



Date: 15 November 2023

Item: Developing our Employee Value Proposition

This paper will be considered in public

1 Summary

- 1.1 Developing and promoting our employee value proposition (EVP) is an enabler of our Colleague Strategy.
- 1.2 This paper sets out why development of our EVP is a priority deliverable, the principles governing the development of this work, the timescales, and next steps and seeks the views of Members on their experience of EVP work in other organisations.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 An EVP is the combination of benefits, experiences and rewards that employees receive, or can access, from an organisation, in return for their contribution to that organisation.
- 3.2 An EVP will include, as a foundation, the pay and benefits package but also describes the broader offer made to employees. This may include work-life balance, career development opportunities, organisational values and culture or working environment. An EVP describes what it is like to work at an organisation and articulates to prospective, and current, employees why they should join and stay with, that organisation.
- 3.3 Although we have a competitive range of employee benefits and a strong offer to make to prospective and current employees, we do not currently have a formal EVP brand or narrative which brings together our employment offer.
- 3.4 The development of our EVP is an important tool in ensuring we continue to attract and retain employees with the skills and experience to deliver our strategy and Business Plan, and who will thrive in our organisation.

4 Why EVP supports our Colleague Strategy

- 4.1 We are operating in a competitive marketplace for talent. The employment market remains buoyant, with a high number of job vacancies resulting in greater competition. To effectively respond to this, we need a way of standing out from the crowd as prospective employer, authentically communicating what makes TfL unique as a place to work.

- 4.2 We have experienced challenges in retaining skills and experience in some parts of the organisation – particularly in scarce/hard to fill roles. An effective EVP has been proven to support retention and will help us recruit the future skills we need to deliver for London over the next decade.
- 4.3 Our EVP will ensure that we attract individuals who align with our values and culture, who are best fit for our organisation and therefore more likely to achieve their work ambitions with us.

5 Our brand and narrative principles

- 5.1 The first phase of the work has been completed. This involved gathering intelligence from multiple sources both internally and externally to shape our brand principles.
- 5.2 Our initial focus will be on developing our employment brand and narrative to support external recruitment activity.
- 5.3 Our narrative and brand should tell an authentic and aspirational story of the experience of working here. The narrative and brand will be woven through our internal employee messaging in a later stage of the project.

Our branding principles

- 5.4 We expect our employer brand proposition to have a clear relationship to our customer brand. We already use our globally recognised, iconic brand to tell a story of why people should use our services and the positive difference we make to London. We want to build on that message to also tell the story about why people should choose TfL as an employer.
- 5.5 Aligning our customer and employment brands is considered good practice in the external market. A common feature of organisations with an effective EVP is alignment of their external and internal branding.
- 5.6 Aligning our branding provides an opportunity to interact with prospective employees in a way they will already identify with our organisation, our core purpose and message. Our recent customer campaigns have focused on the purpose and social value of our organisation, and we know this is a driver of employee engagement. Research shows that two-thirds of candidates want to work with organisations with values aligned to their own.

Our narrative principles

- 5.7 Our narrative will focus on our Vision, and our purpose as an organisation.
- 5.8 Our Vision, to be a strong, green heartbeat for London, transforming our city into a better place for everyone can act as a strong pull factor for those candidates who place a high value on the purpose and societal impact of their employment.
- 5.9 Our own research demonstrates that existing employees already value many of same factors. Successive Viewpoint employee engagement surveys indicate a high positive identification with our brand. Most of our employees believe we deliver excellent customer service and are proud to work here. Top level

Viewpoint results, individual survey comments and focus groups/listening sessions show that increasingly our employees view our commitment to social impact, the environment, and diversity and inclusion as positive, motivating factors when they consider how they feel about working here.

- 5.10 Our narrative will build on this insight and articulate what makes us a great place to work. This is likely to include being part of an organisation that has a rich history and an exciting future, working in a values driven culture, providing a consistently great service for London, and actively tackling the climate and ecological emergency to make London cleaner and healthier.
- 5.11 In summary, our EVP will articulate our offer in respect of:
- (a) the chance to build a career - our career/professional development offer;
 - (b) the opportunity to work in a diverse and inclusive working environment;
 - (c) our benefits – we have strong benefits offer for our people; and
 - (d) making a difference - the opportunity to make a real impact to London.

6 Next Steps

- 6.1 We are currently engaging a marketing agency to assist in the development of our brand and narrative. While we have the building blocks of what we want our narrative to communicate, the expertise provided by a marketing agency will be enable us to shape our narrative to deliver a compelling and engaging employer brand we can initially utilise for external recruitment.
- 6.2 The media we will use to deliver the EVP brand will be an external facing website, our social media channels, our job adverts and other recruitment materials
- 6.3 We anticipate launching the brand and narrative by the end of March 2024.

List of appendices to this report:

None

List of Background Papers:

None

Contact Officer: Karen Wallbridge, Head of Talent
Email: Karen.Wallbridge@tfl.gov.uk

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