

# HR Quarterly Report February to June 2022

29 June 2022



EVERY JOURNEY MATTERS

# HR Quarterly Report

## February – June 2022

### Introduction

This Human Resources (HR) Quarterly Report provides an update on the activity that has taken place to support our colleagues from February – June 2022, to make Transport for London (TfL) a great place to work, for everyone.

The first section provides an update on our People Scorecard measures and targets for the 2022/23 performance year.

The second section updates on activity delivered across the HR function aligning to three of our top People Priorities:

1. A More Inclusive and Diverse Organisation
2. An Engaged, Motivated and Healthy Workforce
3. The Right People, Skills and Capacity to Deliver the Business Plan



## TfL Scorecard 2022/23

Roadmap	Measure	Target
	Total engagement	62%
	Wellbeing index	58%
	Inclusion index	52%
	Diversity declaration rates	56%
	Workforce all injuries	1,348

# People Scorecard Measures and Performance 2022/23

This section introduces this year's People Scorecard measures which we will report our performance against in subsequent HR Quarterly Reports.

## Total Engagement

Last year's score – 61 per cent  
This year's target – 62 per cent

We are committed to making TfL a great place to work for everyone, caring for our people, and supporting them to be the best they can be. This is the only way we can truly deliver for London. The best indicator of how well we are doing at this are our Viewpoint engagement scores, which tell us how our people feel about working for us and what needs to be better.

Our overarching measure of employee engagement at TfL is called Total Engagement. This is an average of positive responses across 20 questions about different parts of the working experience. These include engagement with change & leadership, customers, wider team and the TfL brand.

## Wellbeing at Work Index

Last year's score – 57 per cent  
This year's target – 58 per cent

Wellbeing is linked to engagement, so we introduced and continue to track our Wellbeing at Work Index from our Viewpoint results. This allows us to check if any areas of the business are at risk of work-related stress.

The six factors that can affect employees' wellbeing at work are: Control, Support, Role, Demands, Relationships and Change. These areas, if not managed well, are linked with stress and could lead to poor health and wellbeing, lower productivity and increased sickness absence.

which is why creating the right environment is so important.

## **Inclusion Index**

Last year's score – 51 per cent

This year's target – 52 per cent

It is of the utmost importance to us that our workforce remains engaged and happy and feels included.

Our inclusion index is calculated from six questions on our Viewpoint Survey, measuring our colleagues views on their involvement in decisions, openness of senior managers, challenging the way things are done, on bullying and harassment and if the survey will result in change.

## **Diversity Declaration Rates**

Last year's score – 54 per cent

This year's target – 56 per cent

Improving our data and improving our colleagues' trust in us with their data is key to building an inclusive workplace and ultimately improving diversity. We have seen a steady decline in declarations on all demographics over the last two years – so driving this change represents a significant improvement from where we are now.

The top drivers of this measure are centred around issues of trust & inclusivity and colleagues feeling that it is safe to share their data with us and that it will have no bearing on their career. In previous years, declaration drive campaigns have encouraged people to declare and can have up to a 10 per cent impact, but we can't force people to declare,

## **Workforce all injuries**

Last year's result – 1,517

This year's target – 1,437

Keeping our workforce and customers safe remains our top priority, in line with Vision Zero. This year the workforce element of this will be included within the People element of the TfL Scorecard as we reaffirm our safety commitment to our colleagues.

The mitigations and activities to promote safety will be included within the Safety, Health and Environmental Quarterly Report tabled separately at each SS&HR Panel.



# A More Inclusive and Diverse Organisation

## 2021 Gender, Ethnicity and Disability pay gap reports published

We've now published our Gender, Ethnicity and Disability pay gap reports for 2021, with this being the first year that we have published our Disability pay gap, delivering a Mayoral manifesto commitment. These can be found here:

(<https://tfl.gov.uk/corporate/publications-and-reports/equality-and-inclusion-publications>)

The gender pay gap report shows that in the last year, our median gender pay gap has reduced from 18.8 per cent in 2020 to 18.1 per cent in 2021. While this decrease is small, it's a step in the right direction as the median provides a clearer picture of what a typical man and woman earns at TfL. Our mean pay gap however has slightly increased from 9.4 per cent in 2020 to 9.8 per cent in 2021. This is disappointing and we recognise that we still have more to do.

In the last year we've reduced the overall ethnicity pay gap in one of the two regulated metrics. Our median ethnicity pay gap was 9.8 per cent, compared to 9.6 per cent in 2020. While this is a slight increase, this is still disappointing. Our mean pay gap was 11.5 per cent in 2021, compared to 12.1 per cent last year. Although this decrease is small, this is positive news.

As this is the first time that we have produced a disability pay gap, we don't have a comparison from the previous year. The report shows that the consolidated median disability pay gap was 5.3 per cent in 2021. Our mean pay gap was 2.5 per cent in 2021. We are now in the process of finalising our Pay Gap Action Plan which we will publish in the later this year outlining the key actions and initiatives we will be implementing to help reduce these pay gaps. An update on these action plans will be tabled at the next Panel.

## Support for trans and non-binary colleagues

In May, we launched guidance and conversation cards which provides useful information to our line managers, and other colleagues, to make sure that they have the right information, knowledge and skills to

help support employees who identify as trans or non-binary and/or for those who are transitioning. It sets out the clear expectations that TfL has for how our line managers and other colleagues should support employees, as well as providing useful information to employees.

We also provide guidance for team members and peers who play a crucial role in engendering a sense of belonging at TfL. By focusing on belonging, we hope that all employees feel valued in the workplace, that all identities are celebrated, and differences embraced.



## Our Anti-Racism Journey

In February 2021, we launched our Anti-Racism Leadership Charter (ARLC); where we asked our leadership team and stakeholders to sign it and make a commitment and to take active steps towards fighting racism in the workplace.

We know from speaking with our colleagues that there's still more we need to do on our journey towards being a truly anti-racist organisation. To drive this conversation forward, we hosted an event on the 9 June to set out the need for action and what is required to realise the change we need as an organisation.

## International Women's Day 2022

On the 8 March, to mark International Women's Day, we celebrated the contributions and achievements of women across the globe, connecting with women's history, and serving as a call to action for accelerating gender equality.

This year's theme is #BreaktheBias – all about how we can strive to create a world free from gender bias. Our Women's Staff Network Group held multiple events across March, ranging from Women's safety to career guidance.

To mark the day we also launched a International Women's Day poster campaign across our network, showcasing a series of colleague portraits, their roles and experiences, shining a light on the talents and achievements of women here at TfL.

# An Engaged, Motivated and Healthy Workforce

## Completing our journey to Hybrid Working

Our transition to hybrid working concluded on the 31 March, with hybrid working becoming our new normal on the 1 April. This means those colleagues who are hybrid working are expected to be in the office a minimum of two days per week, with no 100 per cent working from home. This will help promote our five C's; Collaboration, Culture, Cohesion, Confidence and Care.

The continued safety of our colleagues is of utmost importance. When attending the office our 'COVID aware' protocols and behaviours are in place: with colleagues encouraged to continue practising good hand hygiene, wearing a face covering while moving around the buildings and in the lifts. Desk sanitisers are available, testing kits can be requested, and employees being encouraged to stay at home if feeling unwell.

## Developing our first Domestic Abuse Policy

Following engagement with our Trade Union colleagues, we are pleased to announce that we have launched our first Domestic Abuse Policy at TfL.

This policy will strengthen our ability to provide a safe and inclusive work environment for those affected by domestic abuse. It will enable us to offer better support



to our colleagues who are experiencing domestic abuse.

We have also gained White Ribbon accreditation (charity to end male violence against women) and have established a White Ribbon steering group to oversee the development and implementation of our organisation wide White Ribbon action plan. To date we have held awareness sessions with ambassadors to hear lived experiences of colleagues, we have also published blogs from our male ambassadors to publicly share why they have chosen to support White Ribbon.

## Credit Unions

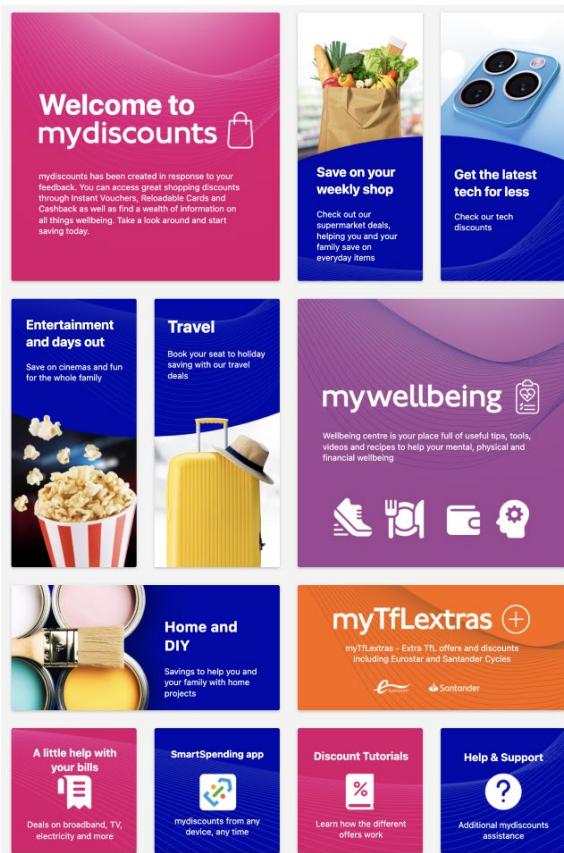
In March, we partnered with two Credit Unions to provide access to their financial services for our colleagues. As their model is built as not-for-profit, credit unions may be able to pay more competitive returns on savings, compared to rates on the high street. And, because they make decisions with a people-led approach taking into consideration your full range of individual circumstances, they may offer alternative services to those who have been turned down or can't get access to loans elsewhere.

## Our two Credit Union Partners are:

- *London Mutual* – membership includes those who live or work in the boroughs of Camden, Lambeth, Southwark & Westminster and now those who work for TfL
- *TransaveUK* – membership includes workers from across the UK transport sector, including those who work for TfL

## My Discounts

In April we also launched our new reward gateway MyDiscounts, bringing all of our savings and employee discounts in one place for the first time. These discounts range from offers from leading retailers, to childcare vouchers, the Cycle to Work scheme and also our Make A Difference recognition scheme.



The first week in May is dedicated to talking about the mental health challenges experienced during and after pregnancy. This year's themes are 'The Power of Connection' and 'Stronger Together' - we can all play a part in connecting communities and supporting those suffering with their maternal mental health.

The Carers, Parents & Guardians Staff Network Group (CPG SNG) will be hosting a series of virtual events to help raise the awareness of perinatal mental health issues, advocating for women affected by it, changing attitudes, and sharing best practices.

## Smoke Free Workplace

In line with our Vision and Values, we have introduced our first smoke free workplace policy across TfL, our contractors, suppliers and agency workers. This is to promote the health of our colleagues and customers alike.

Whilst smoking has been prohibited across most of our estate, the new policy extends this to cover external spaces. Support and guidance on how to stop smoking is also provided in the policy.

## TfL Safeguarding Policy

TfL fully recognises the need to safeguard children and adults at risk of harm. Failure to do so could result in harm to those most vulnerable in society and reputational damage to TfL. We are pleased to introduce this policy to ensure we take all reasonable measures to ensure that the risks of harm to children and adults using our services, in our workplaces and having contact with our organisation are minimised. We will take

appropriate actions to address concerns about their safety and security. This will be achieved by having clear policies, procedures and by working in partnership with other agencies. This policy relates to employee related safeguarding issues, not customer facing safeguarding issues, which are dealt with by the specific business areas that have local policies and measures in place.

#### **Workplace Violence and aggression**

Work-related violence and aggression relates to incidents occurring between an employee and a member of the public. Our people have the right to work without fear of being assaulted, abused, or threatened. They must never accept this as a part of their jobs. This policy outlines our commitment to protecting our people, and roles and responsibilities for TfL employees, in line with our Vision and Values. This policy also complements TfL's strategy for eradicating work-related violence and aggression. Through strong leadership and working in partnership with our recognised trade unions, our people, and the police, we will work to prevent incidents from occurring in the first place; and support our people if they become a victim.

## **The Right People, Skills and Capacity to Deliver the Business Plan**

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**Our Graduate & Apprentice Schemes are now open**

At the end of March, we opened applications for our 2022/23 graduate, apprentice and intern schemes. Our award-winning schemes are designed for people of all ages and backgrounds, to learn new skills and kick-start careers.

This year, we're recruiting across:

- 30 apprenticeships
- 13 graduate schemes
- Four year in industry placements
- Two summer placements

In total, we're looking for 141 apprentices, 63 graduates and 16 interns to make their mark on London.



## National Apprenticeship Week

Our Early Careers Team promoted our Apprenticeship opportunities virtually at council events in Newham, Haringey, Ealing, Bexley, Camden as well as attending Kingsmead school and Westminster Kingsway in person. We hosted an event open to all and attended our Supplier Skills apprenticeship fair. We reached approximately 100+ participants per event.

On the 8 February Karen Wallbridge, Skills and Employment Lead presented at the launch of the publication of the Apprentice Diversity Champions Network (ADCN) annual report 2021/22, hosted by Minister for Skills, Alex Burghart. Nura Abukar, Track Apprentice, London Underground and Stacey-Leigh Dolan, Programme Manager, took part in a panel discussion on making apprenticeships more inclusive. Chaired by Lia Nici MP, the ADCN champions apprenticeships and diversity amongst employers and encourages more people from underrepresented groups to consider apprenticeships. Karen Wallbridge co-chairs, alongside a colleague at Siemens, a group focussing on Women into STEM-based apprenticeships, the output of which will be a toolkit for employers of all sizes to access on the Government Fire it Up Apprenticeship website pages.

## Graduate Employer of Choice

The Times has named TfL as the winner of the 'Graduate Employer of Choice award' in the Transport and Logistics category. In February, the Times Top 100 graduate rankings conducted a survey of 12,400 final year students asking them which employer they think offers the best opportunities for graduates, the results are entirely based on how undergraduates in their final year perceive us.

We were ranked as the top employer in our category, beating organisations in haulage, international couriers, airlines, rail and high street retail distribution, with Network Rail and DHL coming in the runner up spots.



## Apprenticeship Levy Transfer

We've continued to utilise our Apprentice Levy Transfers to support a sustainable economic recovery. Funds have been released to support two apprenticeships with Citizen Ticket, an ethical ticketing provider for events who include contributions to tree planting for every ticket sold and Tranch, a micro e-commerce company that enables small businesses to be paid up front by large clients.

## Everyone's Future Counts

During National Careers Week (7 – 12 March) we published Everyone's Future Counts. Our Everyone's Future Counts programmes are designed to support those whose education, careers and work prospects are most held back because of the barriers they face. The coronavirus pandemic has worsened existing inequalities, such as poverty, systemic racism, attainment in education and access to meaningful work experience.

Our programmes provide targeted provision and skills development, helping reduce the barriers to employment. These are delivered internally, through our supply chain, construction partners and the London Transport Museum. Realising the potential of all Londoners is key to moving London forward, safely, inclusively and sustainably.

A separate agenda item to provide more detail on this initiative has been tabled at this Panel.

