in TfL.

However, the number of disabled people applying for roles is still small and the challenge remains to increase the number of disabled people applying for jobs. TfL still applies the two ticks approach in recruitment to encourage more disabled people to apply for roles, and has had a major focus on ensuring managers are trained to put in place reasonable adjustments quickly and effectively.

Year	Stage of recruitment	Disabled %	Not disabled %	Prefer not to say/no data %	Total
2009/10	Applications	1.7	70.7	27.6	49,050
	Shortlist	1.9	67	31.2	7,132
	Appointment	1	40.2	58.8	3,562
2010/11	Applications	1.9	73	25.1	33,518
	Shortlist	2.2	74.4	23.4	4,929
	Appointment	1.2	50.3	48.5	2,319

Ethnicity

TfL attracts a significant number of BAME applicants.

In some areas TfL attracts a significant proportion of BAME applicants, this number is not always reflected in appointments at the final stage. In the past year, following a review of all recruitment processes, this 'funnelling effect' has been reduced.

Year	Stage of recruitment	BAME %	White %	Prefer not to say %	Total
2009/10	Applications	43.7	34.9	21.4	49,050
	Shortlist	37.3	39.4	23.3	7,132
	Appointment	17.7	34.9	47.4	3,562
2010/11	Applications	44.5	42.2	13.3	33,518
	Shortlist	38.4	49.8	11.8	4,929
	Appointment	25.1	51.2	23.7	2,319

Gender

This table shows that the proportion of women who are hired is broadly in proportion to the numbers who applied.

The number of 'prefer not to say/no data' shows a significant drop from 2009/10 to 2010/11 for both gender and ethnicity. This is likely to be as a result of a reduction in the number of external recruitment campaigns.

Year	Stage of recruitment	Women %	Men %	Transgender women (number)	Transgender men (number)	Prefer not to say %	Total
2009/10	Applications	22.4	60.6	9	2	17.1	49,050
	Shortlist	24.9	56.7	1	1	18.4	7,132
	Appointment	20	37.9	0	0	42.1	3,562
2010/11	Applications	23.3	68.4	4	2	8.2	33,518
	Shortlist	29.4	64.6	1	1	5.9	4,929
	Appointment	27.5	57.5	1	1	15	2,319

Learning and development across TfL

TfL makes a considerable investment in training and developing its staff to achieve its business objectives.

Some training is classroom-based, and TfL has developed a broad e-learning curriculum. Some training for operational staff is mandatory, including training around access for disabled people. LU operational staff attend annual refresher training which covers safety, customer service and emergency procedures.

In 2010/11 there were 24,466 attendees on learning events across TfL. Of those attending courses 22.3 per cent were BAME, 30.6 per cent women and 3.7 per cent disabled.

Take up of training by women and disabled employees is reflective of the wider TfL workforce; however take up of training opportunities by BAME groups is lower than TfL's BAME workforce.

TfL monitors the uptake of and satisfaction with learning and development opportunities through its employee engagement survey. In 2010, the survey showed that Asian or

Asian British employees scored lower levels of satisfaction against some of the learning and development scores, for example on questions such as 'TfL provides a good range of learning opportunities', and 'I receive the right training and development to develop my skills for the future'. In developing TfL's Single Equality Scheme, further detailed work will be undertaken to understand the difference in satisfaction levels and appropriate actions developed in response.

TfL is looking at innovative ways of building on talent within the organisation and is currently running a pilot development programme for employees in middle-management, ensuring participants are reflective of under-represented groups within the organisation. The intention is to apply learning from the pilot to a wider programme across the organisation.

Promotions

Last year (2010/11) of the 1,021 promotions 22.7 per cent were women, 28.9 per cent BAME staff and 2.8 per cent disabled.

Gender

	Women	Men	Total
2009/10	282	662	944
2010/11	232	789	1,021

Ethnicity

	BAME	White	Prefer not to say/ unknown	Total
2009/10	268	535	141	944
2010/11	295	570	156	1,021

Disability

	Disabled staff	Non-disabled staff	Prefer not to say/ unknown	Total
2009/10	28	560	356	944
2010/11	29	487	505	1,021

Equal pay

TfL is committed to reducing and closing pay gaps between different employee groups and aims to produce an Equal Pay Audit Report every two years.

The previous equal pay report was produced in March 2007, using data from 31 March 2006, and focused on the non-operational section of the TfL workforce only (around 8,600 employees). It was then broken down by broad job level (e.g. admin, 1st line manager), mode and grade.

Equal Pay Audit – 2006 findings

The report focuses on pay differentials between groups of staff analysed by gender, ethnicity, disability, sexual orientation, age, length of service, whether part-time or full time, pay and performance award distribution.

Pay differentials have been calculated in line with guidelines provided by the Equalities and Human Rights Commission.

The Equal Pay Audit Report conducted in 2006 contained the following:

- The gender pay gap for non-operational employees was 19 per cent
- The largest gender pay gap by job level was at first line manager level, (pay band 2/supervisor) at 12 per cent
- Fifteen grades carried a gender pay differential of more than five per cent
- The pay differential between white and BAME (excluding Asian) employees was 19.3 per cent
- The pay difference between white and Asian employees was 13 per cent
- It was not possible at the time of the 2006 report to include meaningful findings regarding disability and sexual orientation owing to lack of available data. This has been included in the following 2009 findings.

Equal Pay Audit – 2009 findings

The Equal Pay Audit Report conducted in 2009 contained the following:

- Overall gender workforce composition remained unchanged. The overall gender pay differential fell to 16.3 per cent (it was 19 per cent in 2006). At director level, the gender pay differential has been closed

A significant gender pay differential continues to exist at first line manager level across the non-operational workforce. This differential was present in the previous report (12 per cent) and has now increased slightly to 13.8 per cent

- A total of 24.2 per cent are from a BAME group, in comparison to 63.2 per cent white employees. This represents an increase in the number of ethnic minority employees shown in the last report (22 per cent)

The pay differential between white and ethnic minority employees has decreased since the previous report. The differential between white and Asian employees is currently 10.1 per cent and the differential between white and BAME employees (excluding Asian) is 13.6 per cent

- The overall pay differential between disabled and non-disabled staff is 6 per cent

- A general trend of heterosexual men earning more than employees of other sexual orientations. However, the high numbers of employees that have not declared sexual orientation preclude any meaningful conclusions being drawn

- The majority of non-operational employees within TfL are aged between 35 and 44 years-old. Evidence indicates that the older the employee, the higher the base salary

- Average length of service is 11 years for men and eight years for women. Base salaries show a general upward trend the longer the service, apart from at the top and bottom levels of the organisation

- Only a very small percentage of the non-operational workforce work part-time, just 3.8 per cent. In general, full-time employees earn slightly higher salaries than part-time employees.

Performance-related pay distributions

The distribution of performance ratings shows a slight skew towards 'exceeds', with 16 per cent of employees awarded this rating compared with the maximum 15 per cent anticipated.

However, this represents a reduction from 2009/10 where 18 per cent of employees were awarded an 'exceeds' rating.

Did not meet	New to role	Achievers	Exceeds	Outstanding	Totals
206 – 2%	172 – 2%	6905 – 78%	1444 – 16%	127 – 1%	8854 – 100%

Ratings by gender

The rating distribution by gender shows no overall disparity with 94 per cent of men and women awarded an ‘achieves’ or an ‘exceeds’ performance rating.

Additionally two per cent of women compared with one per cent of men were awarded an ‘outstanding’ performance rating.

	Did not meet		New to role		Achieves		Exceeds		Outstanding		Total	
Men	146	2%	123	2%	4,655	78%	975	16%	81	1%	5980	100%
Women	60	2%	49	2%	2,250	78%	469	16%	46	2%	2874	100%
Total	206	2%	172	2%	6,905	78%	1,444	16%	127	1%	8,854	100%

Ratings by ethnicity

The rating distribution by ethnic group indicates a small disparity in the awarding of performance ratings with 95 per cent of white employees, compared with 93 per cent of BAME employees, awarded either an 'achieves' or an 'exceeds' performance rating.

Additionally 3 per cent of BAME compared with 2 per cent of white employees did not meet their targets.

	Did not meet		New to role		Achieves		Exceeds		Outstanding		Totals	
White	99	2%	82	2%	4186	77%	972	18%	96	2%	5435	100%
Turkish	0	0%	0	0%	2	100%	0	0%	0	0%	2	100%
Sikh	0	0%	1	6%	13	76%	3	18%	0	0%	17	100%
Black or Black British	41	4%	32	3%	930	82%	122	11%	4	0%	1129	100%
Chinese and other Ethnic Groups	8	4%	2	1%	158	76%	34	16%	6	3%	208	100%
Asian or Asian British	19	3%	18	3%	569	80%	101	14%	5	1%	712	100%
Dual heritage	5	3%	5	3%	127	77%	27	16%	2	1%	166	100%
Prefer not to say	9	2%	12	3%	313	79%	59	15%	3	1%	396	100%
Unknown / not Specified	25	3%	20	3%	607	77%	126	16%	11	1%	789	100%
Totals	206	2%	172	2%	6,905	78%	1,444	16%	127	1%	8,854	100%

Ratings by disability

The distribution of ratings by disability reveals no significant disparity in the awarding of performance ratings, with disabled employees slightly more likely to be awarded an ‘achieves’ or ‘exceeds’ rating (96 per cent) compared with non-disabled employees (93 per cent).

	Did not Meet		New to Role		Achieves		Exceeds		Outstanding		Totals	
Yes	7	2%	4	1%	249	84%	35	12%	3	1%	298	100%
No	99	2%	103	2%	3,500	76%	795	17%	79	2%	4576	100%
Prefer not to say	5	3%	6	3%	148	80%	25	14%	1	1%	185	100%
Not specified/ not assigned	95	3%	59	2%	3,008	79%	589	16%	44	1%	3795	100%
Totals	206	2%	172	2%	6,905	78%	1,444	16%	127	1%	8,854	100%

Grievances, disciplinarys and harassment

TfL has introduced a new data management system which captures all information on grievances, harassment and disciplinarys across the organisation.

The data below is for TfL's Corporate and Surface Transport directorates. LU is currently ensuring all its data has been transferred on to the new system and will be added to this report in July 2011. There were no cases for London Rail.

Equality and Inclusion will be undertaking a full review of grievance, disciplinary and harassment data as part of its development of TfL's Single Equality scheme later this year.

Disciplinary

In 2010/11 there were a total of 102 disciplinary cases taken against employees; 91.2 per cent of cases were closed.

The table below gives a breakdown of the outcomes of disciplinary cases by gender, ethnicity and disability.

Outcome	Total no of people	Men	Women	White	BAME	Prefer not to say	Unknown	Disabled	Not disabled	Prefer not to say	Unknown
Written warning	18	14	4	3	14	1	0	0	10	1	7
First written warning	9	5	4	2	5	1	1	0	6	1	2
Final written warning	15	13	2	5	10	0	0	0	9	0	6
Summary dismissal	22	15	7	13	11	0	1	0	16	0	6
Dismissed	3	2	1	0	2	1	0	0	3	0	0
Informal	11	8	3	7	2	2	0	0	10	1	0
No action	6	4	2	3	3	0	0	0	6	0	0
Resigned	3	2	1	1	2	0	0	0	3	0	0
Not upheld	1	0	1	0	0	0	1	0	0	0	1
Case dismissed	2	2	0	2	0	0	0	0	1	1	0
Other	3	1	2	2	0	0	1	0	2	0	1

Grievances

In 2010/11 there was a total of 43 grievance cases taken out by employees; 83.7 per cent were closed.

The table below gives a breakdown of the outcomes of the 36 grievance cases that were closed, by gender, ethnicity and disability.

Outcome	Total no of people	Men	Women	White	BAME	Prefer not to say	Unknown	Disabled	Not disabled	Prefer not to say	Unknown
Upheld	3	2	1	1	2	0	0	0	0	0	0
Partly upheld	8	4	5	4	3	1	0	2	2	0	1
Not upheld	20	10	10	11	4	3	2	5	9	0	6
Informal	2	2	0	0	0	2	0	0	0	2	0
Other	3	3	0	1	1	0	2	0	2	2	1

Harassment

In 2010/11 there was a total of 15 harassment cases taken out by employees, 73 per cent were closed.

The table below gives a breakdown of the outcomes of the 11 harassment cases that were closed by gender, ethnicity and disability.

Outcome	Total no of people	Men	Women	White	BAME	Prefer not to say	Unknown	Disabled	Not disabled	Prefer not to say	Unknown
Upheld	1	0	1	0	1	0	0	0	1	0	0
Partly upheld	1	0	1	0	1	0	0	0	1	0	0
Not upheld	7	3	4	4	3	0	0	0	5	0	3
No action	2	1	1	1	0	0	1	1	0	0	0

Workforce diversity

The current economic uncertainty means that opportunities to increase workforce diversity through recruitment activity are limited.

The focus for the coming years will be on creating an inclusive working environment and developing TfL's staff. From April 2010, each area of the business agreed a set of workforce activity indicators that meet the need to build equality capability, and promote a more inclusive and accessible working environment.

Activities

The successful work experience programme launched by LU for disabled people has been developed over the past year and is being expanded to other areas of the organisation during 2011/12.

Eighteen disabled people have taken part so far.

Developing internal talent is a key aim across the organisation and particularly at levels just below senior management grades. London Rail and Surface Transport are developing programmes for middle managers, and Corporate areas will have a particular focus on ensuring staff have relevant development opportunities in place. LU will continue its established programmes for development and support middle managers through its considerable planned organisational change programmes.

In addition, TfL worked with 'Route 154', a specialist scheme to support 16 – 24 year-olds from Westminster into sustained employment, and signed up to mentoring 20 young people as part of an initiative from Group Finance directorates. They trained 40 mentors for young people between the ages of 18-24 who are seeking work, and have already established 22 mentoring relationships.

TfL has also sent more than 1,000 employees on its bespoke equality training programme, more than 300 senior managers have attended equality and inclusion leadership workshops and more than 200 people have attended reasonable adjustment workshops.

Workforce indicators for 2011/12 will continue to focus on capability in areas of reasonable adjustments, equality impact assessments and providing bespoke equality training interventions across the business.

TfL will continue to focus on building existing staff capability. This will ensure everyone contributes to an inclusive workplace environment and access to opportunities within the organisation are free from any bias that would adversely impact on under-represented groups.

Challenges for 2011/12

The key workforce challenge for TfL over the next 12 months is Project Horizon.

Project Horizon will mean major changes to how TfL operates as an organisation. The scope of Horizon covers Human Resources, Finance, Commercial, Information Management, Legal Assurance, Transport Strategy and Planning, Stakeholder Engagement, Internal Communications and Marketing, and it has also looked at ways to improve TfL's customer service strategy.

The project aims to protect frontline services, deliver the Capital programme and save at least 20 per cent in the cost of its support services. Some of this saving will come through a reduction in staff numbers working in non-frontline roles. To mitigate the impact of this project on specific groups, a comprehensive equality impact assessment process is under way. As part of the organisational design process for the project, each workstream lead will have to demonstrate how they have embedded equality principles into the new organisational structure, and identify how many jobs are being targeted for job-share and part time/ reduced hours working etc.

Project Horizon will create a 'flatter' organisational structure and focus on embedding behaviours that support an inclusive working environment. These include focusing on individual contribution and building trust, personal accountability and effective collaboration between and within teams. All of these will support TfL's goals of creating a more diverse workforce at all levels of the organisation.

TfL aims for Project Horizon to have a broadly neutral impact on workforce diversity in the short term and a positive impact in the mid- to long-term through the introduction of new ways of working.

The Equality Impact Assessment for Project Horizon will be published in September 2011.

The 2012 Olympic and Paralympic Games are TfL's major operational focus for the next 12 months and will involve staff from across the organisation. Non-operational staff will be called on to support colleagues, and TfL will ensure that everyone has the necessary skills to offer an inclusive and accessible service to the vast number of visitors expected during the Games.

TfL is also committed to increasing the number of BAME graduates that enrol in its schemes in 2012 and has started work with RARE consultancy, who help connect people from diverse backgrounds with organisations to achieve this goal. This year, 20 per cent of graduates are from BAME backgrounds and TfL aims to increase this each year.

TfL will also publish a single equality scheme, bringing together all of the issues from its current schemes and focusing on creating an inclusive working environment. This scheme will fulfil the requirements under the specific duties of the Equality Act 2010.

Conclusion

TfL has an impressive track record in equality and inclusion but recognises there is still much to achieve, especially in representation of women, BAME people and disabled people at senior levels of the organisation.

This annual report has set out detailed data showing where TfL is now, and highlighting where its focus needs to be in the coming years.

TfL will continue to invest in its management capabilities around equality and inclusion, as well as embedding and fostering behaviours within its management team that nurture a supportive and inclusive environment for staff. Measures such as staff satisfaction and grievance data will inform its progress.

The issues identified in this report will be addressed in action plan of the Single Equality scheme which will be published in Spring 2012.

Appendix I

Equality data for each business area

The information in Appendix I provides a more detailed workforce breakdown by mode.

Corporate directorates

The group directorates are responsible for corporate policy, strategy and TfL-wide services. Corporate includes the following directorates:

- Finance and Information Management
- General Counsel
- Human Resources
- Group Marketing & Communications
- Transport Planning and Strategy

All corporate staff

The following tables show the figures for all corporate directorate areas and a more detailed breakdown of departments within corporate.

TfL	Overall number	% Women	% Men	% BAME	% White	% Unknown/ prefer not to say	Number of disabled staff
2009/10	2409	42.6	57.4	26.7	58.3	15.1	104
2010/11	2452	42.4	57.6	26.9	57.3	15.8	96

Appendix I

Equality data for each business area

Senior managers in Corporate

TfL	Overall number in senior management	% Women senior managers	% Men senior managers	% BAME senior managers	% White senior managers	% Unknown/prefer not to say	Number of disabled senior managers
2009/10	341	27.3	72.7	11.4	72.4	16.1	11
2010/11	345	27	73	10.7	75.7	13.6	11

Breakdown of corporate areas 2010/11

The following tables show the workforce composition of areas of the Corporate directorate.

Corporate directorate	Overall number	% Women	% Men	% BAME	% White	% Unknown/prefer not to say	Number of disabled staff
Finance	1163	38.3	61.7	26.5	55.3	18.2	35
General Counsel	145	44.1	55.9	15.9	61.4	22.8	7
Human Resources	175	45.1	54.9	13.7	37.7	48.6	12
Marketing & Communications	821	46.7	53.3	34.4	59.9	5.7	37
Planning	135	43.7	56.3	15.6	77	7.4	5

Appendix I

Equality data for each business area

Senior managers across corporate areas 2010/11

Corporate directorate	Overall number	% Women	% Men	% BAME	% White	% Unknown/ prefer not to say	Number of disabled staff
Finance	198	22.2	77.8	10.6	74.7	14.6	5
General Counsel	51	35.3	64.7	7.8	68.6	23.5	2
Human Resources	10	30	70	10	60	30	2
Marketing & Communications	45	35.6	64.4	13.5	82	4.4	1
Planning	35	25.7	74.3	11.4	85.7	2.9	1

Appendix I

Equality data for each business area

Promotions

Last year, 2010/11, of the 117 promotions that took place across the corporate directorates 36.8 per cent were women, 35 per cent BAME staff and 5.1 per cent disabled staff.

Gender

	Women	Men	Total
2009/10	42	59	101
2010/11	43	74	117

Ethnicity

	BAME	White	Prefer not to say/ unknown	Total
2009/10	20	57	24	101
2010/11	41	61	15	117

Disability

	Disabled staff	Non-disabled staff	Prefer not to say/ unknown	Total
2009/10	2	58	41	101
2010/11	6	69	42	117

Appendix I

Equality data for each business area

People leaving the Corporate directorates

A total of 256 people left Corporate directorates last year (2010/11); 146 men and 110 women. A total of 33.6 per cent were BAME and 55.5 per cent were white, 16 people said they had a disability. The most common reasons for leaving were people resigning (41.4 per cent), people taking voluntary severance (28.9 per cent), and people whose contracts had come to an end (14.5 per cent).

London Rail:

All London Rail staff

TfL	Overall number	% Women	% Men	% BAME	% White	% Unknown/ prefer not to say	Number of disabled staff
2009/10	212	30.2	69.8	19.3	68.9	11.8	8
2010/11	204	29.4	70.6	18.6	64.2	17.2	7

Senior managers at London Rail

TfL	Overall number in senior management	% Women senior managers	% Men senior managers	% BAME senior managers	% White senior managers	% Unknown/ prefer not to say	Number of disabled senior managers
2009/10	76	15.8	84.2	4	82.9	13.2	1
2010/11	69	29.1	70.9	5.8	82.6	11.6	3

Appendix 1

Equality data for each business area

Promotions

Last year, 2010/11, 14 promotions took place in London Rail. Of those promotions 78.6 per cent were women, 14.3 per cent were BAME and 21.4 per cent disabled employees.

Gender

	Women	Men	Total
2009/10	2	8	10
2010/11	11	3	14

Ethnicity

	BAME	White	Prefer not to say/ unknown	Total
2009/10	0	8	2	10
2010/11	2	10	2	14

Disability

	Disabled staff	Non-disabled staff	Prefer not to say/ unknown	Total
2009/10	0	5	5	10
2010/11	3	9	2	14

Appendix I

Equality data for each business area

People leaving London Rail

Nineteen people left London Rail in 2010, 17 men and 2 women. BAME staff made up 15.8 per cent, 68.4 per cent were white. The most common reason for leaving was people resigning.

London Underground

TfL	Overall number	% Women	% Men	% BAME	% White	% Unknown/ prefer not to say	Number of disabled staff
2009/10	17944	17.8	78.9	25.1	43.6	31.4	399
2010/11	17239	17.7	77.4	30	58.8	11.2	380

Senior managers in TfL

TfL	Overall number in senior management	% Women senior managers	% Men senior managers	% BAME senior managers	% White senior managers	% Unknown/ prefer not to say	Number of disabled senior managers
2009/10	399	21.1	78.9	9.5	77.4	13	9
2010/11	570	17.4	82.6	8.3	77.4	14.4	10

Appendix I

Equality data for each business area

Promotions

Last year, 2010/11, of 665 promotions 18.6 per cent were women, 28 per cent were BAME staff and 2 per cent were disabled.

Gender

	Women	Men	Total
2009/10	142	410	552
2010/11	124	541	665

Ethnicity

	BAME	White	Prefer not to say/ unknown	Total
2009/10	187	298	67	552
2010/11	186	363	116	665

Disability

	Disabled staff	Non-disabled staff	Prefer not to say/ unknown	Total
2009/10	20	308	224	552
2010/11	13	241	411	665

Appendix I

Equality data for each business area

People leaving London Underground

A total of 826 people left London Underground last year (2010/11), 645 men and 181 women. A total of 29.2 per cent were BAME and 68.2 per cent were white, 38 people said they had a disability. The most

common reasons for leaving were people taking voluntary severance (28.7 per cent), resigning (20.8 per cent), and people taking early retirement (15 per cent).

Surface Transport:

All Surface staff

TfL	Overall number	% Women	% Men	% BAME	% White	% Unknown/ prefer not to say	Number of disabled staff
2009/10	3675	30.3	69.7	28.5	61.6	9.9	128
2010/11	3583	30.2	69.8	29.3	77.4	10.2	121

Senior managers in Surface

TfL	Overall number in senior management	% Women senior managers	% Men senior managers	% BAME senior managers	% White senior managers	% Unknown/ prefer not to say	Number of disabled senior managers
2009/10	256	21.1	78.9	11.3	77	11.7	9
2010/11	248	22.6	77.4	10.9	77.4	11.7	11

Appendix I

Equality data for each business area

Promotions

Last year 2010/11, of 225 promotions, 27.5 per cent were women, 29.3 per cent were BAME staff and 3.1 per cent were disabled.

Gender

	Women	Men	Total
2009/10	96	185	281
2010/11	62	163	225

Ethnicity

	BAME	White	Prefer not to say/ unknown	Total
2009/10	61	172	48	281
2010/11	66	136	23	225

Disability

	Disabled staff	Non-disabled staff	Prefer not to say/ unknown	Total
2009/10	6	189	86	281
2010/11	7	168	50	225

People leaving Surface Transport

A total of 248 people left Surface Transport last year (2010-11), 180 men and 69 women. BAME staff totalled 23.4 per cent, 68.1 per cent were white, and seven people said

they had a disability. The most common reasons for leaving were people resigning (39.5 per cent) and people retiring (14.5 per cent).

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