

# Our Colleague Quarterly Report

February to May 2024

16 May 2024



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### Introduction

Our Colleague Quarterly Report provides an overview of work taking place to make Transport for London (TfL) a great place to work, for everyone.

The report will provide an update on our longer-term approach to people activity, and how we will ensure that TfL is able to attract and retain talent, while also improving the wellbeing of our colleagues. The report will also cover updates and achievements since the previous Panel held in February 2024.

The format of this report will provide an update on

1. Our Colleague Strategy
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  - b. Our Scorecard Performance
2. Creating a culture of inclusion
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# Our Colleague Strategy

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## Our Colleague Strategy

Our Colleague Strategy was successfully launched on 5 July 2023. This sets out our goals between now and 2030, recognising where we are now and what we will do to make this a great place to work for everyone.

Ensuring colleagues feel supported at work is key. We are building an inclusive workplace where everyone feels safe, valued and able to improve and develop, whatever your role and wherever you are in your career.

Alongside our Trade Unions and Colleague Network Groups, we will design and implement progressive and transparent policies and processes, that better meet the needs of our colleagues.

## Launching Our Colleague Roadmap 2024/2025

Our Colleague Roadmap sets out the initiatives and activities that will be owned by the Chief People Office (CPO) over each performance year and will be refreshed each year to ensure we meet any emerging challenges and listen to what our colleagues are telling us.

The 24/25 Colleague Roadmap was published on April 2nd, together with the revised roadmaps for the other pillars of the TfL Strategy. The roadmap outlines the key activities and areas of focus for CPO next year and places more emphasis on embedding existing activities and initiatives, such as Action on Inclusion.

We are now focused on delivering the schedule of activities set out in the roadmap over the next four quarters and will report back to the panel.

## Our Colleague Scorecard

In line with the Safety, Health & Environment Report and following the results from this year's Viewpoint survey results, the colleague section of the TfL Scorecard is provided below:

Measure	Target	Floor Target	Year End	Scorecard
Engagement	61%	60%	60%	Amber
Attendance	94.25%	93.75%	93.86%	Amber
<b>Senior Manager Representativeness</b>				
Women	34.6%	33.8%	34.0%	Amber
BAME	18.5%	17.3%	20.0%	Green
Minority Faith	12.2%	11.6%	12.6%	Green
Disability	6.5%	5.8%	6.5%	Green
LGB	5.5%	5.1%	6.1%	Green



# Creating a culture of inclusion

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## Workplace Adjustments

Following the endorsement from the Colleague Executive Sub-Committee to develop a new approach to our provision of workplace adjustments, several improvements have been implemented to improve both the colleague and stakeholder experience.

To clarify roles and responsibilities across the organisation, TfL's workplace adjustment guidance was updated in March 2024, and a new centralised mailbox was launched in April 2024 to support colleagues in navigating the process and troubleshooting complex queries. Centralising points of enquiry will enable TfL to better identify challenges and themes for future improvements.

At the beginning of the financial year, a new centralised budget was created to remove concerns regarding local budget restrictions and empower People Leaders to approve and implement reasonable adjustments. This new budget is currently being managed by the Workforce Diversity and Inclusion Team but will, in time, be managed by a new Workplace Adjustments team within CPO; for which recruitment will shortly begin. This team will in turn continue to implement further process improvements and help us deliver on our commitment to 'reimagine' TfL's adjustment process.

## Improving Disability Awareness



Following four successful pilots reported in the last update, TfL's new Disability Awareness Training for People Leaders was rolled out in February 2024 as required learning for all People Leaders. The training is designed to improve the knowledge, skills, and confidence of all People Leaders relating to disability inclusion and ensure they can practically support their teams by removing barriers and lead by example. Over 200 People Leaders have undertaken the training to date, with sessions available every fortnight.

The training has been developed and rolled out in partnership with Business Disability Forum (BDF), who are experts in disability inclusion and support organisations to implement a best practice approach. TfL is increasingly signposting colleagues and People Leaders to BDF to enable us to take advantage of our membership and the fantastic tools and resources freely available to all colleagues: including toolkits, events, taskforces, and advice services by phone and email.

The new Inclusion Matters: Disability eLearning module is a prerequisite of the new People Leaders training and has, to date, been completed by over 10,000 colleagues (circa 36%).

## The Published Pay Gap Report

TfL's combined gender, ethnicity, and disability pay gap reports for 2023 were published in February 2024, alongside those of other GLA Group organisations. The report highlights positive changes, such as an increase in senior level

representation for Black, Asian and minority ethnic colleagues (17.8 percent) and a reduction in our upper pay quartile pay gaps (highest earners) for both gender and ethnicity since last year.

In 2023, our median gender pay gap was 14.8 percent—a reduction of 1.8 percentage points since 2022. Our median ethnicity pay gap was 11.8 percent, an increase of 3.7 percentage points, and our median disability pay gap was 5.2 percent, an increase of 2.3 percentage points.

Work is ongoing to collaborate with the GLA Group and ensure that the process for publishing our pay gaps continues to improve and become more consistent across the group. A stand-alone update will be provided at this panel.

### **D&I One Stop Shop**

In April, the Diversity and Inclusion 'One Stop Shop' was launched on Platform. Designed to support colleagues by bringing together and consolidating key information on diversity and inclusion, the One Stop Shop represents an opportunity to continually upskill colleagues and improve signposting and support across the organisation.

The One Stop Shop will continue to evolve as we embed new resources, events, and information, to create a more inclusive culture across TfL. Feedback is welcomed to ensure the resources available meet our colleagues' needs.

### **Development of a new EqlA app**

Within Action on Inclusion, we have committed to creating an improved and automated solution for workforce Equality Impact Assessments (EqlAs). Collaborating with Tech and Data, along with their suppliers, WM Reply, the Diversity and Inclusion team has been working to create an interactive and intuitive online portal to streamline processing (reducing processing time by a projected 50%), maintain an audit trail, and directly interface with the Diversity and Inclusion Dashboard.

The app is due to go through user acceptance testing with key stakeholders, with a launch planned for the end of May. Training and guidance will be made available to colleagues to support the implementation. A more detailed update will be provided in the next update.

### **One year on: Action on Inclusion**

As we near the one-year anniversary of Action on Inclusion, we are continuously working on embedding the strategy and reflecting on our progress.

The Diversity and Inclusion team has been working in partnership with Employee Communications to celebrate the successes from last year while continuing to listen to colleague feedback on how to support all areas of the organisation and apply the strategy's commitments.

We will shortly be publishing a poster campaign to reach Customer Operations colleagues who requested further information and support to challenge and 'speak up' against inappropriate behaviour



and banter that ‘crosses a line’. This campaign will go live across the network and our buildings in May 2024. We will return to the next panel for discussion.

## Supporting everyone to achieve their work ambitions

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### Talent Approach

We have launched our approach to talent, which brings together six elements of coordinated activity to help plan for future resources and help everyone fulfil their work ambitions.

As part of this activity, we have also launched two new elements:

1. Our learning and development approach, which lays out our aspirations and supports plans to:

- Offer diverse learning experiences.
- Create a learning environment supported by People Leaders.
- Continuously adapt our programmes to foster inclusion.
- Inspire practical application of skills that help us deliver our shared ambitions.

2. Our recruitment approach will focus on our customers and the use of evidence to

make decisions, ensuring it is sustainable and includes everyone. We have set out short, medium, and long-term plans to guide us, adapting them as we go.

We’re promising to:

- Show why TfL is a great place to work.
- Make sure our hiring process is inclusive, fair, and clear.
- Ensure that recruitment is done efficiently and well.
- Be flexible and listen to what our hiring leaders need.

### Strategic Workforce Plan

The Strategic Resourcing Group has established the key focal points for our Strategic Workforce Plan. Currently, the group is delving deeply into the critical skill requirements across the organisation, with the initial focus on green skills.

Moreover, support is being extended to Chief Officer areas to support and initiate their long-term resourcing plans, with any challenges and insights being channelled back into the Strategic Resourcing Group for consideration.

Succession planning and career conversations have been encouraged as part of the end-of-year process and the forthcoming development objective setting for the 2024–25 performance year. All risks and interventions identified as part of action planning will be fed into our wider Strategic Workforce Plan and we will return with an update in the next panel.



## GLA Mentoring Programme

Since its launch in January 2024, we have gained the participation of 170 mentors and 250 mentees within the GLA collaboration group. Specifically, within TfL, we have seen 50 mentors and 52 mentees as of April 11, 2024. These connections are already having an impact. One of our TfL colleagues shared her experience after utilising the platform to seek guidance for securing a secondment:

“My journey from being mentored to securing a secondment role within 2 months stands as a testament to the power of structured mentorship programmes. Through the encouragement of my mentor, I was able to identify my strengths, stretch myself, develop key skills, and secure a career defining opportunity. This experience not only accelerated my professional growth but also instilled in me the importance of mentorship in achieving one’s career aspirations.”

## Early Careers

In February 2024, we launched 189 apprenticeship roles across the business, ranging from Level 2 to Level 6.

During National Apprenticeship Week, we hosted our annual supply chain recruitment fair and took part in 18 events to promote our apprentice roles.

In March 2024, we held the final event for Innovate TfL in association with Cleshar, our school challenge, held at Endeavour Square. Innovate TfL is aligned with the Mayor’s transport strategy and invites young people to propose an innovation to TfL. We received 24 entries, with the final

four teams joining us on International Women’s Day during National Careers Week, which was marked with a panel discussion chaired by Chief People Officer Fiona Brunskill.

Plant Patrol was the winning team from Yavneh College in Borehamwood, who proposed detailed plans to green our Bus and street networks using sustainable planters. The four finalist teams (Yavneh College, Uxbridge College, Douay Martyrs School, and Harrow College) will join us for two weeks of work experience in July.

In addition to this, we marked National Careers Week by promoting our apprenticeship schemes that we offer across the organisation through 18 events across schools, colleges, and local boroughs.

## Top 100 Graduate Employer 2024

In April, The Times Graduate Recruitment Awards 2024 named TfL as the Graduate Employer of Choice for Transport and Logistics for another year running. This award recognises our commitment to early careers, nurturing talent, and fostering an environment where our graduates thrive.

TfL has also been featured on the prestigious Top 100 Times Graduate Employers list for 2024 for the first time in seven years, a ranking that is achieved based purely on graduate feedback, nominated by undergraduates in their final year, and is great recognition for the work we have done as an organisation.

We were also shortlisted for the Target Jobs National Recruitment Awards as “the most popular graduate recruiter in logistics, transport, and supply chain.”



## Steps into Work

Fifteen from 24 of our most recent Steps into Work cohort, have successfully applied to the TfL Apprenticeship scheme. Each participant has been offered bespoke pathways to ensure we go beyond our statutory duties regarding reasonable adjustments. A further four former scheme alumni have also successfully applied.

This support has entailed an expedited process, such as skipping stages one and two of online testing, conducting insight sessions, and undergoing alternative assessments in place of competency interviews where appropriate.

## Leading the Future Programme

Our Leading the Future group coaching programme, aimed at Pay Band 2 and 3 leaders, is now reaching the mid-way stage with a total of 325 active participants, for which we have received positive feedback. Throughout April, we will encourage more leaders to sign up for the next cohorts starting in June.

Recent cohorts have seen a limited number of spaces opened to our Band 4 leadership population as well as to matrix managers and graduate/apprentice sponsors, widening this opportunity.

Building on the success of last year, we have begun the process of a second cohort for 'Getting Ready for Senior Leadership,' which is TfL's sponsorship programme for Pay Band 4 and 5 leaders who aspire to achieve the Director level. Interest in the programme has been high, with 111 expressions of interest for the 26 available places. Those who did not obtain

a place will, however, be offered access to some aspects of the programme during the forthcoming year to support their development.

# An attractive and fair employee offer

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## Our Approach to Reward

The successful completion of the 2023 pay talks for TfL (and the additional pay award) in March has now allowed the Reward Strategy work on Job Families to be finalised at the high-level design stage for TfL. At a meeting held on April 2, 2024, the Executive Committee gave its approval for the work on TfL Job Families to progress further and we will look to consult with the TfL trade unions later this year.

The Reward Strategy project team will be bringing forward further proposals to the Executive Committee in the next quarter on the reward strategy elements beyond Job Families, including performance-based reward and performance award design, annual pay review methodology, and individual pay positioning. Work is continuing along similar lines for LU, although it is acknowledged that this is more complex and will take longer to bring to fruition than in TfL.

It remains our intention to introduce a Job Families approach for those LU support staff who align directly with the Job





Families already identified within TfL as swiftly as we can, in line with implementation within TfL.

### **Employee Value Proposition**

We are continuing to work with our narrative and branding agency to develop a suitable design concept. We plan to carry out wider stakeholder engagement in the coming months.

### **Our Flexible Working Policy**

In response to changing legislation and as part of our ongoing efforts to support work-life balance, we have updated our flexible working policy.

These changes mean colleagues can now submit up to two applications for flexible working in a rolling year from the day they join TfL. Colleagues can also apply for flexible working on a temporary basis (up to three months) once a year. The time it takes for colleagues to find out the outcome of a formal flexible working request has also reduced from three months to two months.

We have also updated our work-life balance policy so that paternity leave can now be taken as a two-week block, or two separate one-week blocks at any point during the first 52 weeks following birth.

Carers can also apply for up to one week of unpaid carer's leave, to provide or arrange care in any rolling 12-month period.

