MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Agenda

Meeting: People and Remuneration Committee

Date: Wednesday 19 November 2025

Time: 10:00am

Place: Conference Rooms 1 and 2, Palestra, 197 Blackfriars Road, London, SE1 8NJ

Members

Peter Strachan (Chair)
Tanya Joseph (Vice-Chair)
Zoë Billingham CBE
Seb Dance
Keith Richards OBE

Copies of the papers and any attachments are available on tfl.gov.uk How We Are Governed.

This meeting will be open to the public and webcast live on TfL YouTube channel, except for where exempt information is being discussed as noted on the agenda.

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Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Shamus Kenny, Head of Secretariat Email: ShamusKenny@tfl.gov.uk

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: PressOffice@tfl.gov.uk

Andrea Clarke, General Counsel
Tuesday 11 November 2025

Agenda
People and Remuneration Committee
Wednesday 19 November 2025

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

General Counsel

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

Members must not take part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

3 Minutes of the Meeting of the Committee held on 15 September 2025 (Pages 1 - 6)

General Counsel

The Committee is asked to approve the minutes of the meeting of the Committee held on 15 September 2025 and authorise the Chair to sign them.

4 Matters Arising, Actions List and Use of Delegated Authority (Pages 7 - 12)

General Counsel

The Committee is asked to note the updated actions list and the use of Chair's Action.

5 Strategic Workforce Planning (Pages 13 - 18)

Chief People Officer

The Committee is asked to note the paper.

6 Proposal to Introduce 'Guided Discretion' for Chief Officer and Senior Management Performance Awards (Pages 19 - 26)

Chief People Officer

The Committee is asked to note the paper and agree the proposal to introduce guided discretion for Chief Officer and Commissioner performance awards for the current 2025/26 performance year, as described in the paper.

7 Pay Outcomes of £100,000 or more Approvals (Pages 27 - 28)

Chief People Officer

The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.

8 Colleague Quarterly Report (Pages 29 - 40)

Chief People Officer

The Committee is asked to note the report.

9 Risk and Assurance Report Quarter 2, 2025/26 (Pages 41 - 42)

Director of Risk and Assurance

The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.

10 Members' Suggestions for Future Discussion Items (Pages 43 - 46)

General Counsel

The Committee is asked to note the forward plan and is invited to raise any suggestions for future discussion items.

11 Any Other Business the Chair Considers Urgent

The Chair will state the reason for urgency of any item taken.

12 Date of Next Meeting

Monday 23 February 2026, at 1.00pm.

13 Exclusion of Press and Public

The Committee is recommended to agree to exclude the press and public from the meeting, in accordance with paragraphs 1, 3 and 7 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

Agenda Part 2

Papers containing supplemental confidential or exempt information not included in the related item on Part 1 of the agenda.

14 Pay Outcomes of £100,000 or more Approvals (Pages 47 - 52)

Exempt supplementary information relating to the item on Part 1 of the agenda.

15 Risk and Assurance Report Quarter 2, 2025/26 (Pages 53 - 54)

Exempt supplementary information relating to the item on Part 1 of the agenda.

Transport for London

Minutes of the People and Remuneration Committee

Trustee Meeting Room, 8th Floor, Palestra, 197 Blackfriars Road, London, SE1 8NJ 11:00am, Monday 15 September 2025

Members
Peter Strachan (Chair)
Zoë Billingham CBE (via Teams)
Seb Dance (from Minute 34/09/25)
Keith Richards OBE

Executive Committee

Fiona Brunskill	Chief People Officer
Andrea Clarke	General Counsel

Staff

Manisha Gangopadhyay	Director of People (Non-Operations) and Change
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Patricia Obinna	Director of Diversity and Inclusion

30/09/25 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Tanya Joseph (Vice Chair). Zoë Billingham CBE attended the meeting via Teams and was able to participate in discussions but did not count towards the quorum. Seb Dance had given an apology for lateness. The meeting was quorate once Seb Dance joined.

The Commissioner, Andy Lord, was also unable to attend the meeting.

The Chair welcomed everyone to the meeting. The meeting was broadcast live to TfL's YouTube channel, except for the discussion of the information on Part 2 of the agenda which was exempt from publication, to ensure the public and press could observe the proceedings and decision-making.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with the appropriate member of the Executive Committee after the meeting.

31/09/25 Declarations of Interests

Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date and there were no interests to declare that related specifically to items on the agenda.

Since the last meeting, there had been one update to Members' declarations: Peter Strachan had been appointed as the Chair of Spectrum Community Health CIC and as a Board Member of Transport for Wales.

32/09/25 Minutes of the Meeting of the Committee held on 24 June 2025

The minutes were considered once the meeting was quorate.

The minutes of the meeting of the Committee held on 24 June 2025 were approved as a correct record, and the Chair was authorised to sign them.

33/09/25 Matters Arising, Actions List and Use of Delegated Authority

Andrea Clarke introduced the item, which set out progress against actions agreed at previous meetings of the Committee. It also provided information on four uses of Chair's Action in relation to the approval of salaries of £100,000 or more.

The Committee noted the updated actions list and the uses of Chair's Action.

34/09/25 Action on Inclusion – Annual Update

Fiona Brunskill and Patricia Obinna introduced the item, which provided an update on the delivery of the actions and commitments within TfL's internal diversity and inclusion strategy, Action on Inclusion (AOI), and the next steps to continuing its implementation. The strategy, launched in June 2023, outlined TfL's long-term promise to its people to create an inclusive workplace and a sense of belonging. The timing of the paper to this meeting was apposite, as it was National inclusion Week, which this year was focussed on the urgency of inclusion in the workplace, and TfL was celebrating the 20 year anniversary of its Colleague Network Groups.

TfL continued to make positive progress against AOI deliverables, with significant progress made over the last 12 months. More than 50 per cent of strategy deliverables were 'in-progress' or 'ongoing' and TfL had stressed the importance of inclusive, empathetic and supportive leadership to its People Leaders so that colleagues felt the difference in the workplace. This was reflected in the data from the Viewpoint colleague survey, which showed that 74 per cent or people completing the survey believed that TfL was becoming more inclusive (up 13.1 per cent from the previous year) and 70 per cent felt that they belonged at TfL. Members welcomed the positive scores from the survey as they had an impact on work satisfaction, quality of work and retention.

Since the launch of AOI, TfL's representation levels had improved at both a colleague and Senior Leader level. It was recognised that there was more work to do to ensure representation targets were achieved at all levels of the business by 2030

and to improve data accuracy by improving declaration rates, supporting the evidence-based approach. Members noted the work done to support disabled colleagues, including improving access to reasonable adjustments and encouraging colleagues to declare. The roll-out of disability awareness training across TfL had been well-received and TfL was very proud of its Steps Into Work programme, which supported neurodivergent people on work placements and had a real impact for everyone involved.

Members also noted the proactive approach to support staff following the UK Supreme Court decision in April 2025 that "sex" and "woman" in the Equality Act 2010 referred to biological sex, which included listening sessions, working with the Outbound Colleague Network Group and management support, encouraging people to respect different views. TfL would continue to work with other parts of the Greater London Authority Group and other bodies and review the statutory guidance when issued.

Action for the year ahead included: a suite of programmed interventions for operational colleagues that suited their ways of working; the next evolution of the Diversity, Equity and Inclusion training with external providers; and promoting a speak-up culture so that TfL's commitment to psychological safety had a similar emphasis on its focus on physical safety. Members commended the work on the speak up culture, which required clarity on the appropriate channels to use and trust so people did not fear repercussions. A further update would be provided to the Committee on the work to encourage a speak-up culture, including benchmarking against, and learning from, other organisations. **[Action: Fiona Brunskill]**

Pay gap reports would be published later in the year and analysed to determine the most effective action to reduce the gaps.

The Committee noted the paper.

35/09/25 TfL Remuneration 2022/23 and 2023/24

Fiona Brunskill introduced the item, which provided an update on the annual remuneration processes pan-TfL, including both base pay and performance awards. The information had previously been summarised in TfL's Annual Report and Accounts for the financial years ending 31 March 2024 and 31 March 2025. The paper covered two financial years due to the delay in concluding the 2022/23 pay awards.

Members noted the different collective bargaining units and the breadth of negotiations with trade union colleagues. Pay talks for 2025/26 were ongoing.

Future reports would include benchmarking data with other public and private sector organisations where TfL was competing for the same talent.

[Action: Fiona Brunskill]

The Committee noted the paper.

36/09/25 Enterprise Risk Update – Future Skills, Inclusion, Engagement and Wellbeing of our Employees (ER02)

Fiona Brunskill introduced the item, which provided an update on Enterprise Risk 02 – Future skills, inclusion, engagement and wellbeing of our employees (ER02). The risk recognised that if TfL failed to equip colleagues with future-ready skills, ensure inclusive practices, and support employee wellbeing, there may be talent shortages, reduced engagement and productivity and increased absenteeism challenges.

The overall control effectiveness rating was Adequately Controlled and the top three mitigations for ER02 were: deliver local strategic workforce plans; deliver and embed the Wellbeing Plan; and continue to deliver and embed Action on Inclusion. Further detail of these mitigations was set out in the paper. Members noted how related issues, such as recruitment and retention, were managed as Level 1 risks beneath the Enterprise Risk.

While TfL was an employer of choice for many people, the low turnover in many business areas impacted the ability to diversify its workforce. TfL recognised the importance of attracting and retaining talent with the right skills to deliver the Mayor's Transport Strategy and that in certain specific areas of the business this was a challenge. Members discussed the importance of the Colleague Strategy and the Strategic Workforce Plan in addressing these risks, particularly in areas like project management, capital and some specialist areas. Job families were helping but TfL had to attract people who valued social purpose as it could not compete with the remuneration packages in the private sector and some national infrastructure projects. A deep-dive on strategic workforce planning and how this would be kept live and interactive to reflect the pace of change particularly in technology, was scheduled for the next meeting. Members noted key risk areas.

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda.

37/09/25 Our Colleague Quarterly Report

Fiona Brunskill introduced the item, which provided an update on TfL's longer-term approach to people activity, and how it would ensure TfL was able to attract and retain talent, while also improving the wellbeing of colleagues. The report showcased updates and achievements for the period June to September 2025.

Members noted that the Occupational Health team had moved from the Safety, Health and Environment Officer area to the Chief People Officer area in June 2025 and some highlights of the team's work was included. Future reports would include colleague health and wellbeing updates, which were previously reported to the Safety and Security Panel as they better reflected the remit of the Committee.

The Period 5 2025/26 (ending 16 August 2025) results of the Senior Leader Representativeness scorecard showed that TfL was meeting or exceeding three of its five in-period targets against each scorecard measure for gender, race and disability, but was slightly behind target on faith and LGB representation.

Significant work was being undertaken on leadership packages at all levels, including the aspiring leaders programme and other training, to enable people to achieve their workplace ambitions.

On 8 September TfL welcomed 96 new Graduates, 163 Apprentices and 27 Interns to its in-person induction programme, who would work across 66 different development programmes. The number of Graduates was down on previous years due to new Visa rules. TfL had been named as one of the UK's leading graduate employers, ranked at 67 in The Times Top 100 Graduate Employers Awards for 2025, in addition to being named the top Graduate Employer of Choice for Transport and Logistics, a category it had won 13 times. Fiona Brunskill thanked everyone involved. Members commended the external acclaim TfL received for recruitment and retention.

TfL had launched its new modernised and principles-based family leave policy, which recognised that families had changed.

The launch of TfL's Electric Vehicle Salary Sacrifice Scheme had been a challenge but had already received 1,200 orders and was a great benefit to colleagues. Fiona Brunskill commended Sarah Whitchurch and the team for the work in making this a success.

The Chair asked about rehabilitation opportunities for ex-offenders as employment significantly reduced their likelihood to reoffend. Further information would be provided to Members on the work TfL did with the Ministry of Justice to support ex-offenders into employment and how this was promoted. **[Action: Fiona Brunskill]**

The Committee noted the report.

38/09/25 Risk and Assurance Report Quarter 1 2025/26

Lorraine Humphrey introduced the item, which provided an overview of the status of and changes to Enterprise Risk 02 – Future skills, inclusion, engagement and wellbeing of our employees (ER02). The report also summarised the findings from the assurance activity associated with this risk undertaken by TfL's Risk and Assurance Directorate during Quarter 1 of 2025/26 (1 April to 21 June 2025) (Q1). There were no concerns or trends to draw to the attention of the Committee.

A paper on ER02 had been considered earlier in the meeting (see Minute 36/09/25).

No audit reports had been issued against ER02 by the Internal Audit and the Quality, Safety and Security Assurance (QSSA) teams since the last meeting. The Committee noted good progress on the management of actions. For ER02 at the end of Q1 there were eight open audit actions, one of which was 30-60 days overdue.

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda.

39/09/25 Members' Suggestions for Future Discussion Items

Andrea Clarke introduced the item. No additional suggestions were raised for future discussion items on the forward plan, other than those already noted during the meeting.

The Committee noted the forward plan.

40/09/25 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

41/09/25 Date of Next Meeting

The next scheduled meeting of the Committee would be held on Wednesday 19 November 2025 at 10:00am.

42/09/25 Exclusion of the Press and Public

The Committee agreed to exclude the press and public from the meeting, in accordance with paragraphs 3 and 7 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the items on: Enterprise Risk Update – Future Skills, Inclusion, Engagement and Wellbeing of our Employees (ER02); and Risk and Assurance Report Quarter 1 2025/26.

The meeting closed at 12.12pm.

Chair: _____

Date: _____

People and Remuneration Committee

Date: **19 November 2025**

Item: **Matters Arising, Actions List and Use of Delegated Authority**

This paper will be considered in public

1 Summary

1.1 This paper provides information on any use of delegated authority or Chair's Action by the Committee. It also provides an update on the progress against actions agreed at previous meetings, as set out at Appendix 1.

1.2 Since the last meeting of the Committee, on 15 September 2025, there have been two uses of Chair's Action in relation to the approval of salaries of £100,000 or more, and one use in relation to the approval of an exit payment, as set out at Appendix 2.

2 Recommendation

2.1 **The Committee is asked to note the actions list and the uses of Chair's Action.**

3 Use of Delegated Authority

Salaries of £100,000 or more

3.1 The Terms of Reference for the Committee require it to approve salaries of £100,000 or more and forms part of TfL's overall governance of pay at senior levels.

3.2 Requests to the Committee for approval include replacement for senior staff that have left or are leaving TfL in coming months. Requests also include changes to roles under TfL's change programme, including circumstances where individuals have increased accountability and scope following merging of roles and activity.

3.3 Other requests include extensions to existing contracts of highly skilled or technical staff where not retaining this resource would have a significant detrimental impact on TfL's ability to achieve its financial or operational deliverables.

3.4 A business case justification was provided to the Committee for each role. Following consultation with Members of the Committee, the Chair approved salaries of £100,000 or more for the roles set out in Appendix 2. Twice a year, the Committee receives a paper that sets out details of the pay outcomes against the approved range agreed by Chair's Action.

Exit Payments

3.5 The Terms of Reference for the Committee also require it to have oversight of any proposed exit payments for the Commissioner, Chief Officers and other Directors reporting to the Commissioner. In circumstances where there is a proposed exit payment outside of standard redundancy terms and which exceeds £100,000 (excluding notice periods, which are contractual) this is also considered by the Committee irrespective of the grade and/or salary of the employee.

3.6 A business case justification was provided to the Committee in relation to an exit payment for one individual. Following consultation with Members of the Committee, the Chair approved the arrangements for an exit payment.

4 Actions List

4.1 Appendix 1 sets out the progress against actions agreed at previous meetings of the Committee and the former Remuneration Committee.

List of appendices to this report:

Appendix 1: Actions List
Appendix 2: Uses of Chair's Action to approve salaries of £100,000 or more

List of Background Papers:

Minutes of previous meetings of the Committee
Chair's Action paper to approve an exit payment, issued on 17 September 2025 (exempt from publication)
Chair's Action papers to approve salaries of £100,000 or more, issued on 24 September 2025 (exempt from publication)

Contact Officer: Andrea Clarke, General Counsel
Email: AndreaClarke@tfl.gov.uk

People and Remuneration Committee Actions List
(to be reported to the meeting on 19 November 2025)

Appendix 1

Actions from the meeting held on 15 September 2025

Minute No.	Description	Action By	Target Date	Status note
34/09/25	**Action on Inclusion – Annual Update: Speak-up Culture** A further update would be provided to the Committee on the work to encourage a speak-up culture, including benchmarking against, and learning from, other organisations.	Fiona Brunskill / Patricia Obinna	June 2026	A paper has been included on the forward plan.
35/09/25	**TfL Remuneration 2022/23 and 2023/24: Benchmarking** Future reports would include benchmarking data with other public and private sector organisations where TfL was competing for the same talent.	Fiona Brunskill	September 2026	Benchmarking information will be included in the TfL Remuneration 2024/25 paper, on the forward plan for September 2026.
37/09/25	**Our Colleague Quarterly Report: Supporting Ex-offenders into Employment** Further information would be provided to Members on the work TfL did with the Ministry of Justice to support ex-offenders into employment and how this was promoted.	Fiona Brunskill	February 2026	Information will be provided in the Our Colleague Report to the meeting in February 2026.

Actions from previous meetings

Minute No.	Description	Action By	Target Date	Status note
20/06/25	**Gender, Ethnicity and Disability Pay Gaps 2024: Benchmarking** The 2025 report would be published in November 2025 and submitted to the Committee. Consideration would be given to benchmarking with other organisations that had similar characteristics to TfL in terms of size, geographical spread, shift work etc and further information would be provided in the next report.	Fiona Brunskill	February 2026	The item has been deferred to accord with the planned publication of Pay Gap reports across the Greater London Authority Group. The paper is on the Forward Plan for the meeting on 23 February 2026. Members will be briefed on the report outcomes ahead that date.
05/02/25 (1)	**TfL's Approach to Strategic Workforce Planning: Plans** The holistic and Technology and Data plans would be submitted to the Committee for discussion at a future meeting.	Fiona Brunskill	November 2025	**Completed.** A paper is on the agenda for this meeting.
05/02/25 (2)	**TfL's Approach to Strategic Workforce Planning: Power BI Data Briefing** A briefing would be provided to Members showing the Power BI data of the shape, size and composition of TfL and what changes were required, to inform a discussion on what information the Committee required to be able to monitor TfL's progress against the Strategic Workforce Plans once agreed.	Fiona Brunskill	November 2025	**Completed.** A briefing was held on 3 November 2025. All Board Members were invited.

05/02/25 (3)	**TfL's Approach to Strategic Workforce Planning: Future Updates** An update on the development of the plans would be provided in November 2025, with a fuller update between six-12 months after all plans had been agreed.	Fiona Brunskill	November 2025	**Completed.** A paper is on the agenda for this meeting.
09/02/25	**Our Colleague Quarterly Report: Future Reports** Future reports would include more data on performance against scorecards and key performance indicators to show progress against key strategies.	Fiona Brunskill	November 2025	**Competed.** Additional data on the Scorecard was included in the item to the meeting on 24 June 2025. Further data is included in the paper on the agenda, following the briefing referenced in 05/02/25 (2) above.

Actions from meetings of the former Remuneration Committee

Minute No.	Description	Action By	Target Date	Status note
27/11/23 (2)	**Resourcing at TfL: Technology and Date Succession Plan** Technology and Data would have its own strategic workforce plan, due to the challenges in filling specialist roles due to market rates, and this would be submitted to a future meeting.	Fiona Brunskill	November 2025	**Competed.** A paper is on the agenda for this meeting. See action 05/02/25 (1) above.

Appendix 2: Uses of Chair's Action to approve salaries or exit payments of £100,000 or more

This includes changes for recruitment to existing roles or where the responsibilities of the role have changed.

The information contained in the papers remain not for publication to the public or press by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial affairs of TfL.

Request 24 September, approved 24 September 2025

(1) OH Physician;

(2) Consultant Infrastructure Architect; and

(3) Director of Legal (Commercial); and

(4) Director of Legal (Public and Regulatory, Property and Planning and Employment).

Request 27 October, approved 29 October 2025

(5) Director of Sponsored Services and Regulatory Compliance;

(6) Head of Contracts and Agreements;

(7) Senior Programme Manager; and

(8) Consultant Architect x2.

Exit payment: Request 17 September, approved 23 September 2025

People and Remuneration Committee

Date: 19 November 2025

Item: Strategic Workforce Planning Update

This paper will be considered in public

1 Summary

1.1 At the meeting of the Committee on 24 February 2025, we shared our first TfL wide Strategic Workforce Plan (SWP) and toolkit. Significant progress has been made since we shared our plan and this paper provides the Committee with an update on how these plans are progressing and initial findings.

1.2 This paper also provides a focus on SWPs being developed in our Technology and Data teams, as requested at the previous meeting.

2 Recommendation

2.1 **The Committee is asked to note the paper.**

3 Chief Officer's Workforce Plan Development

3.1 Since launching the TfL Strategic Workforce Plan and toolkit, each Chief Officer area has been tasked with developing their own local area plans, utilising the toolkit and template to ensure consistency.

3.2 To help support each Chief Officer area develop their plans, we have established a Strategic Resourcing group to provide governance, insight and support. Additional targeted support is being provided ensuring plans are evidence-based and aligned with future resourcing needs.

3.3 Each Chief Officer area has assigned a SWP lead who are using internal data and external horizon scanning to inform their long-term plans including identification of challenges, skills gaps and future skills needs.

4 Approach

4.1 TfL's complexity requires a tailored approach to workforce planning. SWP leads have developed department-level plans to generate relevant insights and support future-readiness. These feed into high-level Chief Officer area plans.

4.2 This is TfL's first time undertaking SWP in this way, and it has been met with strong engagement. The use of internal dashboards and broader thinking is helping shift the culture from reactive to proactive.

5 Strategic Workforce Planning Outcomes and Next Steps

5.1 As Chief Officers sign off local plans, a holistic view will emerge to inform our:

(a) Learning and Development priorities;

(b) Build, Buy, Borrow resourcing strategies:

(i) the Build element will focus on developing internal talent through upskilling and re-skilling, succession planning and creating programmes to support leadership growth. This approach not only strengthens institutional knowledge but also supports long-term workforce sustainability;

(ii) the Buy component will target the strategic recruitment of external candidates bringing in fresh perspectives, expertise and skill in emerging technologies that TfL will embrace; and

(iii) the Borrow element allows us to scale resources in line with demand without long-term commitments. It leverages contractors, consultants, and strategic partners to provide agility and access to specialised capabilities on a short-term or project-specific basis, without compromising upskilling internal resource and future knowledge; and

(c) monitoring of interdependencies and progress.

5.2 Early themes across all Chief Officer area SWPs include:

(a) focus on technology investment to unlock productivity;

(b) upskilling in areas such as artificial intelligence and robotics both as a specialist expertise and skills for all;

(c) continued strengthening of succession planning and talent pipelines, ensuring we are developing the skills and talent pipeline internally;

(d) areas of focus for creating a diverse and inclusive workforce, building on the Action on Inclusion ambitions;

(e) specific areas of focus for building leadership capability, informally through peer support and through structured leadership programmes; and

(f) considerations for multiskilling to create agility across the organisation.

5.3 We will return to the Committee in June 2026 to share outcomes, once each Chief Officer has signed off their SWP.

5.4 The plans will be reviewed holistically by the strategic workforce planning specialist supported by a working group to inform priorities and understand interdependencies.

6 Technology and Data – Overview

6.1 Our Technology and Data teams are organised in two distinct areas:

(a) Technology Products and Operations is responsible for the day-to-day running of our technology operations. This sits under the Chief Finance Officer, focusing on day-to-day operations and aligning with finance, procurement, and commercial teams to strengthen investment cases; and

(b) Technology Strategy and Revenue shapes the innovation and long-term technology strategy for TfL, aligned to our corporate strategy. Reporting to our Chief Customer and Strategy Officer, it leads on innovation, cyber security, data, revenue collection, and road user charging.

7 Technology – Strategic Workforce Planning Outcomes – Build, Buy, Borrow

7.1 There are many synergies and underlying themes within the technology space, including:

(a) a complex landscape and external factors;

(b) underrepresentation, especially in technical and senior roles, remains unresolved due to low turnover. Additionally, the aging workforce poses risks to institutional knowledge retention, requiring targeted interventions; and

(c) sourcing emerging and scarce skills in a competitive market.

7.2 **Build:** A focus on creating clear career pathways, upskilling in emerging technologies and having a strong internal pipeline of talent.

(a) we currently deliver multiple graduate and apprenticeship schemes each year. Considering recent government reforms including the introduction of shorter, more flexible apprenticeships, foundation apprenticeships, and streamlined assessment processes, we are initiating a comprehensive review of our early careers' programmes. This review, in collaboration with the Early Careers team, is scheduled to begin before the end of the financial year;

(b) as part of our review we are exploring the potential to shift towards higher-level schemes that support progression into Band 3 roles, helping to build and retain talent and strengthen our internal pipeline;

(c) to support capability building, in areas such as cyber skills and business planning, we will be reviewing our structure and approach to ensure our technology functions are running effectively and securely;

(d) we have aligned our roles to the government's Digital-Data and Technology framework, which is allowing for clearer career paths; and

(e) stretch roles and succession planning for internal staff are being used to build a strong pipeline of talent.

7.3 **Buy:** Using external recruitment to hire niche or hard-to-source skills, particularly in leadership and specialist technical roles.

(a) we are working alongside colleagues in recruitment to ensure we have a clear vision of the skills and roles needed to allow for a smooth recruitment process;

(b) to improve recruitment effectiveness, a fortnightly lookahead between resourcing and recruitment teams has been introduced to enhance vacancy visibility and address blockers early. Attraction strategies now target passive candidates through tailored campaigns and active promotion across Tech networks. Hiring managers are accountable for timely decisions, supporting faster recruitment. These efforts aim to boost transparency, responsiveness, and alignment between workforce supply and operational demand; and

(c) our SWP analysis has identified a need to focus on our diversity, specifically at the point of recruitment. We are actively exploring how to make roles more attractive to women. This includes working collaboratively with colleagues across the organisation to develop targeted outreach programmes, such as that promote careers in technology and operations to underrepresented groups.

7.4 **Borrow**: Taking a strategic view to ensure the short-term and specialised expertise provides the responsiveness needed.

(a) over the past 18 months, we have made significant progress in reducing our reliance on non-permanent labour (NPL), contributing to a more stable and resilient workforce. As of August 2025, NPLs account for less than five per cent of the total workforce in Tech and Data, a marked improvement from over 25 per cent in 2024. TfL, as a whole, has reduced NPL usage from a peak of over 3,000, to just under 1,300 as we continue to reduce their use; and

(b) as part of our ongoing resourcing strategy, we will aim to maintain NPL levels up to 10 per cent going forward. This will provide the flexibility needed to mobilise quickly during periods of increased demand or project-specific activity, the ability to buy in niche skill sets, while ensuring that the core workforce remains stable and strategically aligned.

8 SWP Technology Outcomes – Future Skills Support For All

8.1 Artificial intelligence (AI) requires sustained investment in skills, infrastructure, and enterprise architecture to unlock efficiencies and keep pace with rapid advancements. We will support the establishment of governance frameworks to ensure AI adoption aligns with data privacy, regulatory compliance, and organisational integrity. A consistent baseline of AI literacy across TfL,

supported by training, will build readiness and enable informed decision-making across teams.

8.2 Digital capability development is essential to support evolving ways of working. Technology Products and Operations is developing a corporate plan to support core digital skills being maintained across all colleagues. Advanced skills development, like data analysis and automation which are increasingly critical for our technology functions, are being monitored and supported. We are also creating a programme to support the embedding of digital behaviours and fostering of innovation across the organisation to help drive transformation, providing clear guiderails to protect system integrity and security.

9 Next Steps

9.1 Each Chief Officer area SWP is scheduled for completion by December 2025. We will then analyse the findings across TfL, identifying targeted interventions to ensure TfL have the right skills now and in the future.

9.2 We will present a more detailed update on our findings once these SWPs have been finalised and steps we are taking to ensure TfL is fit to meet the changing and emerging skill sets required.

List of appendices to this report:

None

List of Background Papers:

None

Contact Officer: Fiona Brunskill, Chief People Officer
Email: FionaBrunskill@tfl.gov.uk

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People and Remuneration Committee

Date: **19 November 2025**

Item: **Proposal to Introduce 'Guided Discretion' for Chief Officer and Senior Management Performance Awards**

This paper will be considered in public

1 Summary

1.1 The Terms of Reference for the Committee include responsibility for remuneration approvals as follows:

(a) the Committee will determine the level of any annual performance award for the Commissioner within the parameters of the performance award arrangements in their contract of employment, taking into account the TfL Scorecard outcome as agreed by the Audit and Assurance Committee; and

(b) the Committee will consider the Commissioner's recommendations for annual performance awards proposed for the roles under the Committee's remit.

1.2 This paper sets out a proposal to adapt how performance awards will be determined for the 2025/26 performance year onwards by introducing a 'guided discretion' approach to the allocation of the percentage of the performance award by using a percentage range for each performance rating.

2 Recommendation

2.1 **The Committee is asked to note the paper and agree the proposal to introduce guided discretion for Chief Officer and Commissioner performance awards for the current 2025/26 performance year, as described in this paper.**

3 Current Approach to Determining Chief Officer and Commissioner Performance Awards

3.1 The TfL Scorecard determines the annual performance award budget. For example, for Chief Officers an 'On-Target' scorecard performance of 75 per cent delivers a total performance award budget of 22.5 per cent (of Chief Officer base pay). This budget amount is fixed and cannot be exceeded during the process of allocating individual awards.

3.2 Individual performance awards are directly linked to an individual's performance rating, as set out in Appendix 1.

3.3 The Committee decides whether to support the Commissioner's performance rating recommendations for the Chief Officers and determines the performance rating for the Commissioner.

3.4 A multiplier for each rating is determined by the TfL Reward team modelling the performance rating distribution against the available budget to establish a 'best fit' position, ensuring that total spend on performance awards is kept within budget.

3.5 The rating multiplier is applied to the performance award budget to define the percentage award for each of the performance ratings.

3.6 The percentage award is fixed for each performance rating – all colleagues within the same scheme with the same performance rating receive the same percentage award applied to their base salary. Ordinarily no discretion is applied to vary that percentage award and discretion sits with the allocation of the performance rating only.

4 Rationale for Changing to a Guided Discretion Approach

4.1 For the current performance year, 2025/26, the number of performance ratings have been reduced to three from four. This would have a greater averaging impact on performance awards allocated with a significant majority (75 per cent) likely to receive the same percentage outcome based on the anticipated rating distribution for the 'I am Succeeding' rating.

4.2 Applying discretion enables more effective use of our performance-based reward budget. In a system where performance is being assessed in broad categories having the ability to vary the level of award within a rating group enables a more nuanced approach to rewarding individual performance. If used properly this can lead to fairer outcomes based on actual contribution/impact as well as more effective management of 'total cash compensation' for an individual.

4.3 For the 2025 annual pay review we reverted to a process of discretionary base pay increases from a fixed budget at senior management level. This returned us to the position pre-coronavirus pandemic when a discretionary methodology to budget distribution for base pay had always applied.

4.4 It is, therefore, appropriate that in conjunction with the transition to discretionary base pay increases and the reduction in the number of performance ratings we also move to a discretionary approach for performance awards.

4.5 We are proposing the adoption of 'guided discretion' in determining the percentage of any award helping to ensure that all recommendations are kept proportionate.

5 The Proposed Guided Discretion Approach – Summary

5.1 Currently, performance awards across all senior management (including the Chief Officers and the Commissioner) are determined by the award of a performance rating from one to three linked to a fixed percentage performance award outcome.

5.2 The proposed approach will enable differentiation of individual contribution within the same broad performance rating category by allowing the accountable people leader to select a percentage award from a 'guide range' for a given performance rating. The guide range will be developed by the Reward team through modelling relevant factors to determine an appropriate percentage spread. The accountable people leader will need to manage their decisions on award allocation across their team to ensure that they do not exceed the available financial budget.

5.3 Allocating the percentage value directly to an individual in this way also allows greater potential to balance the annual 'total cash' proposition for an individual by considering any base pay increase along with the performance award that is being allocated. This facilitates a more nuanced and effective compensation management approach, having a greater potential impact on individuals for the same overall scheme cost.

5.4 There is no change to the maximum performance awards being proposed or increase in budget allocated. Performance award budgets are determined by TfL's business scorecard performance and this methodology would remain unchanged. The guided discretion would work within the total budget available under the existing approach.

6 How the Proposed Guided Discretion for Chief Officer and Commissioner Performance Awards Would Operate

6.1 In keeping with the existing methodology, the TfL Scorecard will determine the annual performance award budget. For example, for Chief Officers an 'On-Target' scorecard performance of 75 per cent will continue to deliver a total performance award budget of 22.5 per cent (of Chief Officer base pay). This budget amount will be fixed and cannot be exceeded during the process of allocating individual awards.

6.2 An appropriate range of multiplier for each performance rating will be modelled by the TfL Reward team using the actual performance rating distribution, available budget and current salaries. Applying this range of multiplier against the available budget will determine the percentage guide range for each rating. An indicative example of this is set out in Appendix 2.

6.3 The Commissioner will propose the actual percentage award for each Chief Officer from the guided range, ensuring that once all allocations are made the total budget is not exceeded.

6.4 The Committee will consider both the performance rating and performance award percentage recommended by the Commissioner.

6.5 The Committee will be presented with a similar guide range for the Commissioner's performance award and along with the performance rating will be asked to also consider the percentage award to apply.

7 Proposal to Introduce Guided Discretion for Directors and Senior Managers (Payband 4 and 5)

7.1 It is TfL's intention to adopt the same process for allocating performance awards across the wider senior management population including Directors and Payband 4 and 5 senior managers.

7.2 The TfL Reward team would use the same method to define a percentage range of award for each performance rating for Directors and senior managers. Indicative examples are set out in Appendix 3.

List of appendices to this report:

Appendix 1: Current Chief Officer Performance Award Matrix (2024/25)
Appendix 2: Indicative example of the proposed Chief Officer performance award matrix using a guided discretion approach
Appendix 3: Indicative examples of the proposed Director and senior manager performance award matrices using a guided discretion approach

List of Background Papers:

None

Contact Officer: Sue Taylor, Director People (Ops), ER & Reward
Email: Sue.Taylor@tube.tfl.gov.uk

Contact Officer: Fiona Brunskill, Chief People Officer
Email: FionaBrunskill@tfl.gov.uk

Appendix 1: Current Chief Officer Performance Award Matrix

Examples from the Annual Performance Award Scheme 2024/25 matrix

1. A minimum scorecard threshold of 60 per cent is set – this delivers the minimum percentage budget of 18 per cent.
2. Each performance rating has a multiplier associated with it. The multiplier is applied against the budget amount to calculate the individual percentage award.
3. A scorecard result of 75 per cent has been set as the 'on target' level – this delivers a budget of 22.5 per cent. An individual with a performance rating of 'I am advancing' would receive a fixed performance award of 24.8 per cent, while an individual rated as 'I am succeeding'* would receive a performance award of 16.9 per cent.
4. Above 75 per cent represents 'stretch performance'. The budget increases in line with the increased scorecard result to a maximum budget of 30 per cent at a scorecard result of 100 per cent.

Chief Officer		Percentage award by performance rating			
Scorecard result	% Budget	I am being supported	I am succeeding*	I am advancing	I am exceeding
		x0.33	x0.75	x1.10	x1.30
60	18.00	5.9	13.5	19.8	23.4
61	18.30	6.0	13.7	20.1	
62	18.60	6.1	14.0	20.5	24.2
63	18.90	6.2	14.2	20.8	24.6
64	19.20	6.3	14.4	21.1	25.0
65	19.50	6.4	14.6	21.5	25.4
66	19.80	6.5	14.9	21.8	25.7
67	20.10	6.6	15.1	22.1	26.1
68	20.40	6.7	15.3	22.4	26.5
69	20.70	6.8	15.5	22.8	26.9
70	21.00	6.9	15.8	23.1	27.3
71	21.30	7.0	16.0	23.4	27.7
72	21.60	7.1	16.2	23.8	28.1
73	21.90	7.2	16.4	24.1	28.5
75	22.50	7.4	16.9	24.8	29.3
76	22.80	7.5	17.1	25.1	29.6
77	23.10	7.6	17.3	25.4	30.0

Notes

- The 'On-Target' scorecard result of 75 per cent leads to a total budget of 22.5 per cent.
- Each performance rating has a fixed percentage performance award e.g. All Chief Officers rated as 'I am Succeeding' would receive a performance award of 16.9 per cent using this model.

Appendix 2: Indicative example of the proposed Chief Officer performance award matrix using a guided discretion approach

Scorecard result	**75**					
Rating	Assumed Rating Distribution	Budget %	Performance Multiplier Range		Performance Award % Range	
			Range Min	Range Max	Range Min	Range Max
Supported	0%	22.50%	0.00	0.40	0.0%	9.0%
Succeeding	75%	22.50%	0.50	1.00	11.3%	22.5%
Exceptional	25%	22.50%	1.10	1.33	24.8%	30.0%

Notes

- The above example is indicative only. Actual performance award percentage ranges would be modelled annually based on actual scorecard result, performance rating distribution and current salaries for the relevant year.
- The example model is based on an assumed 'On-Target' scorecard result of 75 per cent and a rating distribution split 75:25 Succeeding and Exceptional (with no Supported ratings).
- The 'Performance Award % Range' outlines the Minimum and Maximum parameters for the guided discretion. For those rated as 'I am Succeeding' it is anticipated that there would be different percentage performance awards allocated to Chief Officers ranging between 11.3 per cent and 22.5 per cent. It should be noted that in this model the budget would not support the use of the maximum award of 22.5 per cent for all incumbents with a Succeeding rating.
- The current scheme maximum Chief Officer performance award of 30 per cent is adhered to and would only be delivered by allocation of the Exceptional rating and decision to award the maximum percentage from the range for that rating.

Appendix 3: Indicative examples of the proposed Director and senior manager performance award matrices using a guided discretion approach

Directors

Scorecard result	**75**					
Rating	Rating distribution	Budget %	Performance Multiplier		Performance Award %	
			Min	Max	Min	Max
Supported	5%	15.00%	0.00	0.40	0.0%	6.0%
Succeeding	75%	15.00%	0.50	1.00	7.5%	15.0%
Exceptional	20%	15.00%	1.10	1.33	16.5%	20.0%

Senior Managers

Scorecard result	**75**					
Rating	Rating distribution	Budget %	Performance Multiplier		Performance Award %	
			Min	Max	Min	Max
Supported	5%	7.50%	0.00	0.50	0.0%	3.8%
Succeeding	75%	7.50%	0.70	1.15	5.3%	8.6%
Exceptional	20%	7.50%	1.35	2.00	10.1%	15.0%

- This use of different performance multipliers for Senior Managers compared with Directors and Chief Officers reflects the different budget calculation methods. Director and Chief Officer budgets we work within are set at 75 per cent of the max award (15 per cent and 22.5 per cent respectively) whereas the budget for senior managers we work within is set at 50 per cent of the max award (7.5 per cent). The multipliers are therefore established in such a way so that the scheme maximum individual performance award is still potentially achievable despite the budgetary restrictions (e.g. a 2.0 x multiplier for Exceptional rating for senior managers will potentially deliver the scheme max individual 15 per cent award).

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People and Remuneration Committee

Date: **19 November 2025**

Item: **Pay Outcomes of £100,000 or more Approvals**

This paper will be considered public.

1 Background and Purpose

1.1 The current governance process for appointments with an full-time equivalent (FTE) salary in excess of £100,000 per annum requires that the People and Remuneration Committee approval should be sought for such appointments for both permanent and non-permanent labour positions.

1.2 This paper compares the salary approved by the Committee with that on actual appointment.

1.3 This is the seventh £100.000 or more pay outcomes paper submitted and covers the period from June to October 2025 for permanent and non-permanent labour.

1.4 Information in the associated Part 2 paper sets out the relevant information for permanent and non-permanent labour roles for the Committee's review.

2 Recommendation

2.1 **The Committee is asked to note the paper.**

List of appendices to this report:

None

List of Background Papers:

None

Contact Officer: Sue Taylor, Director People (Ops), ER & Reward
Email: Sue.Taylor@tube.tfl.gov.uk

Contact Officer: Fiona Brunskill, Chief People Officer
Email: FionaBrunskill@tfl.gov.uk

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People and Remuneration Committee

Date: **19 November 2025**

Item: **Our Colleague Quarterly Report**

This paper will be considered in public

1 Summary

1.1 This report provides the Committee with an update on key activities across the Chief People Office for the period September to November 2025, at Appendix 1.

2 Recommendation

2.1 **The Committee is asked to note the report.**

List of appendices to this report:

Appendix 1: Our Colleague Quarterly Report

List of Background Papers:

None

Contact Officer: Fiona Brunskill, Chief People Officer
Email: FionaBrunskill@tfl.gov.uk

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Appendix 1

Our Colleague Quarterly Report

September to November 2025

19 November 2025

EVERY JOURNEY MATTERS

Our Colleague Quarterly Report September 2025 to November 2025

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 provides 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 also covers updates and achievements since the last meeting of the Committee, held in September 2025.

This report provides an update on:

1. Our Colleague Scorecard

2. Our Colleague Wellbeing
   a. Colleague absence data Quarter 1 and Quarter 2 2025/26
   b. Occupational Health Referrals
   c. The Love Your Heart Campaign
   d. Wellbeing Plan Deep Dives

3. Create an inclusive culture
   a. Workplace Adjustments Update
   b. Pay Gap Reporting 2025
   c. Colleague Network Group (CNG) Recruitment
   d. 20 Years of our CNGs
   e. TfL Engagement Update

4. Support everyone to achieve their work ambitions
   a. Leadership Development
   b. Early Years
   c. Employability Programmes
   a. Steps into Work
   b. Activate
   d. National Engineering Day

5. Provide a fair and attractive employee offer
   a. New Colleague Recognition Framework Launched
   b. Electric Vehicle Salary Sacrifice Scheme (EVSSS) Update
   c. Pay Talks Update

Our Colleague Strategy

Our Colleague Scorecard

The colleague section of the TfL Scorecard, reporting Financial Year 2025/26 Period 7 (14 September to 11 October 2025) figures, are provided below.

As of Period 7, our Senior Leader Representativeness scorecard shows that we are meeting or exceeding three of our five in-period targets against each scorecard measure:

- Gender has achieved its Period 7 target of 35.1 per cent and remains on track.
- Ethnicity has remained on 21.2 per cent in Period 7 and is meeting the Period end target.
- Disability increased to 7.1 per cent in Period 7 which is above the in-period target of 6.7 per cent and above the year-end target of 6.9 per cent.
- Faith is currently below target but above floor target. The Period 7 period end actual was 12.4 per cent. This is below our 2025/26 in-period target of 12.9 per cent.
- LGB is currently below target but above floor target. For Period 7 it was 5.7 per cent, below our in-period target of 5.9 per cent. However, we are still over representative of London for this measure.

The measure for Total Engagement on our Colleague Scorecard will be derived from our annual Viewpoint colleague survey, currently scheduled for late January 2026.

Measure	Year End Target	Period Target	Period End	Scorecard
Total Engagement	+1% Point	N/A	N/A	N/A
Senior Leader Representativeness				
Gender	35.6%	35.1%	35.1%	Green
Ethnicity	21.5%	21.2%	21.2%	Green
Minority Faith	13.2%	12.9%	12.4%	Amber
Disability	6.9%	6.7%	7.1%	Green
LGB	6.1%	5.9%	5.7%	Amber

Our Colleague Wellbeing

Our Colleague Wellbeing

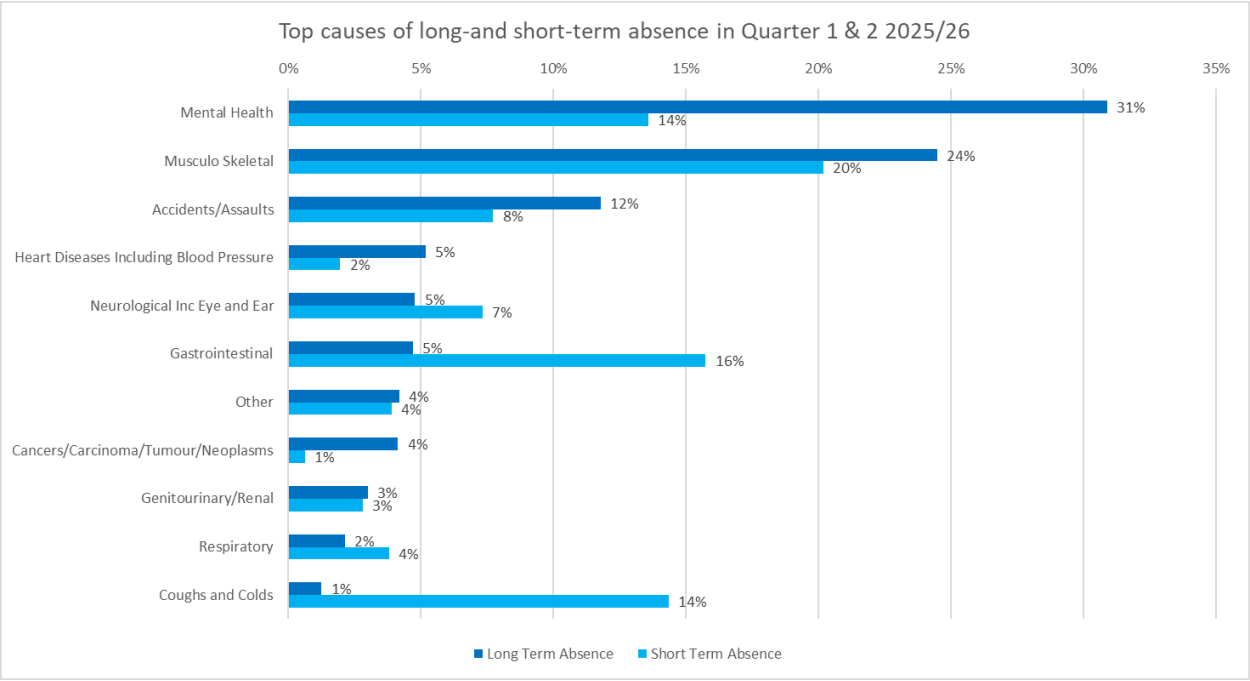
With Occupational Health colleagues moving over to the Chief People Office, data on colleague absence, health and wellbeing is now included in the Colleague Quarterly Report to this Committee.

For this report, Periods 1 to 6 (1 April to 13 September 2025) are incorporated into a combined Quarters 1 and 2 2025/26 update. Going forward there will be a quarterly update.

In Quarters 1 and 2 2025/26, mental health was the top cause of long-term absence, accounting for 31 per cent of all long-term absences. Musculoskeletal-related absence was the second highest cause at 24 per cent.

In Quarters 1 and 2 2025/26, musculoskeletal-related absence was the top cause of short-term absence, accounting for 20 per cent of all short-term absences. Gastrointestinal-related absence was the second highest cause for short-term absence at 16 per cent.

Further detail on the top causes of long-term and short-term absences in Quarters 1 and 2 2025/26 is included in the graph below.



Occupational Health Referrals

In Quarter 2 2025/26 (22 June to 13 September 2025) there were 1,448 referrals to Occupational Health. The most common reasons for referral were musculoskeletal and mental health issues followed by cardiovascular disease. This data reflects national data and indicates the importance of the support services offered by TfL including the Employee Assistance Programme, counselling and physiotherapy.

About a third of referrals for mental health issues were due to stress with home and work factors each contributing to about half of the causes of stress. Over half of these employees referred to Occupational Health were found to be fit to return to work in some capacity.

The Love Your Heart Campaign

The Love your heart campaign continues. During Quarter 3 2025/26 (14 September to 6 December 2025) the SiSU self-service health check machine will be at Wembley Park station and with the Engineering and Asset Strategy team.

So far since we started using the machine in May 2025, 523 employees have had health checks with 175 of these triggering a "call to action" advising the individual to see their GP. Twenty-five per cent of those using the machine had raised blood pressure which is a risk factor for premature cardiovascular disease.

Wellbeing Plan Deep Dives

Our series of deep dives into the Wellbeing Plan: Wellbeing for All commenced in Quarter 3. There will be events at our offices at Endeavour Square, Pier Walk, Palestra as well as Acton and Stratford depots with further presentations to the Wellbeing Colleague Network Group and Safety, Health and Environment business partners.

Create an inclusive culture

Workplace Adjustments Update

The Workplace Adjustments team has continued to build awareness, improve processes, and provide direct support to colleagues across the business.

- Support Provision:

The team has now supported well over 200 colleagues with workplace adjustments, ensuring they have the tools, equipment, and flexibility needed to perform at their best.

- Process Improvements:

Work is underway to develop a consistent process for arranging support workers for colleagues who require additional help with tasks such as administrative or organisational support. This will ensure colleagues receive timely and appropriate assistance where needed.

- Awareness and Engagement:

The team has continued engagement activity, delivering multiple presentations, workshops and awareness sessions across the business. Highlights include contributing to Customer and Strategy's

Inclusive Workplace Week and presenting externally at the London Anchor Institutions' Network Inclusive Employment Working Group to share best practice and insights.

- Insights and Trends:

Adjustment requests continue to come from all areas of the business, with the highest proportion from the Chief Operating Office (46 per cent), followed by the Customer and Strategy Office (18 per cent) and Chief People Office (15 per cent). These insights help target communications and resources effectively.

Pay Gap Reporting 2025

Final preparations for Pay Gap Reporting 2025 are underway for the publication of our 2025 Pay Gap Reports, scheduled for release in November. We continue to collaborate closely with Greater London Authority Group colleagues to share best practice and to ensure alignment and consistency with our reporting.

Colleague Network Group (CNG) Recruitment

Our inclusive recruitment campaign has successfully attracted a high-quality, values-driven cohort of prospective CNG leaders. This presents a valuable opportunity to strengthen leadership and increase visibility across both operational and non-operational areas.

- Expressions of Interest: We received 19 expressions of interest.
- Interviews and Approvals: 19 candidates were interviewed, and 16 have been selected.
- Diverse Representation: The cohort reflects a strong mix of operational and non-operational colleagues.
- Communications Plan: A communications plan is being developed to share outcomes with key stakeholders and the wider business.
- Leadership Transition: Incoming Chairs and Vice Chairs shadowed outgoing leaders until October, when they formally assumed their roles.
- Onboarding Programme: A comprehensive onboarding programme will support their transition.Onboarding sessions took place on 27 October and 10 November.
- Sponsor Realignment: Work is underway to realign sponsors to ensure strategic support and alignment with each network's priorities. A new sponsor has joined following the call to action at the leadership Top 200 event, further strengthening senior leadership engagement.

20 Years of our CNGs

National Inclusion Week was celebrated this year by marking 20 years of our CNGs with a celebratory event hosted by our CNGs on 18 September. The event consisted of two three-hour sessions – an afternoon session and an evening celebration. The afternoon session had a panel discussion on the importance of representation in the workplace and a

discussion on the theme of 'The CNG journey'. The evening session was opened by the Chief People Officer, Fiona Brunskill, and had a discussion from the current CNG leadership team about their achievements as they look ahead to hand over the baton to the next cohort of CNG leaders.

The event was well received and gave the opportunity to raise awareness about the CNGs to colleagues who had not participated in any CNG events prior and encourage them to get involved.

TfL Engagement Update

The Engagement team are working to deliver our next Viewpoint survey, which we aim to launch week commencing 26 January 2026. As in previous years employees will be invited to participate and share their views on how they feel about working for TfL. This will be a full survey, and very similar in layout and appearance to last year's survey.

We are working closely with colleagues in the Business Services Function to explore how we can improve the way we share the output data, allowing people leaders and subject-matter experts to gain meaningful insights that support decision-making across the organisation.

Work on our first pan-TfL engagement plan continues in line with our milestones; and we are on track to launch the completed piece of work in Quarter 4 2025/26 (7 December 2025 to 31 March 2026). The plan will focus on three pillars:

- Insights – how we will collect data and provide meaningful insights into the colleague experience, and how we will benchmark this externally;
- Employee Experience – how we will tackle some of the organisation-wide issues that are hindering employee engagement; and
- Community and Connection – how we will bring colleagues together, support improved social wellbeing, and celebrate our people and organisational culture.

We are in the initial stages of planning for our first benchmarking exercise with the Top Employers Institute to understand how we benchmark as an employer externally. This is aligned to our Colleague Strategy 2030 success measure to be recognised as one of the best companies to work for in the UK with employee engagement better than the UK-wide benchmark. Scheduled to take place in early summer 2026, the exercise will assess our maturity across areas such as Reward and Benefits, Recognition, Wellbeing, and Colleague Communications.

Support everyone to achieve their work ambitions

Leadership Development

The 'Lead TfL' integrated leadership development packages have now launched across the organisation, supporting leaders at all levels. These resources, aligned with the 2025/26

Colleague Roadmap, are accessible via Stay Learning and provide clear guidance on expectations and progression. Communications have been issued to drive awareness and uptake.

Lead TfL is pivotal to democratising development across TfL. It ensures that all colleagues, regardless of grade or role, have access to high-quality leadership support. By enabling leaders to actively manage their careers, it empowers individuals to take ownership of their growth and unlock their full potential.

Early Years

Graduate, Year in Industry, and Summer Placement schemes opened on 22 October, receiving 7,500 applications within four days. Due to high demand, 12 schemes closed within five days. Four assessment centres are scheduled before Christmas. Diversity remains a strong focus, with targeted events such as Women in STEM and a Black History Month job fair.

Employability Programmes

Our employability initiatives continue to make a tangible difference in helping individuals overcome barriers to employment and build sustainable careers. An update on work TfL is involved in with ex offenders will be provided at the next meeting of the Committee.

Steps into Work

Since our last update, our supported internship for neurodivergent students has seen alumni participants complete a Customer Service Assistant recruitment workshop. This was a bespoke design to include reasonable adjustments in the recruitment process as well as to build confidence and understanding of expectations of the role. In addition, an exclusive Customer Service Assistant assessment centre for previous students was scheduled for 11 and 13 November.

Activate

Our 12-week programme for adults aged 19+ with limited or no work experience, has seen strong outcomes. Eight participants from the last cohort have moved into employment, including two within TfL. The fourth cohort is now underway, with 14 learners completing training and beginning placements across Contact Centre Operations and Taxi and Private Hire from 10 November to 5 December. Our partnership with REED has enabled two learners to be shortlisted for Dial-a-Ride roles, demonstrating the strength of our collaborative model.

The impact of these programmes is gaining wider recognition. The Department for Work and Pensions' social media team is developing case studies featuring cohort 3 alumni now employed in the Lost Property Office. These stories will showcase how government funding, employer engagement, and targeted training can successfully transition individuals into meaningful work.

National Engineering Day

On 5 November, TfL held a National Engineering Day Expo which welcomed women from our Employability cohorts

and alumni interested in engineering careers. Students from London Design & Engineering UTC Sixth Form also attended, reinforcing our commitment to aspiration-building and sustained engagement with future talent.

Provide a fair and attractive employee offer

New Colleague Recognition Framework Launched

A comprehensive TfL recognition framework has been developed and communicated to provide clarity on how colleagues can be recognised, both formally and informally. At the heart of the framework is the launch of our new formal recognition scheme, Going the Extra Mile (GEM), introduced on 1 October 2025. In the first two weeks, over 200 GEM Award nominations were submitted across the organisation. This uptake suggests that the removal of the £30 gift voucher (under the previous Make a Difference scheme) has not adversely affected participation in formal recognition. Each award includes a personalised certificate and a TfL Values lapel pin.

Informal appreciation among colleagues is also developing well, with nearly 100 eCards sent via the new platform in the same period. The recognition framework was shaped through extensive business engagement, including all-employee polls and input from people groups. Ongoing communication and involvement continue to support its successful embedding across TfL.

Electric Vehicle Salary Sacrifice Scheme (EVSSS) Update

The EVSSS launched on 16 June 2025 and has seen strong uptake in its first four months, with over 1,000 electric vehicles delivered to employees by mid-October. A further 500 requests for electric vehicles (EVs) are currently in progress. The scheme has been well received across TfL, with many colleagues sharing positive feedback on its impact. These stories highlight the value of EVSSS as a meaningful new employee benefit. In addition to supporting sustainable travel and making EVs more affordable for colleagues, EVSSS is forecast to deliver significant savings for TfL, contributing to our broader financial and sustainability goals.

Pay Talks (wording to be agreed- hold for latest update early November)

Pay negotiation meetings with our recognised trade unions in London Underground, TfL and Rail for London Infrastructure have been ongoing. Following feedback from the trade unions, we have now made a final, multiyear offer.

In London Underground, this is a three-year, RPI based offer, with the existing 3.4 per cent increase in base pay in year one and guaranteed minimum levels of increase in years two and three.

In TfL, this is a two-year, RPI based offer, with the existing 3.4 per cent increase in base pay in year one and guaranteed minimum levels of increase in the second year.

We believe this represents a very good offer for our colleagues, providing certainty on pay with a guaranteed minimum level of increase. This is the final offer we will be making and have asked the trade unions to put the offer to their members to accept so we can pay the award as soon as possible.

People and Remuneration Committee

Date: **19 November 2025**

Item: **Risk and Assurance Report Quarter 2 2025/26**

This paper will be considered in public

1 Summary

1.1 This report provides the Committee with an overview of the status of and changes to Enterprise Risk 02 (ER02) – 'Future skills, inclusion, engagement and wellbeing of our employees'.

1.2 This report also summarises the findings from the assurance activity undertaken by TfL's Risk and Assurance Directorate associated with this risk. The paper covers the work during Quarter 2 of 2025/26 (22 June to 13 September 2025) (Q2).

1.3 A paper is included on Part 2 of the agenda which contains supplementary information that is exempt from publication by virtue of paragraphs 3 and 7 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial or business affairs of TfL and information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime. Any discussion of that exempt information must take place after the press and public have been excluded from the meeting.

2 Recommendation

2.1 **The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.**

3 TfL Enterprise Risks

3.1 There has been no change to the ER02 assessment since the last update to this Committee. ER02 and its linked Level 1 strategic risks continue to be reviewed and updated as per the review cycle. The linked Level 1 risks are scheduled to be reviewed by the Executive Committee Colleague sub-group on 13 January 2026.

4 Annual Audit Plans

4.1 The rolling Internal Audit plan contains a series of third line audits that address all TfL Enterprise Risks. The Internal Audit plan for the first half of 2025/26 was approved by the Audit and Assurance Committee on 10 March 2025.

4.2 The Internal Audit and Quality, Safety and Security Assurance (QSSA) audit plans for the second half of 2025/26 (Quarters 3 and 4) were presented to the Executive Committee in August 2025 and were approved by the Audit and Assurance Committee on 17 September 2025.

5 Work of Note for Q2

5.1 Audit reports issued are given a conclusion of 'well controlled', 'adequately controlled', 'requires improvement' or 'poorly controlled'. Individual findings within audit reports are rated as high, medium, or low priority. A memo, rather than an audit report, is usually issued for real-time reviews and provides more flexibility in how information is reported.

Internal Audit

5.2 Internal Audit issued no draft audit reports against ER02 in Q2.

Quality, Safety and Security Assurance

5.3 QSSA did not issue any audits against ER02 in Q2.

Counter-fraud and Corruption

5.4 The Counter-fraud and Corruption team investigates all allegations of fraud and corruption involving TfL employees and non-permanent labour. Themes identified during colleague related investigations and control environment improvements (implemented or recommended) in Q2, are set out in the paper on Part 2 of the agenda. Individual colleague related cases are part of the wider fraud reporting that is submitted to the Audit and Assurance Committee.

6 Cancelled and Deferred Work

6.1 No ER02 audits were cancelled or deferred by Internal Audit or QSSA in Q2.

7 Performance and Trends

7.1 In the past 12 months Internal Audit has conducted two audits relating to ER02, both were concluded as 'adequately controlled' ('Action on Inclusion Strategy' and 'Our People Leaders Framework'). At this time there is insufficient data to provide a meaningful performance trend, however we will continue to keep this under review as more audits are completed.

7.2 Work continues on the management of actions. For ER02 at the end of Q2 there was only one open audit action and that was not overdue. All overdue actions are regularly discussed with Chief Officers and there is a focus on ensuring actions are closed on time.

List of appendices to this report:

A paper containing exempt supplementary information is included on Part 2 of the agenda

List of Background Papers:

None

Contact Officer: Lorraine Humphrey, Director of Risk and Assurance
Email: Lorraine.Humphrey@tube.tfl.gov.uk

People and Remuneration Committee

Date: **19 November 2025**

Item: **Members' Suggestions for Future Discussion Items**

This paper will be considered in public

1 Summary

1.1 This paper presents the current forward plan for the Committee and explains how this is put together. Members are invited to suggest additional items for future discussion.

2 Recommendation

2.1 **The Committee is asked to note the forward plan and is invited to raise any suggestions for future discussion items.**

3 Forward Plan Development

3.1 The Board and its Committees and Panels have forward plans. The content of the plans arise from a number of sources:

(a) standing items for each meeting: Minutes; Matters Arising and Actions List; and any regular quarterly reports. For this Committee this includes the Our Colleague Quarterly Report and the Risk and Assurance Quarterly Report;

(b) regular items (annual, half-year or quarterly) which are for review, noting or approval, as specified in the Terms of Reference: examples include the annual consideration of pay and performance awards for the staff listed in the Terms of Reference and regular reports on remuneration on a pan-TfL basis, pay gaps and TfL's approach to talent management and succession planning;

(c) items requested by Members, which may arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

4 Current Plan

4.1 The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

List of appendices to this report:
Appendix 1: People and Remuneration Committee Forward Plan

List of Background Papers:
None

Contact Officer: Andrea Clarke, General Counsel
Email: AndreaClarke@tfl.gov.uk

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People and Remuneration Committee Forward Plan **Appendix 1**

Membership: Peter Strachan (Chair), Tanya Joseph (Vice Chair), Zoë Billingham CBE, Seb Dance and Keith Richards OBE

Key: CPO (Chief People Officer), CSHE (Chief Safety, Health and Environment Officer), DDI (Director of Diversity and Inclusion) DP (Director of Pensions), DRA (Director of Risk and Assurance)

Standing items		
Colleague Quarterly Report	CPO	To note.
Risk and Assurance Quarterly Report	DRA	To note.

23 February (was 11 March) 2026		
Performance Awards 2026/27 Scheme	CPO	To note.
£100,000 or more Bi-annual Update	CPO	Six-monthly update to note.
TfL Pay Gap Report and Action Plan	CPO	To note.

TBC June 2026		
Viewpoint Survey Results	CPO	To note.
Strategic Workforce Planning	CPO	To note.
Speak-Up Culture	CPO	To note.
Pay Outcomes of £100,000 or more Approvals	CPO	To note.
Performance Awards 2025/26	CPO	To approve.
Chief Officer Salary Reviews	CPO	To approve.

TBC September 2026		
Action on Inclusion Update	CPO	To note.
£100,000 or more Bi-annual Update	CPO	Six-monthly update to note.
Enterprise Risk Update – Future Skills, Inclusion, Engagement and Wellbeing of Our Employees (ER02)	CPO	To note.

As at 11 November 2025

TBC November 2026		
TfL Pay Gap Report and Action Plan	CPO	To note.
Pay Outcomes of £100,000 or more Approvals	CPO	To note.

Items to be scheduled

- Disability Confident Leader (CPO)

Regular items each year

- Pay Outcomes of £100,000 or more Approvals (twice a year)
- £100,000 or more Bi-annual Update (twice a year)
- TfL Performance Delivery and Performance Awards (annual approval)
- Senior Management Performance Awards Scheme
- TfL Remuneration (annual, noting of overall remuneration policy)
- Pay Gap Analysis (annual, noting of gap and actions to address)
- Strategic Workforce Planning (as required)
- Action on Inclusion Progress (annual)
- Approach to Reward
- Approach to Engagement
- Wellbeing Strategy
- Enterprise Risk Update – Future Skills, Inclusion, Engagement and Wellbeing of our Employees (ER02) (annual)

Items approved by Chair's Action if the decision needs to be taken urgently (reported to next meeting)

- Approval of base Salaries of £100,000 or more
- Approval of exit payments for any officer listed in the Terms of Reference or if over £100,000 (excluding statutory notice period)

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3, 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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