

Our Colleague Quarterly Report

December 2024 to February 2025

24 February 2025



EVERY JOURNEY MATTERS

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Introduction

Our Colleague Quarterly Report provides an overview of work taking place to make Transport for London (TfL) a great place to work, for everyone.

The report provides an update on our longer-term approach to people activity, and how we will ensure that TfL is able to attract and retain talent, while also improving the wellbeing of our colleagues. The report also covers updates and achievements since the last Committee meeting, held in November 2024.

The format of this report will provide an update on

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Measure	Year End Target	Period Target	Period End	Scorecard
Attendance	94.25%	93.75%	Data Unavailable	Unavailable
Senior Leader Representativeness				
Gender	35.3%	34.9%	34.7%	Amber
Ethnicity	20.4%	20.0%	20.6%	Green
Minority Faith	13.1%	12.9%	12.4%	Red
Disability	6.9%	6.6%	6.5%	Amber
LGB	6.1%	5.9%	5.8%	Amber

Our Colleague Strategy

Our Colleague Strategy

Our Colleague Strategy was successfully launched on 5 July 2023. This sets out our goals between now and 2030, recognising where we are now and what we will do to make this a great place to work for everyone.

A healthy heartbeat comes from colleagues feeling supported at work. We are building an inclusive workplace where everyone feels safe, valued and able to improve and develop, whatever their role and wherever they are in their career.

Our Colleague Scorecard

The table below provides Period 10 figures (ending 4 January 2025) of the colleague section of the TfL Scorecard for financial year 2024/25.

As of Period 10, our Senior Leader Representativeness measure shows that we are exceeding our Ethnicity target. However, the status for Gender, Disability, and LGB (Lesbian, Gay, Bisexual) is currently amber. Our Faith category is in the red and falls below our minimum target. We have made progress in year for women, minority ethnicity and colleagues with a disability. However for women and colleagues with a disability we have not made as much progress as anticipated.

Due to the ongoing impact of the cyber incident, we are currently unable to provide attendance data updates for this quarter.

The final measure for Colleague Engagement on our colleague scorecard will be derived from our annual Viewpoint



survey, which opened in late January after delays due to the cyber incident. We will share the results with the Board in May 2025, following discussions with our colleagues and trade unions.

Create an inclusive culture

Publishing our Pay Gaps

We are scheduled to publish our 2024 Pay Gap Report and Pay Gap Action Plan alongside other Greater London Authority (GLA) Group organisations shortly. This report is based on data up to 31 March 2024.

Our pay gap reports highlight the differences in average earnings across all jobs between men and women, White and Black, Asian and minority ethnic, and non-disabled and disabled employees.

Identifying and implementing actions to reduce our pay gaps is a key strategic priority for TfL within the Action on Inclusion initiative.

Launching Viewpoint, Our New Engagement Survey

Following a delay due to September's cyber incident, our Viewpoint 2024 survey opened in late January. Viewpoint is crucial in shaping the future of TfL, ensuring it becomes the best it can be for everyone. The feedback collected will contribute to local people plans and broader projects across TfL.

This year, the management of Viewpoint was brought in-house to a new platform, offering greater flexibility to ask the right questions and providing quicker results to drive actions.

The survey is managed by a dedicated employee engagement team within the Chief People Office and will run for four weeks, allowing ample time for colleagues to respond. The results will be analysed to identify any necessary actions to support our goal of making TfL a great place to work.

To support the launch of Viewpoint, a virtual Q&A session was held with guest speakers Patricia Obinna, Director of Diversity and Inclusion, and Jamie Wicks, Master Data and BI Delivery Lead.

Marking International Day of Persons with Disabilities

In December, we proudly marked the International Day of Persons with Disabilities, celebrated annually on 3 December. This day raises awareness of both visible and non-visible disabilities.

Disability Awareness is a key short-term priority within our Action on Inclusion initiative, as we recognise the need to do more to remove barriers for our disabled colleagues. As part of this commitment, we continue to roll out Disability Awareness training for people leaders. This training, required for anyone with line management responsibilities, was developed to help people leaders become more knowledgeable and confident about disability.

While we continue to offer these sessions in partnership with the Business Disability Forum, our reporting mechanisms remain



unavailable following the cyber incident in September.

Mental Health Masterclasses

Our Occupational Health team continues to lead initiatives across the organisation to support better physical and mental health among colleagues. Mental health was a particular focus during December and January, coinciding with winter, a time of year widely recognised as challenging for many people.

Several Mental Health Masterclasses were held for people leaders, designed to build confidence in recognising the signs of mental health issues and providing the right support. Research has shown that when managers have this training and knowledge, sickness absence in their teams is reduced.

Wellbeing Colleagues

Last spring, we launched a new peer support group called 'Wellbeing Colleagues.' These colleagues act as advocates and play a key role in disseminating information and advice. The number of members in this support group has now reached 175. They all undergo periodic training, and in November 2024, they were briefed on the benefits of good nutrition to share with others.

Updating our Diversity Questions in myJourney

As part of the myJourney phase 2 launch, we made changes to the Diversity and Inclusion fields within myJourney to gather a more accurate picture of our colleagues and ensure we use inclusive

language. These changes align with our commitments in Action on Inclusion and were agreed upon in consultation with our Colleague Network Groups.

The changes include:

Sexual Orientation: Following feedback from our OUTbound Colleague Network Group, we added three new fields: Asexual, Queer, and Pansexual. While many find the reclamation of the word 'Queer' empowering, we acknowledge that some colleagues may not see it as appropriate. We ask all colleagues to respect the terms others use to describe themselves and to follow their lead on how they choose to identify.

Faith/Belief: Based on feedback from our Faith Colleague Network Group, we added Jainism as an option for colleagues who identify as Jain.

Disability: To foster a more inclusive approach, we revised the wording of this question to ask if colleagues consider themselves to have a 'disability or long-term condition'. This language is more inclusive, recognising that some colleagues do not identify with the term 'disabled'. Additionally, we added an option for colleagues to specify their workplace experiences to help us work towards removing barriers.

Pronouns: Pronouns are words we use in place of nouns, such as I, You, He, She, They, Them. By creating opportunities for colleagues to share their pronouns, we can avoid gendered assumptions.



Support everyone to achieve their work ambitions

Leadership Development

The final session of this year's 'Coaching for the Future' Leadership programme for our paybands 2 and 3 people leaders concludes in February. This brings the total number of participants to 744. A comprehensive evaluation of the programme is underway, with early feedback indicating that all participants feel it has supported them in navigating the challenges of people leadership. Over 90 per cent report that it has directly contributed to better quality conversations about performance, development, and wellbeing with their teams.

In November, we launched the 'Our People Leader' foundation site on our intranet site Platform, serving as a one-stop shop for people leaders to find all the development resources they need. Our successful People Leader Welcome event has been extended based on feedback to include an overview of key management processes, policies, and systems. This is complemented by a new people leader e-learning programme launching in February.

Cohort 2 of our 'Getting Ready for Senior Leadership' programme is also set to finish in February. Evaluations of the first and current cohorts indicate that most

participants believe the programme has increased their confidence and self-assurance. Seven of the 10 participants in Cohort 1 have secured a sideways move or promotion, citing the programme as having a direct impact.

We will continue to learn from the feedback on both programmes and incorporate it into future development opportunities.

Performance Management

We have been actively communicating and engaging with colleagues on the updated guidance and materials to support the preparation for 'End of Year' conversations. These resources are designed to help ensure that these discussions are productive and meaningful.

The window for colleagues and their people leaders to conduct end-of-year performance, readiness, and development conversations is open from 10 February to 31 March. During this period, we encourage everyone to take the time to reflect on their achievements, identify areas for growth, and set goals for the upcoming year. These conversations are a valuable opportunity to discuss career aspirations, receive constructive feedback, and plan for future development.

Strategic Workforce Planning

TfL's first Strategic Workforce Plan was published internally in mid-December, marking a significant milestone achieved through collaborative efforts across the Value Chain. This plan serves as a



comprehensive guide for workforce planning and development.

Local areas have already started utilising the supporting toolkit to create their own localised Strategic Workforce Plans. This toolkit provides practical resources and guidance to ensure that each area can effectively align with the overarching strategic goals.

An update on our Strategic Workforce Plan is included elsewhere on the agenda for this meeting, providing further insights. Each Chief Officer area is expected to have their local plans published by the end of 2025, ensuring a cohesive and unified approach to workforce planning across the organisation.

Employability Programmes

Steps into Work is our supported internship for neurodivergent students who spend 12 months with TfL and are supported into work for a further 12 months.

Activate is our three-month employability programmes supporting people who have limited, or no work experience become ready for work.

Reactivate is our three-month employability programme supporting people who have existing work experience and transferable skills but have been unemployed for a significant amount of time.

We welcomed 10 Reactivate programme participants in January 2025. All participants complete training and placements across the business to

support the strengthening of core skills in readiness for employment.

Thirteen of the 23 Steps into Work students that graduated in July 2024 have successfully moved into paid employment.

Of the 16 Activate programme participants that completed in December 2024, one participant has secured employment in TfL's Licensing and Regulation application team and one participant has secured an external customer service role.

We continue to support all those who have completed the programme into positive progressions through job applications, interview preparation and exam revision.

Early Careers

In January, we began assessment centres for our 117 Graduate, 22 Summer, and 28 Year in Industry internships, set to start in 2025 across 33 different schemes. We continue to operate both physical and virtual assessment centres, with 39 planned through March.

In February, we launched our Apprentice campaign for 175 vacancies starting in September. These opportunities span 40 schemes in disciplines such as Engineering, Technology and Data, Real Estate, Finance, General Management, Project Management Office, Commercial and Procurement, and Sustainability. New apprenticeships include Boatmaster and Marine Engineering.

To support the launch, we attended the TfL Supplier Skills Apprenticeship event



on 11 February and will host our own TfL Apprenticeship event on 28 February. Additionally, we will participate in events across London in schools, colleges, and at the borough level in support of National Apprenticeship Week.

The TfL Change Landscape

We have made significant delivery strides across the TfL Change Landscape:

Project Management Community

Following a busy 2024 and the successful consultation and TUPE transfer, we are now delivering a range of financial and non-financial benefits. We have introduced a new Competency Framework to provide more targeted and tailored training, fostering the growth and development of our project professionals. Additionally, we have implemented a new Agile process, allowing us to move people flexibly around the organisation in response to business demands and colleague development needs.

We have also launched community hubs, bringing colleagues together under asset groups to enhance collaboration, knowledge sharing, and lesson learning, ultimately improving project delivery within the Capital investment portfolio. We are currently working through some organisational and role alignment activities before entering the Embedding phase on 1 April this year.

myJourney Phase 2 Go-Live

myJourney Phase 2 was successfully launched on 18 November 2024, delivering new SuccessFactors functionality to approximately 30,000 colleagues across TfL, the GLA, and the

Old Oak and Park Royal Development Corporation. The technical go-live was supported by an extensive training, communications, and engagement plan to drive user uptake and adoption across the Subject Matter Expert, Manager Self Service, and Employee Self Service user groups.

Provide a fair and attractive employee offer

2024 Pay Talks Concluded

Pay negotiations for 2024 have now concluded with no industrial action taking place. Awards are being implemented, with payments scheduled before the end of the financial year.

As we continue to modernise the business, discussing proposals can sometimes lead to disputes and disagreements with our recognised trade unions. When this occurs, we utilise our extensive collective bargaining arrangements to resolve these disputes, while working to minimise and mitigate the impact of any actions if an agreement cannot be reached.

Over the past year, we have made significant progress in reviewing our people policies. We have revised our flexible working and parental leave arrangements and introduced specific guidance on sexual harassment.



Reward Consultation and Implementation of Job Families (TfL and TfL Operations)

Since July 2024, we have been consulting with our trade union colleagues on changes to the way we manage pay. We discussed the proposed scope for our Job Families pay framework, the principles for how Job Families will work in practice, and the people impact of any changes we make. In November 2024, we concluded consultations on plans to introduce Job Families pay ranges for all colleagues currently covered by our Pay for Performance and Senior Manager Reward frameworks, effective from April 2025.

The introduction of Job Families is a key deliverable under our Colleague Strategy theme of creating a fair and attractive employee offer. Through Job Families, we aim to significantly improve how we manage base pay across the organisation by creating a more structured, transparent, and equitable framework.

The main benefits of Job Families include ensuring that roles performing the same or similar work are grouped together, allowing us to pay our people more consistently and reduce internal pay disparity. This approach aligns more closely with the external market and industry standards. Colleagues will benefit from greater pay transparency and clarity on how pay decisions are made, fostering confidence in our pay management and helping colleagues understand how to progress their careers. Additionally, this framework is expected to positively impact gender, ethnicity, and disability groups by mitigating any potential biases that can contribute to pay gaps.

Our Pension Fund's Sustainability Report

The Fund published its seventh Sustainability Report in December, continuing to engage on this complex and important topic with its members and other stakeholders. Its key message this year was that the Fund continued to make strong progress on its Net Zero Target with carbon emission intensity down by 53 per cent compared to the 2016 baseline, well on track to meet the 55 per cent interim target by 2030 and 100 per cent by 2045. More importantly, it was doing so by making sensible long-term investments in line with the Trustee fiduciary responsibility to deliver stable and sustainable funding. As part of that, the allocation to Environmental, Social and Governance investments reached 13.5 per cent of the Fund assets - around £2bn, nearing the 2025 target of 15 per cent.

The report emphasises that the Fund sees climate change not just as a key risk but also as an opportunity to make value enhancing investments. The Fund has expanded its clean energy portfolio by committing £300m into energy transition and renewable energy strategies, including a £33m direct acquisition of an onshore windfarm in Cambridgeshire. A further £100m was committed to International Finance Corporation Mandate, which would make financially attractive investments in emerging and lower income countries focusing on climate, inclusive business and gender equality, all aligned with the United Nations Sustainable Development Goals.



Finally, the report outlined excellent progress made on stewardship in the last 12 months, which involves collaboration with like-minded investors as well as engagement initiatives and company-wide voting. This included a total of 132 engagements across 94 companies, 58 milestones achieved and a total of 227 sustainability-linked resolutions voted globally.

TfL Pension Review Update

As part of our funding agreements with the Government during the coronavirus pandemic we were required to carry out a review of TfL's pension scheme. Extensive work was carried out and we always held the position that 'do nothing' remained an option throughout the process.

No requirement on pensions featured in our most recent capital funding agreement and our view is that the original condition has now been met. The Government is aware of our position and there are no plans being developed or actively considered by TfL to change the TfL Pension Fund.

The conclusion of this process has coincided with the triennial valuation of the pension scheme's assets and liabilities. This valuation has shown a significant improvement in the funding position of the TfL Pension Fund, reflecting macroeconomic factors and good management by the Trustees.

This means that TfL will benefit from being able to reduce payments into the TfL Pension Fund for a period, helping us

to balance our budget and invest in London's transport network.

This positive outcome means no change to our colleague pension arrangements and a better financial outcome for TfL which will help us to navigate a challenging economic environment.

The valuation we have agreed was carried out at an effective date of 31 March 2024. The next valuation date is expected to be 31 March 2027.

