

HR Quarterly Report June to August 2022

14 September 2022



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Introduction

This Human Resources (HR) Quarterly Report provides an update on the activity that has taken place to support our colleagues from June – August 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



People Scorecard Measures and Performance 2022/23

Our Scorecard performance for our Engagement, Inclusion and Wellbeing measures will be calculated through our Viewpoint employee survey scheduled to take place from the 26 September 2022. As in previous years, we will reach out to Board and Panel members around December to share these results with you in detail and talk through any key changes from previous years.

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 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.

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 across all demographics over the last two years – so driving increased declaration rates 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 adverse impact 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, which is why creating the right environment is so important.

Diversity declaration rates

Period 4 actual	Period 4 target	YTD actual	YTD target
54.0%	54.3%	54.0%	54.3%

A More Inclusive and Diverse Organisation

South Asian Heritage Month

South Asian Heritage Month which takes place between 18 July - 17 August every year seeks to celebrate, commemorate, and educate on all things South Asian with a particular lens on the historical, social and cultural ties to the UK. This includes looking at the role of trade and the British Empire, migration and wide-ranging contributions, influences, fusions and changes in modern society.



To celebrate this, we created a virtual exhibition space on our online Platform, where colleagues from across the organisation can share what South Asian Heritage Month means to them and the experiences they have had. This online exhibition enabled more of our colleagues to

join in and access the sketches, artwork and recipes shared by other colleagues.

In addition to this, throughout the month there were online and in person events, ranging from South Asian literature, to a museum visit, ending with a summer fair on the 16 August.

Celebrating the 50th Anniversary of Pride

This year at TfL we are celebrating the huge diversity of our LGBT+ identities, intersectionality with other protected characteristics. Throughout June there were multiple events happening across the organisation to highlight our LGBT+ colleagues and allies, leading to our presence at Pride events across London.

We were proudly represented at the Pride in London Parade on the 2 July 2022, at Croydon Pridefest on the 16 July 2022, and at UK Black Pride on the 14 August 2022, giving our colleagues to change to get involved in the 50th Anniversary celebrations.

Following the success of the LGBT Roundel campaign held in 2021, we launched a competition for colleagues to submit artwork associated with Pride that was displayed across the TfL estate during Pride month.



Defence Employer Recognition Scheme – Gold Award

We have been successful in the revalidation of our Gold Employer Recognition Scheme (ERS) award by the National Employer Recognition Board on behalf of the Ministry of Defence. This award will run for a further five years and is in recognition of our commitment to support colleagues involved in the Armed Forces.

This is down to work done with the Reservist and Ex Forces Special Interest Group, placements for ex Forces, our annual Industry Day, including CV writing, interview skills, skills matching and engaging with our supply chain to attend along with key note speakers. Attendance at The Mayors Remembrance Service and attending the cenotaph on Remembrance Day and engagements with outside agencies such as Career Transition

Partnership, The Poppy Factory, Veterans Adi and SSAFA.

Count me In

Our main drive to increase the number of our colleagues declaring their protected characteristics, Count me In, is to run throughout October.

The importance of sharing personal information will be cascaded from senior managers down to individual teams. There will be articles published on our Platform intranet pages, along with our On the Move publication. Complementing this will be a poster campaign across our estate.

We are also building an App which will allow operational colleagues to enter their details directly, without the need to go via their line manager or call the HR Services phonenumber. All operational colleagues will be sent a link directly asking them to share their details, removing barriers to them sharing their details with us whilst also explaining the importance of doing so.

Our Pay Gap Action Plan

We are shortly due to publish our Pay Gap report Action Plan. This action plan sets out how we will increase the representation of women, Black, Asian and minority ethnic, and disabled colleagues across the organisation, particularly in more senior roles.

We will provide an update to the Panel at the November meeting and go into the interventions that will run up to 2025 as we look to reduce our pay gaps.

An Engaged, Motivated and Healthy Workforce

Further embedding our Hybrid Working

Whilst our transition to hybrid working concluded on the 31 March, we continue to ensure that we make this way of working as effective as possible for our colleagues and the organisation.

Starting on the 14 July, we introduced further Hybrid Working training sessions for our colleagues to enrol on. These sessions involved guidance on setting up meeting room technology so that other attendees can log on virtually, hybrid meeting etiquette and how to co-author documents live. These sessions are being held both virtually and in person across our estate.



Viewpoint 2022

On 26 September we will be launching our annual employee engagement survey,

Viewpoint. This will run for four weeks and will allow us to measure our employee engagement, inclusion and wellbeing.

This year we will again be carrying out a paperless survey to help increase the response rate in operational areas. A campaign to promote the survey began at the end of August to help build momentum ahead of the survey going live.

Ahead of the survey, we are hosting confidentiality sessions for our colleagues to sign up to. These aim to provide reassurance that information provided will remain anonymous. This is to provide confidence so that colleagues can provide accurate information for us to act upon. These sessions will be held virtually and take place at different times to allow for operational colleagues working shifts to take part.

As in previous years, we will reach out to Board and Panel members around December to share these results with you in detail and talk through any key changes from previous years.

Employee Engagement – You Said We did

Ahead of the 2022 survey, across the business we are currently highlighting to our employees action which has been taken from last year's survey results via our 'You said, we did' process. This seeks to demonstrate to our employees that their input into this survey does generate real change, with the aim of driving a higher response rate with the 2022 survey.

An example of this includes one of the main themes to come out of Viewpoint around communication and engagement. Open and

honest communication were highlighted in London Underground customer operations, in response to this we established a new monthly Customer Service Manager call, line engagement sessions, listening sessions and regular calls with the Area Managers.

Our City Planning function have actively promoted diversity & inclusion through a series of departmental listening sessions which have focused on issues around race, inclusion and more recently on specific topics such as mental health, neurodiversity and domestic abuse. This has been accompanied by including "diversity moments" at the start of key meetings and forums, where we reflect on issues that might be significant for our colleagues (e.g. faith festivals, celebrations of key moments, reflections on how we have handled or supported a particular issue in the workplace) and promote the work of SNGs.

Across Network Management, two key themes were identified from last year's survey results and acted upon, communication and development. The team have developed a new SharePoint site providing information for colleagues on health, safety and wellbeing, personal and career development, inclusion, job opportunities and a calendar of events of interest for our people. They have also established regular development seminars to improve awareness and competence in subjects including unconscious bias, time management and interview guidance.

Embedding our new approach to Talent

Following on from our colleagues' end of year conversations with their line managers, we have conducted a review of our first year using our employee-led Readiness talent

model, new Performance Ratings and my Journey (the underpinning Performance & Development portal). This lessons learnt exercise will drive further improvements, helping us embed the employee led, inclusive and integrated approach to talent and performance.

The myJourney tool is where our end of year performance ratings are captured following discussions with line managers. Through the lessons learnt, we have reviewed the engagement of employees and managers in capturing new ratings on myJourney, alongside qualitative feedback on how well the new ratings have been understood and used by the business. myJourney also captures if colleagues are looking to strengthen in role, stretch or move, and we are already looking at how this data will be used to inform career agility & development initiatives.

The next steps are to further embed the MyJourney tool and the new talent approach throughout the year, helping our colleagues have better quality performance conversations, capture achievements and feedback, develop talent and enable career development.



Update on mydiscounts

mydiscounts was launched at the end of March 2022 and so far nearly c16,000 employees are using the new discounts platform, hosted by Reward Gateway, with more joining each day. Employees feedback was key to establishing the requirements for the procurement of the new mydiscounts, and this has really paid off in the success of the scheme. In little more than four months after launch, employees have spent over £4.7 million, with total saving of c£330k, (average of c.8% on each purchase). The next stage of the campaign is promoting the app, particularly in operational areas, ensuring that everyone can make the most of mydiscounts.

Cycle to Work Day

On the 5 August, we took part in the nationwide Cycle to Work Day initiative, providing colleagues who are able to do so the perfect opportunity to start exploring the benefits and possibilities of cycling in London.

Regular exercise can boost mental health, reduce stress, improve your mood, productivity and sleep quality. It also has the benefit of making a cleaner choice for London's air quality - so it's a good choice for our colleagues and a more sustainable choice for London.

Online cycle safety schemes were available to our colleagues to help mitigate any safety concerns. We also continue to offer our colleagues the Cycle to Work scheme, allowing colleagues to hire cycles and cycling equipment to further encourage this active mode of travel.

Participants complete three unpaid work placements within Transport for London's offices, stations and across the GLA. They will have the opportunity to gain accredited and practical qualifications such as 'Work Skills', so they'll feel more confident and prepared to find work post programme.

SiW is delivered in partnership with Shaw Trust who provide all aspects of training and guidance for both participants and their placement hosts.

Our Graduate & Apprentice schemes update

We have completed assessment centres for the next intake of graduates and apprentices with offers having been extended to 60 Apprentices across 16 schemes, 11 Year in industry interns across four schemes and 51 Graduates across nine schemes. A full breakdown will be provided in the next report following their induction next week.

We have also concluded the re-tender for 17 apprenticeships commencing in September. The retender aimed to increase the quality of apprentice training provision by placing a greater emphasis on diversity and inclusion, embedding of sustainability into apprentice training, awarding longer contracts to improve supplier relationship, innovation and continuous improvement.

Steps into Work

On 5 September we also welcomed our latest Steps into Work (SiW) cohort into the organisation. SiW is a 12-month programme offering neurodivergent participants the chance to gain skills and work experience.