

Approach to Reward

20 November 2024





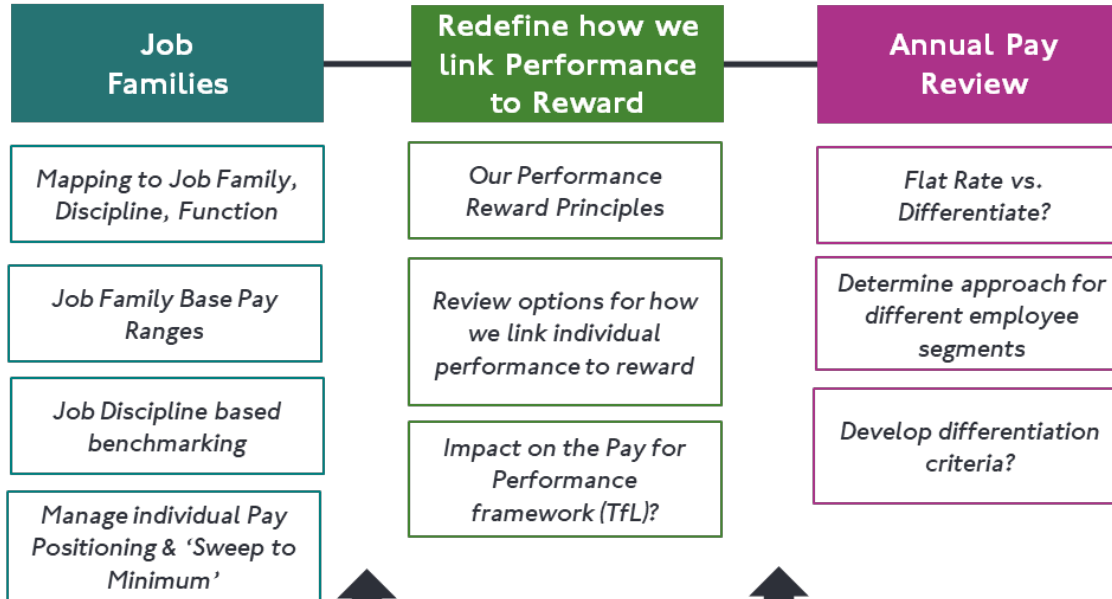
Building the foundation for Fair, Affordable and Effective Pay Management

Enhancing and Optimising to deliver attractive Total Reward

This area of work is our current focus during 2024/25 and represents what we will be consulting on with the TfL Company Council from June 2024

This area of work is our intended future focus from 2025/26

1



Priority theme: 'Improve how we manage pay, balancing fairness and affordability with meeting the competitive challenge of attracting and retaining talent.'

2

Performance Awards

Developing our Performance Award schemes to deliver our Performance Reward principles

Evolve – existing arrangements

Redesign – consider new scheme designs

Enhance – closer market alignment / extend arrangements further?

3

Total Reward Optimisation

Developing our Base Pay, Variable Pay, Pension and Employee Benefits elements to provide closer market alignment and greater flexibility in our Total Reward Package

Introduce greater choice, flexibility, personalisation into our Total Reward

Colleague Priority: Provide a Fair and Attractive Employee Offer



Our Colleague Strategy



The benefits for TfL of a Job Families approach



TfL Job Families

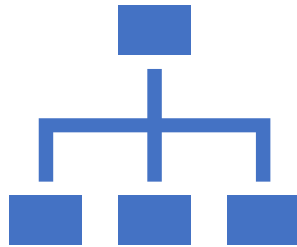
Non-Operations

27 Job Families

 Corporate Affairs & Comms	 Strategy & Planning	 Data & Analytics	 Accounting, Risk & Business Process	 Financial Analysis & Tax	 City & Transport Planning	 Commercial Management
 Tech & Data Operations	 Tech & Data Development Job Family Group x 7	 Customer Support	 Procurement	 Legal	 Engineering	 Environment, Health & Safety
 Human Resources	 Project Management	 Facilities Management	 Marketing & Business Development	 General Management & Administration	 Property Management & Development	 Occupational Health



Inputs



'As Is' Jobs

5 × £

'As Is' Broad Pay Ranges

Job Families Methodology

Willis Towers Watson Manufacturing, Distribution and Services (MDS) Pay Survey for Public/ Private Sector organisations including Transport

- General Industry Survey
- Circa 1,200 participating Organisations
- Breadth & depth of data

Willis Towers Watson



Function

A group of jobs that share **the same general purpose**; e.g) Corporate Affairs / Project Management



Discipline

Group of jobs *within a function* that share the same **specific duties and / or activities**; Tfl jobs have been mapped to their specific discipline



Benchmarking Data & Insights

WTW survey data & supplementary survey sources

Outputs



27 x Tfl Job Families



Alignment of ~8,500 individuals to the Tfl Job Families

5 × £



135 × £

'As Is' Broad Ranges are enhanced by 'To Be' Job Family Pay Ranges

Our consultation approach

- Our **Job Families proposals** are subject to consultation with our recognised Trade Unions (TUs) meaning we seek feedback from our representatives before we proceed
- We have been consulting with the recognised TfL trade unions on Job Families in parallel to the 2024 Pay Talks
- These are proposals that reflect ongoing work and discussion and may change in response to discussion, and may change during consultation, such as the number of proposed job families.

Our communications approach

- We have created a dedicated Sharepoint site where we will keep colleagues updated throughout the consultation and implementation process using a mix of established communications channels to reinforce messages
- Updates and Frequently Asked Questions will be posted on Platform and on our dedicated SharePoint site.

