

Acting on Viewpoint

SSHR Panel
29 June 2022

Appendix 1



EVERY JOURNEY MATTERS

Recap of this year's Viewpoint results

| Measure | 2021 | 2020 | (+/-) | 2019 | (+/-) |
|---|------|------|-------|------|-------|
| Total Engagement | 61 | 63 | -2 | 57 | 4 |
| Engagement with work | 63 | 65 | -2 | 61 | 2 |
| Engagement with management | 60 | 62 | -2 | 58 | 2 |
| Engagement with change and leadership | 43 | 43 | 1 | 32 | 11 |
| Engagement with customers | 67 | 71 | -4 | 65 | 2 |
| Engagement with team and wider business | 71 | 71 | 0 | 70 | 1 |
| Engagement with brand | 72 | 79 | -6 | 72 | 1 |
| Inclusion Index | 51 | 52 | -1 | 47 | 4 |
| Wellbeing at Work Index | 57 | 59 | -1 | 54 | 4 |

This year's results were mixed:

- Across TfL, colleagues were slightly less positive than they were in 2020. However, they are more positive than they were in 2019.
- The pandemic positively influenced the 2020 results and has had a mixed impact on this year's results.

What went up:

- Colleagues are more positive about a clear vision for the future, communications from senior managers and working conditions. These are areas that are historically low.
- They also feel less worried and tense compared to last year.

What went down

- Colleagues were less positive about their commitment to TfL and recommending TfL as a great place to work. These results were the same or slightly higher than 2019.
They were also less satisfied with pay and benefits, but more positive than 2019.



Taking Action

How we have taken action:

Our main approach to responding to this year's Viewpoint survey results has been via local area Viewpoint Action Plans. These local plans tackle the individual issues and concerns raised, and are better placed to delegate accountability to local senior managers. These are also able to address local hygiene factors such as the workplace environment.

There also key themes at an organisational level that emerged from last year's Viewpoint survey results. These themes and actions we are taking to address them are included below and in the following slides:

| Theme | Commentary |
|--|---|
| Opportunities to grow and develop | The response to this question had the biggest decrease from 2020, with 46% responding positively compared with 56% last year. |
| I feel a strong sense of commitment to this organisation | Whilst 69% still responded positively to this question, this was a fall of 8% since 2020. |
| I would recommend this as a great place to work | Despite 70% responding to this question positively, this was a decrease of 6% on last year. |
| Considering the work I do, I feel my pay is fair | Just 50% of our colleagues now feel positively that their pay is fair, a decrease of 7% since 2020. |

Taking Action

There are opportunities for me to grow and develop:

Talent Readiness:

- We have now embedded our new My Journey tool and employees have now used this as part of their end of year conversations with their line managers.
- This tool has also enabled a new model for assessing where an individual is in terms of their career journey - whether a person is looking to strengthen in their role, stretch to gain new experiences and skills or is ready to move to the next challenge.
- This approach helps managers better understand the support people will need to achieve their development goals.

Mentoring Hub

- We have recently rolled out our Mentoring Hub across the organisation which seeks to pair up colleagues with mentors, who will be able to provide career guidance and development advice.
- We are also developing Mentoring Training sessions to ensure that colleagues and mentors get the most out of these arrangements.

Conversation Matters

- We have introduced Conversation Matters guidance to enable colleagues and line managers have the support they need to have great quality conversations.
- These include guidance on specific types of conversations, including development and career conversations to better equip line managers to grow and develop their colleagues.



Taking Action

I feel a strong sense of commitment to this Organisation

Vision & Values:

- In spring, we launched our new Vision and Values for the organisation, a bold, long-term vision for the next era for TfL – that sets out our ambitions for the future and outlines what we need to achieve them.
- This includes our new values;
 - Caring – about our customers, colleagues and work
 - Open – to each other, new ideas and working together
 - Adaptable – to diverse needs and willing to innovate
- These were identified via our colleagues so is a bottom up approach to tackling the issues our colleagues have flagged to us as important and will lead to a stronger sense of commitment to TfL.

Action on Inclusion

- We are continuing to progress our Action on Inclusion strategy, now in collaboration with the GLA.
- This strategy will set out how we aim to drive improvements in our Inclusion Index on the TfL Scorecard, as well as make accessibility for our customers part of our day to day thinking.

Make a difference awards moving to Values

- We have changed our employee recognition scheme, moving away from behaviour led to value led.
- This will help bring our new vision and values to life, but also recognise colleagues who excel in being open, caring and adaptable.



Taking Action

I would recommend this as a great place to work:

Launching our Colleague Strategy – Our Journey

- We continue to develop our Colleague Strategy which sets out to articulate our ambitions and priorities for how we develop and support our people to be the best they can be at work and ensure our organisation maintains an engaged workforce.
- This will be inform and be informed by individual business area people plans, so that we tackle key issues that are important to our colleagues.

Updated Colleague Roadmap:

- We have updated our Colleague Roadmap, outlining our priorities for the coming year, focusing on:
 - Showing that the safety and wellbeing of our colleagues matter most
 - Promoting inclusive leadership and safe spaces for conversations and challenge
 - Taking clear actions to tackle processes and behaviours that undermine diversity and inclusion
 - Developing principle-based people policies, as opposed to rigid, rule-bound ones
 - Prioritising fair and transparent hiring from within, with more people having access to more opportunities

Considering the work I do, I feel my pay is fair

Reward Strategy

- Our emerging Reward Strategy is looking to help modernise our existing pay frameworks to better align to the external market. This will help aid attraction and retention for scarce skill roles.
- Alongside this work we have recently reintroduced performance award schemes, specifically tied to the achievement of financial sustainability targets, that will allow to reward our employees for the contribution they have made.



What our Disabled Colleagues told us

Feedback from the Staff Network Group for Disability

- Fear of stigma of declaring disability
- Lack of acceptance/understanding from the business around disability
- Fear of backlash if treatment is perceived to be preferential – they don't want to then have to tell a whole team to justify a change to their ways of working
- Reasonable adjustments process needs fixing and Line Managers need to understand the process and support colleagues
- Operational colleagues struggling to feel engaged, due to constraints around accessing events, yammer, emails etc – they have a different experience to Head Office colleagues.

| | Number of responses |  Total Engagement |  Engagement with work |  Engagement with management |  Engagement with change and leadership |  Engagement with customers |  Engagement with team and wider business |  Engagement with brand |  Wellbeing Index |  Inclusion Index |
|-----------------------------|---------------------|--|---|--|---|---|---|---|---|---|
| Transport For London | 14,868 | 61% | 63% | 60% | 43% | 67% | 71% | 72% | 57% | 51% |
| Disability | | | | | | | | | | |
| Yes | 2,098 | 57% | 58% | 56% | 40% | 62% | 66% | 70% | 53% | 46% |
| No | 10,665 | 64% | 66% | 63% | 47% | 70% | 74% | 76% | 61% | 55% |
| Prefer not to say | 1,828 | 47% | 49% | 48% | 29% | 53% | 58% | 57% | 44% | 35% |



What our LGBT+ Colleagues told us

Feedback from the OUTbound Staff Network Group

- Trans and Non-binary colleagues are much less engaged, and this is backed up by feedback and insight shared in their listening sessions;
- OUTbound is hopeful that upcoming initiatives to coincide with the launch of TfL's new Trans and Nonbinary Guidance will improve this, and they are working with colleagues from within this community specifically
- OUTbound is keen to promote the new pronoun badges (shortly to be available as part of uniform) and pronouns on emails. This is rarely adopted by senior colleagues and this needs to be improved
- OUTbound and the D&I Workforce Team have a clear programme of activities for 2022/23 to provide opportunities for colleagues to connect, be supported and raise awareness.
- Operational colleagues struggle to feel engaged, due to barriers to them accessing events, Yammer, emails etc – they have a different experience to Head Office Colleagues”

| | Number of responses |  Total Engagement |  Engagement with work |  Engagement with management |  Engagement with change and leadership |  Engagement with customers |  Engagement with team and wider business |  Engagement with brand |  Wellbeing Index |  Inclusion Index |
|-----------------------------|---------------------|--|---|--|---|---|---|---|---|---|
| Transport For London | 14,868 | 61% | 63% | 60% | 43% | 67% | 71% | 72% | 57% | 51% |
| Sexual orientation | | | | | | | | | | |
| Asexual | 153 | 60% | 64% | 58% | 42% | 66% | 68% | 71% | 57% | 50% |
| Bisexual | 292 | 55% | 58% | 52% | 37% | 59% | 66% | 68% | 51% | 45% |
| Gay/Lesbian | 542 | 57% | 61% | 58% | 40% | 60% | 65% | 68% | 54% | 49% |
| Heterosexual | 11,271 | 64% | 65% | 63% | 46% | 70% | 73% | 76% | 60% | 54% |
| Other | 91 | 52% | 54% | 56% | 36% | 53% | 60% | 62% | 50% | 43% |
| Prefer not to say | 2,210 | 49% | 51% | 49% | 31% | 55% | 60% | 59% | 45% | 37% |



How we are responding to feedback from Disabled colleagues

Disability Roadmap

Committed to a comprehensive review of our policy, guidance and process to ensure information is up to date and improvements are made where needed so that disabled colleagues and key stakeholders supporting those colleagues continue to be supported in the best way possible.

Reasonable Adjustments process

Gathering feedback from key stakeholders on where further improvements could be made to our reasonable adjustments process and guidance which also includes our Reasonable Adjustments e-form/Health Passport to ensure information remains up to date and continues to meet the needs of our disabled colleagues.

The Adjustments Group (TAG)

Restarted TAG which is a group of key internal stakeholders that provides a forum across TfL for sharing of information, strategy, policy and performance of the provision of reasonable and workplace adjustments and supports colleagues and line managers with relevant advice and guidance.

External partnerships

Renewed our membership with the Business Disability Forum who provide practical, evidence based solutions and are supporting us with reviewing our disability and reasonable adjustments policy and process. They provide a specialist advice line service to our people on reasonable adjustments and supported the redesign of our online recruitment systems and Disability Recruitment Charter.

Disability Confident

We are a Disability Confident employer (Level 2) and offer guaranteed assessments to candidates who apply via the scheme where the minimum criteria for skills, knowledge and experience has been met. We are being supported by the Business Disability Forum to achieve Disability Confident Leader (Level 3) status to further demonstrate our commitment towards the scheme.

Raising Awareness

Rolled out Disability Discrimination and Reasonable Adjustments awareness sessions to update key stakeholders on the law around disability discrimination and reasonable adjustments with a focus on neurodiversity. This also provided an opportunity for different business areas to share best practice and learn where to seek assistance.



How we are responding to feedback from Disabled colleagues

Access to Work

Established a working relationship with the Department of Work & Pensions (DWP) for advice and guidance on reasonable adjustments and the Access to Work provision and to keep up to date with key policy changes such as the Blended Support Offer which provides support for both the home and office environment for reasonable adjustments. Arranged Access to Work awareness sessions for key internal stakeholders who are involved with supporting colleagues with reasonable and workplace adjustments.

Disability Awareness Training

Reviewing our training provisions on Disability and will be rolling out a new Disability Awareness training package for our people which will also focus on Neurodiversity, Mental Health and Reasonable Adjustments.

Published our first Disability Pay Gap Report

In March we published our first Disability Pay Gap Report, to sit alongside our existing Gender and Ethnicity reports. This is a key step in helping us identify and understand some of the issues faced by disabled colleagues.

Pay Gap Action Plan

Set out a new four year action plan that sets out how we will increase representation of disabled colleagues across the organisation with each action directly or indirectly contributing towards narrowing the pay gap.

Diversity & Inclusion Taskforces

Committed to establishing local Diversity & Inclusion Taskforces across the business who will be responsible for interpreting dashboard data and implementing localised action plans to ensure colleagues are not discriminated against and that they have equal access to opportunities.



II How we are responding to feedback from LGBT+ Colleagues

Trans & Non-Binary Guidance delivered

Published new guidance for line managers on creating inclusive workplaces for Trans and Non-Binary employees 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 colleagues who identify as Trans or Non-Binary and/or for those who are transitioning. With this new resource, we aim to help colleagues navigate a clear path through some of the cultural, legal and technical steps to ensure that at least our working environments are truly inclusive.

Conversations Cards delivered

We have also launched a series of conversation cards to help colleagues consider some of the challenges that may require support. These resources are for colleagues, line managers and allies to raise awareness and understanding, so that we can create a workplace where all our colleagues can authentically be themselves at work and be respected and valued as individuals.

SAP Changes for Trans & Non Binary colleagues

One of the important issues that Trans or Non-Binary employees have highlighted is being able to change their details on formal and informal employment records. The information that individuals might want to change includes their name, their gender and prefixes. We have made changes to SAP which mean that colleagues can update their title on SAP in personal information. They can also update their personal information to reflect their gender identity. We have simplified the process to update a colleagues' name, in most cases without the need for further documentation. In addition, we have improved name badges so that they include pronouns and these will be available to order shortly

Diversity & Inclusion Taskforces

Committed to establishing local Diversity & Inclusion Taskforces across the business who will be responsible for interpreting dashboard data and implementing localised action plans to ensure colleagues are not discriminated against and that they have equal access to opportunities.

Encouraging the use of pronouns in Email Signatures

Similarly, all colleagues are encouraged to add their preferred pronouns to their email signatures, removing any potential confusion and promoting confidence when addressing a colleague.

Rollout of Say My Name functionality on Email Signatures

Colleagues are now able to record their name as an audio clip and attach it to their email signatures, allowing other colleagues to use and pronounce their names accurately.



Marcia Williams

Director – Diversity, Inclusion & Talent | Human Resources

She/her

