

Approach to Reward

Appendix 1

Safety, Sustainability and Human Resources Panel

Wednesday 21 February 2024



Why do we need to change pay management?

Feedback from engagement with our people and our trade unions along with data and analytics concerning pay show that we have fundamental issues to address:

- Internal pay disparity
- External market relativity – both positive and negative to market
- Ensuring we provide a fair and attractive employee offer is one of the three pillars of our Colleague Strategy
- Employee dissatisfaction and perception of unfairness (in particular between London Underground (LU) / TfL)
- The increasing struggle to attract and retain staff in some of our key business functions
- High pay in LU Operations and the issue of affordability
- TfL trade unions' views on wider pay management issues

This document reflects ongoing work and discussions within TfL on options for the future of TfL/LU. It is not intended to reflect or represent any formal TfL/LU views or policy. Its subject matter may relate to issues which could be subject to consultation

Reward Strategy

Improving Pay Management in TfL

Pay Management is the collective term we use for the pay structures, frameworks, processes and mechanisms that we use to set, manage and progress pay.

Our purpose is to make pay internally fair, competitive against external industry and markets; while ensuring it is financially sustainable for the long-term.



Job Families – Pan-TfL



Corporate Affairs & Communications



Strategy & Planning



Data & Analytics



Accounting & Business Process



Financial Analysis & Tax



General Management & Administration



Commercial Management



Human Resources



Environment, Health & Safety



Tech & Data



Marketing & Business Development



Customer Support



City & Transport Planning



Project Management



Facilities Management



Property Management & Development



Procurement



Licensing & Regulation



Legal



Engineering

Job Families – Operations Specific



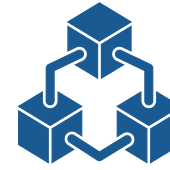
Enforcement



Maintenance



Incident Response



Logistics



Control Centres



Manufacturing



Storage & Warehousing



Systems & Infrastructure



Customer Service



Built Environment Maintenance & Renewals



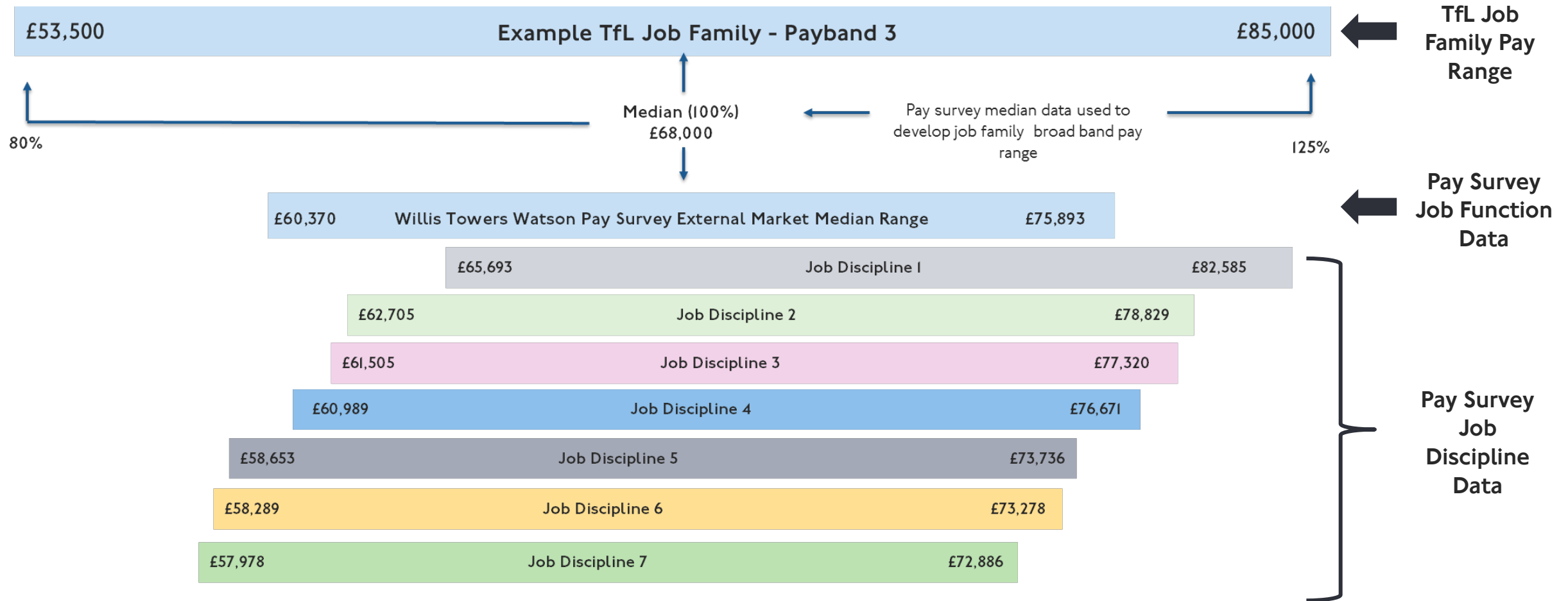
Drivers & Train Operators



Operational Management

- These are the initial job families identified within Operations
- Each job family potentially has a number of different disciplines defined within it
- Operations job families are subject to ongoing development work and refinement

Example Job Family (Non-Operational) - Payband 3



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The benefits for TfL of a Job Families approach



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Next Steps

- Complete pay talks for 2023 LU and TfL to understand current pay position – February / March
- TfL Executive Committee engagement on pay strategy and integration with delivery of Job Families – March
- Continued work on the technical build of Job Families – mapping roles, gathering benchmarking, defining pay ranges, analysing costs and impacts for both TfL and LU business areas – Ongoing
- TfL Executive Committee further engagement on Job Families proposals for TfL and LU – April
- Appropriate consultation and engagement with our Trade Unions – from May