

Viewpoint 2022 insights and analysis

Board

Wednesday 1 February 2023



Summary

This year's results were mixed

- Across TfL, colleagues were slightly less positive than they were in 2021
 - Total Engagement has declined by two per cent to 59%
 - The Wellbeing at Work index decreased by one point to 56%
 - The Inclusion Index decreased by one point to 50%
- However, they remain more positive than they were in 2019
- Five of the Total Engagement sub-measures are also down on 2021
 - The biggest decreases were Engagement with Customers (down four points) and Engagement with Brand (down three points)

The survey, Viewpoint, took place between the 26 September and the 21 October 2022

What's likely influenced the results

- Concern over potential changes to pensions
- A number of senior leaders including the Commissioner have left TfL in recent months
- The wider economy and cost of living crisis
- The labour market is competitive and we are operating with a number of vacancies in some areas
- Uncertainty around the financial situation of the organisation



What the results are telling us

Developing our people leaders is integral to driving improvements in engagement, inclusion and wellbeing

- We fully recognise that the role of our people leaders in embedding our new operating model, improving our culture and our colleagues' experiences of working at TfL. Our leaders have the ability to impact on all of the themes resulting from Viewpoint.
- The impacts of the pandemic had restricted our ability to invest in leadership development, something we are now seeking to address with urgency.

There is declining confidence in the future direction of the organisation

- Only 29 per cent of responses were positive about the future vision for TfL, falling six per cent since last year.
- Short term funding agreements throughout 2021 and 2022, and changes in senior leadership are both potential factors

There is increasing frustration with pay

- Two questions around pay and benefits were in the top five questions which saw the biggest decline since last year
- The third lowest scoring question was 'considering the work I do, I feel my pay is fair'.
- Making sure our pay is fair enables TfL to attract and retain talent.

Diversity and Inclusion matters to our colleagues

- With some people with protected characteristics responding least positively for engagement and inclusion we need to redouble our efforts to ensure TfL is an inclusive place to work, where everyone feels included, involved and safe.

Our colleagues seek further opportunities to develop and progress their careers

- Only 46 per cent of respondents viewed opportunities to grow and develop positively.
- It is vital we provide opportunities for all so that we can retain key skills and develop our own talent internally.



How we are responding to these findings:

Developing our people leaders is integral to driving improvements in engagement, inclusion and wellbeing

- The Our People Leader initiative has developed a series of universal people leader expectations which clearly articulates what it means to be a people leader at TfL and what good looks like. This moves us away from a managerial approach to a leader led approach.
- Developing our leaders will offer our people the opportunity to develop and progress their careers, further embed D&I into everything we do, and articulate to our colleagues what the future direction is for our organisation.

There is declining confidence in the future direction of the organisation

- We are currently developing our first pan-TfL Strategy which will state the vision for the organisation and what role our colleagues will play in this.
- We are refreshing our Roadmaps which bring our Vision and Values to life and clearly set out how we are going to make TfL a greener, more efficient and people focused organisation.

There is increasing frustration with pay

- We are developing a new approach to reward which will support the attraction and retention of key skills, focusing on rewarding talent with skills critical to our future success.
- This includes revising our pay frameworks to better align to market rates for key skills, and to introduce in role salary progression.

Diversity and Inclusion matters to our colleagues

- We will soon be launching our Action on Inclusion strategy which sets out our commitment to making TfL a diverse and inclusive place to work. This will set out commitments to our colleagues, demonstrating action that we will take up to 2025.

Our Colleagues seek further opportunities to develop and progress their careers

- Over the next 12 months, we will begin to use the outcomes of readiness reviews and career conversations to align with our resourcing strategy. Matching the aspirations of our people with the skills and capability we will need in the future.
- We want to offer our people to opportunity to develop and reach their potential individually which will lead collectively to a more engaged and motivated organisation.



TfL overall

| Measure | 2022 | 2021 | (+/-) | 2020 | (+/-) | 2019 | (+/-) | 2018 | (+/-) |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| Total Engagement | 59 | 61 | -2 | 63 | -4 | 57 | +2 | 56 | +3 |
| Engagement with work | 62 | 63 | -1 | 65 | -3 | 61 | +1 | 60 | +2 |
| Engagement with management | 60 | 60 | 0 | 62 | -2 | 58 | +2 | 57 | +3 |
| Engagement with change and leadership | 42 | 43 | -1 | 43 | -1 | 32 | +10 | 30 | +12 |
| Engagement with customers | 63 | 67 | -4 | 71 | -8 | 65 | -2 | 62 | +1 |
| Engagement with team and wider business | 70 | 72 | -2 | 79 | -9 | 72 | -2 | 58 | +12 |
| Engagement with brand | 69 | 72 | -3 | 79 | -10 | 72 | -3 | 71 | -2 |
| Inclusion Index | 50 | 51 | -1 | 52 | -2 | 47 | +3 | 51 | -1 |
| Wellbeing at Work Index | 56 | 57 | -1 | 59 | -3 | 54 | +2 | 43 | +13 |



TfL overall

| Area | Total Engagement | | Work | | Management | | Change and leadership | | Customers | | Team and wider business | | Brand | | Wellbeing at Work | | Inclusion | |
|---|------------------|----|------|----|------------|----|-----------------------|----|-----------|----|-------------------------|----|-------|----|-------------------|----|-----------|----|
| | | | | | | | | | | | | | | | | | | |
| TfL (15,661 / 27,284) | 59 | -2 | 62 | -1 | 60 | 0 | 42 | -1 | 63 | -4 | 70 | -2 | 69 | -3 | 56 | -1 | 50 | -1 |
| Chief Customer and Strategy Officer (2,210 / 2,914) | 69 | -2 | 70 | -1 | 71 | 0 | 55 | -4 | 73 | -5 | 80 | -1 | 72 | -4 | 66 | -2 | 65 | -1 |
| Chief Finance Officer (718 / 1034) | 61 | +3 | 61 | +3 | 65 | +4 | 47 | +4 | 71 | 0 | 77 | +3 | 61 | +1 | 60 | +3 | 57 | +3 |
| Chief Capital Officer (1,678 / 2,388) | 62 | -2 | 65 | -2 | 64 | +2 | 43 | -3 | 71 | +4 | 78 | -1 | 63 | -5 | 60 | -1 | 57 | -1 |
| Chief Operating Officer (10,129 / 19,632) | 55 | -2 | 58 | -2 | 56 | 0 | 37 | -1 | 58 | -3 | 65 | -1 | 70 | -3 | 52 | -1 | 44 | -1 |
| London Underground (8,379 / 17,033) | 55 | -2 | 58 | -1 | 54 | 0 | 35 | -2 | 57 | -3 | 64 | -1 | 70 | -3 | 51 | -1 | 43 | -1 |
| Chief People Officer (294 / 414) | 72 | -2 | 73 | 0 | 75 | -4 | 58 | -1 | 77 | -5 | 80 | -1 | 75 | -3 | 70 | -2 | 66 | -2 |
| General Counsel (337 / 535) | 66 | 0 | 67 | -1 | 69 | 0 | 51 | +1 | 69 | -2 | 79 | +2 | 69 | -2 | 63 | 0 | 58 | 0 |
| Safety, Health and Environment (174 / 229) | 67 | -2 | 68 | -1 | 72 | +2 | 50 | -5 | 76 | -4 | 82 | +5 | 70 | -5 | 66 | -1 | 62 | -4 |
| Communications and Corporate Affairs (113 / 134) | 71 | -1 | 71 | -3 | 74 | -3 | 59 | 0 | 74 | -4 | 85 | +5 | 73 | -2 | 68 | -1 | 65 | 0 |



Top 5 positive, neutral and negative questions

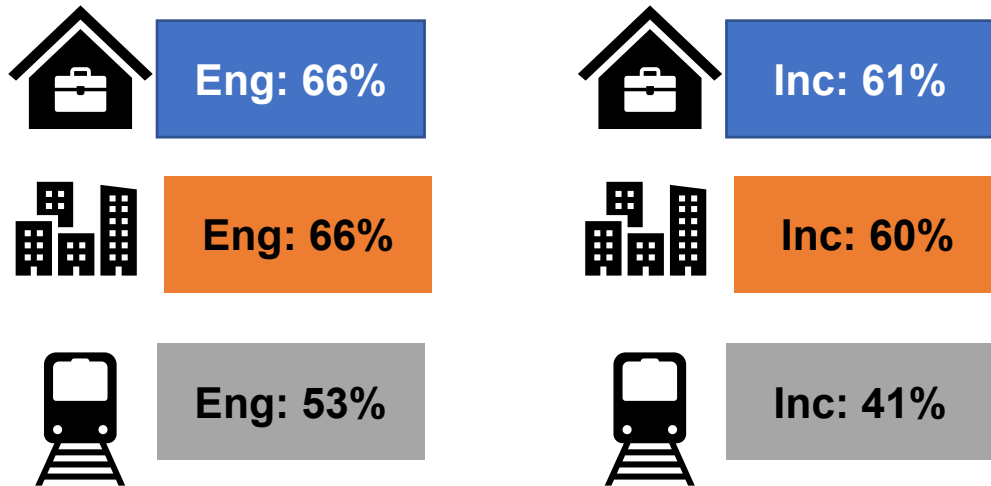
| Highest positive scoring questions | % Positive |
|--|------------|
| I understand how my work contributes to the success of TfL | 85 |
| The people in my team can be relied upon to help when I need support | 76 |
| I am proud to be part of this organisation | 75 |
| I am satisfied with my employee benefits (eg travel concessions and pension) | 74 |
| My manager provides me with help and support when I need it | 73 |

| Highest neutral scoring questions | % Neutral |
|--|-----------|
| Change is well managed in my team | 34 |
| I believe actions will be taken on the results of this survey | 33 |
| Thinking of the past few weeks, how much of the time has your job made you feel each of the following: Tense | 33 |
| How is your health in general: Would you say it is.....? | 31 |
| I have confidence that there is a clear vision for the future of this organisation | 30 |

| Highest negative scoring questions | % Negative |
|--|------------|
| I have confidence that there is a clear vision for the future of this organisation | 41 |
| I believe actions will be taken on the results of this survey | 37 |
| Considering the work I do, I feel my pay is fair | 34 |
| I feel involved in decisions that affect my work | 32 |
| Senior managers are open and honest in their communications with me | 30 |



Place of work and its impact on our scores:



Differences in Engagement and Inclusion by place of work:

- Colleagues who responded that their primary place of work was at home and the office had similar engagement and inclusion scores.
- Colleagues in operational areas scored lower, with inclusion scores significantly lower than office/home based colleagues.
- This can in part be attributed to:
 - Impact of operational requirements and lack of flexibility
 - Less face time with management and colleagues
 - More physically demanding, customer facing roles.



Who's most and least positive

| Total Engagement | Inclusion Index | Wellbeing at Work Index |
|--|--|--|
| Up to one year's service (72%) | 16-24 years old (64%) | 16-24 years old (70%) |
| 16-24 years old (72%) | Up to one year's service (63%) | Up to one year's service (69%) |
| Hindu (71%) | Hindu (62%) | Hindu (68%) |
| Sikh (69%) | Sikh (61%) | Sikh (66%) |
| Office hours / core hours (66%) | Office hours / core hours (60%) | Office hours / core hours (64%) |
| Faith (other) (57%) | 55-64 years old (50%) | People with a disability (51%) |
| People with a disability (54%) | People with a disability (44%) | 55-64 years old (56%) |
| Pansexual (49%) | Pansexual (37%) | Gender fluid (44%) |
| Gender fluid (47%) | Gender fluid (35%) | Sexual orientation: I use a different term (38%) |
| Sexual orientation: I use a different term (41%) | Sexual orientation: I use a different term (29%) | Gender: I use a different term (38%) |



Biggest Increases and Decreases

Total Engagement

| |
|--------------------|
| Asexual +3% |
| Bisexual +3% |
| Buddhist +3% |
| Age 65+ +1% |
| Dual ethnicity +1% |

Inclusion Index

| |
|--------------|
| Buddhist +5% |
| Bisexual +4% |
| Sikh +3% |
| Asexual +3% |
| Age 65+ +3% |

Wellbeing at Work Index

| |
|----------------|
| Bisexual +5% |
| Asexual +3% |
| Buddhist +3% |
| Age 65+ +3% |
| Non Binary +2% |

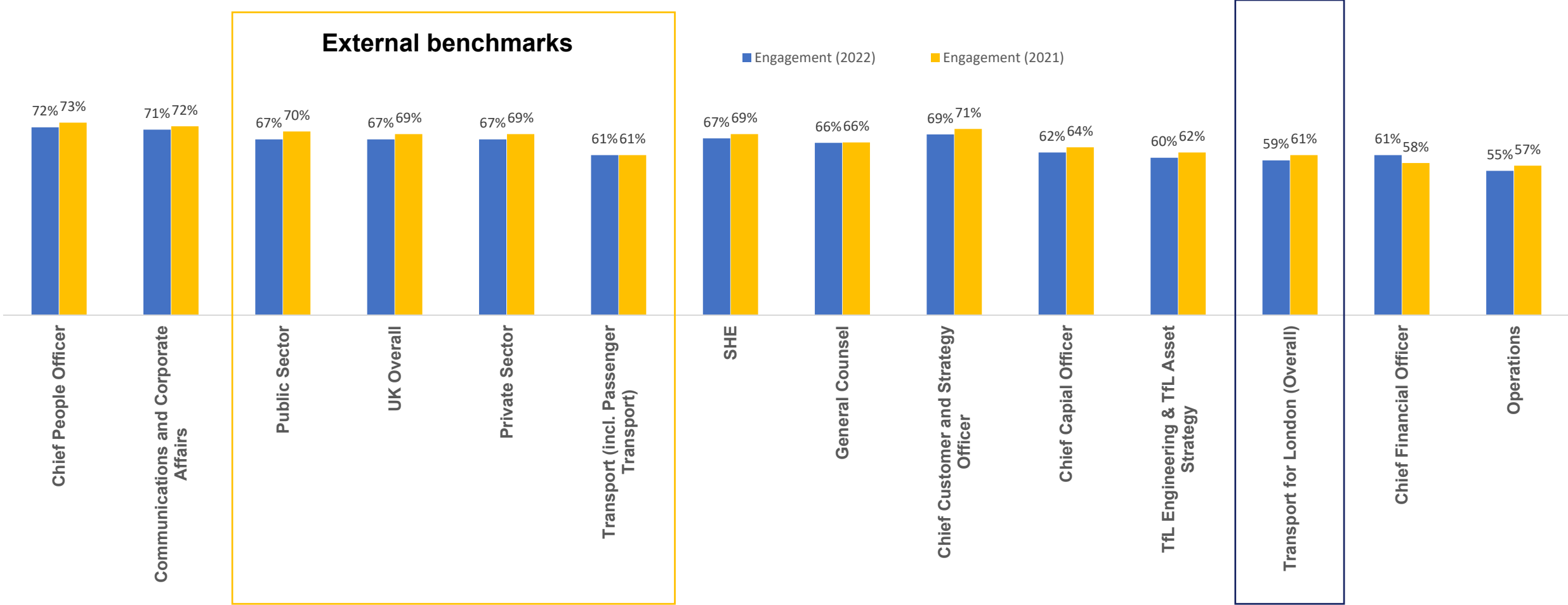
| |
|---------------------------------|
| Sexual Orientation – Other -11% |
| Jewish -5% |
| Length of service 10-20 -4% |
| Managing 21-50 people -3% |
| Disabled -3% |

| |
|---------------------------------|
| Sexual Orientation – Other -14% |
| Jewish -7% |
| Length of service 10-20 -4% |
| No Caring responsibilities -2% |
| Disabled -2% |

| |
|---------------------------------|
| Sexual Orientation – Other -12% |
| Jewish -6% |
| Length of service 10-20 -3% |
| Managing 21-50 people -2% |
| Disabled -2% |



Benchmarking - comparisons with other sectors



External benchmark norms are based on a panel sample survey of all the Total Engagement questions asked across the UK workforce during the same survey period as Viewpoint 2022

