Appendix 1

Our Colleague Quarterly Report

June to September 2025

15 September 2025

EVERY JOURNEY MATTERS

Our Colleague Quarterly Report
June 2025 to September 2025

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 meeting of the Committee, held in June 2025.

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Our Colleague Strategy

Our Colleague Scorecard

The colleague section of the TfL Scorecard, reporting Financial Year 2025/26 Period 5 (20 July to 16 August 2025) figures, are provided below.

As of Period 5, our Senior Leader Representativeness scorecard shows that we are meeting or exceeding three of our five in-period targets against each scorecard measure:

- Gender has remained the same since Period 3 at 35.2 per cent but remains on track against the Period 5 target.
- Ethnicity has increased slightly from 21.1 per cent in Period 4 to 21.2 per cent and is slightly above the Period 5 target.
- Disability increased to 6.9 per cent in Period 5 which is above the in-period target of 6.7 per cent.
- Faith is currently not achieving the target. The Period 5 period end actual was 12.2 per cent. This is below our 2025/26 floor target of 12.3 per cent.
- LGB is currently not achieving the target. For Period 5 it was 5.7 per cent, below our in-period target of 5.9 per cent. However we are still representative of London for this measure.

The measure for Total Engagement on our Colleague Scorecard will be derived from our annual Viewpoint colleague survey, currently scheduled for late January 2026.

Measure	Year End Target	Period Target	Period End	Scorecard
Total Engagement	+1% Point	N/A	N/A	N/A
Senior Leader Representativeness				
Gender	35.6%	34.9%	35.2%	Green
Ethnicity	21.5%	21.1%	21.2%	Green
Minority Faith	13.2%	12.7%	12.2%	Red
Disability	6.9%	6.7%	6.9%	Green
LGB	6.1%	5.9%	5.7%	Red

Create an inclusive culture

Trauma Risk Management (TRiM) Launched

As part of our Quarter 2 delivery under Wellbeing for All: Our Plan for Colleague Wellbeing 2025–2030, we successfully launched TRiM – a peer-led, trauma-informed intervention designed to support colleagues following potentially traumatic incidents in the workplace. TRiM is accessible to all colleagues and forms a cornerstone of our evidence-based approach to wellbeing, reinforcing our commitment to fostering a psychologically safe working environment.

The programme is underpinned by a robust network of trained personnel, comprising 10 TRiM Managers and 44 TRiM Practitioners. This infrastructure enables timely support, ensuring colleagues are not alone in navigating difficult experiences. TRiM also strengthens our organisational resilience and contributes to a culture of care and trust.

The Love Your Heart Programme

Through our Well@TfL health check initiative, we continue to remove barriers to preventative health access for colleagues, enabling early identification of cardiovascular and lifestyle-related risks. The Love Your Heart programme expands this reach by offering self-directed, automated health checks focused on key indicators such as blood pressure, BMI, and lifestyle behaviours.

Colleagues receive immediate access to their results alongside guidance, empowering informed health decisions. Anonymised data is shared with the Well@TfL team, enabling strategic engagement with People Leaders to drive localised health improvements. This initiative not only enhances individual wellbeing but also supports TfL's role as a pioneer in the upcoming Million Hearts and Minds campaign, set to launch publicly later this year.

Workplace Adjustments

We continue to enhance our workplace adjustments offer by refining processes, providing tailored advice and guidance, and raising awareness across the organisation.

In July, we presented a "One Year On" update on workplace adjustments to the Chief People Officer Senior Management team. This showed that since launch, the team has responded to approximately 4,500 queries, increased visibility across the organisation, and continued to build on existing foundations to drive a more consistent and strategic approach to adjustments.

The Workplace Adjustments Taxi Process launched in July. This initiative supports colleagues who face travel barriers due to a disability, neurodivergence, or health condition, enabling them to commute to work more

easily. To access this adjustment, colleagues must consult both their People Leader and the Adjustments team for approval

Pay Gap Reporting 2025

Preparations are underway for the publication of our 2025 Pay Gap Reports, scheduled for release in November. We are collaborating closely with Greater London Authority (GLA) Group colleagues to ensure alignment and consistency.

We recently led the GLA Group's response to the Government consultation on mandatory ethnicity and disability pay gap reporting – areas the GLA Group already reports on voluntarily. The consultation response has now been submitted.

Colleague Network Group (CNG) Recruitment

Our inclusive recruitment campaign has attracted a high-quality, values-driven cohort of prospective CNG leaders. This presents a valuable opportunity to strengthen leadership and increase visibility across operational areas.

- We received 19 expressions of interest, interviewed 15 candidates, and 14 have been approved in principle.
- The cohort reflects a strong mix of operational and non-operational colleagues.
- A communications plan is being developed to share outcomes with key stakeholders and the wider business.
- Incoming Chairs and Vice Chairs will shadow outgoing leaders until October, when they formally assume their roles.
- A comprehensive onboarding programme will support their transition.

20 Years of our CNGs

National Inclusion Week will be celebrated this year by marking 20 years of our CNGs with a celebratory event hosted by our CNGs on Thursday 18 September.

The event will consist of two sessions – an afternoon session (14:00 - 17:00) and an evening celebration (18:00 - 21:00). The afternoon session will include a panel discussion on the importance of representation in the workplace and a separate session discussing the theme of 'The CNG journey'. The evening session will include talks from Commissioner Andy Lord and the Chief People Officer, Fiona Brunskill, as well as a discussion with the current CNG leadership team about their achievements as they look ahead to hand over the baton to the next cohort of CNG leaders.

Disability Confident

As part of TfL's 2025/26 Colleague Roadmap, we are committed to achieving Disability Confident Leader status by the end of 2025. This aligns with our broader goals under Action on Inclusion, aimed at improving disability awareness and enhancing the experience of disabled colleagues. Work on the application is progressing steadily.

TfL Engagement Plan

Following the successful delivery of our first in-house colleague engagement survey Viewpoint in February 2025, our Engagement team continues to support leaders in implementing meaningful change through their Local Viewpoint Action Plans.

Key developments in the colleague engagement space include:

- The drafting of TfL's first pan-organisational engagement plan, outlining our strategy to improve colleague engagement through to 2030, in alignment with the Colleague Strategy.
- Collaboration with the Top Employers Institute to undertake a benchmarking exercise in 2026. This will assess our maturity across areas such as Reward and Benefits, Recognition, Wellbeing, and Colleague Communications – providing valuable external insights.
- A focus on delivering actionable insights into the employee experience through annual engagement surveys and regular lifecycle surveys, capturing feedback at key career touchpoints

Support everyone to achieve their work ambitions

Performance Management

The performance rating system has been simplified from four ratings to three, following feedback from our colleagues, these are:

- I am Supported
- I am Succeeding
- I am Exceptional

These new descriptors are now in effect for the current performance year. Briefings and guidance have been rolled out across the business to help senior managers communicate the change. Development support for People Leaders is being consolidated and enhanced to strengthen performance management practices.

Leadership Development

We have made progress across multiple deliverables supporting leadership at TfL:

Leadership Packages

As part of our 2025/26 Colleague Roadmap commitment, we have launched integrated leadership programme packages in September on our Stay Learning pages, under the banner of 'Lead TfL'. These packages are designed to support leaders at all levels – from Aspiring Leaders to Director-Level Leaders.

Colleagues will benefit from access to a wide range of development resources, with clearer guidance on what is expected to perform and progress at each leadership level within TfL.

Leading the Future Group Coaching Programme Update

In July and September, we launched our highly effective 'Leading the Future' Group Coaching Programme again supporting over 270 payband 2 and 3 People Leaders to improve their leadership effectiveness through six coaching sessions with an external coaching provider.

Getting Ready for Senior Leadership Progress Update

In July we launched our popular nine-month Getting Ready for Senior Leadership programme. The programme, for 26 participants, is aimed at payband 4 colleagues aspiring to progress into a more senior role in the foreseeable future. It includes self-awareness tools, development planning, group challenges, and a sponsor from our existing Director population.

Early Careers

On 16 June we welcomed 22 summer placements who joined us across four different programmes.

On Monday 8 September we welcomed 286 new Graduates, Apprentices and Interns to TfL. Our new cohort of talent consists of 96 Graduates, 163Apprentices and 27 Interns across 66 different development programmes. They all attended our one-day corporate induction which included a variety of welcome speeches from senior People Leaders, team building activities and panel talks. They also had an opportunity to meet with our amazing CNGs and Graduate, Apprentice and Intern committee and schemes mental health group.

We have also helped solidify TfL as an employer choice for early careers by recent ranking announcements:

On Wednesday 2 July 2025, RateMyApprenticeship held their annual Top 100 Apprenticeship Employer awards. TfL has climbed from 52 last year to 36. The Top 100 Apprenticeship Employers celebrates England's outstanding apprenticeship employers in 2025 which saw over 600 employer applications and reviews from 10,800 apprentices.

On Wednesday 9 July 2025, Cibyl held their annual ranking awards. Cibyl is an independent market research agency specialising in student research projects across the UK and Ireland.

Based on their research for 2025, TfL has come number 3 in the Logistics, Transport and Supply Chain category which is an increase by one space from 2024 for Employer of choice.

In addition to this, for the first time, Cibyl introduced a Schools ranking award category and TfL have won number 3 within the Logistics category.

TfL was named as one of the UK's leading graduate employers, climbing the rankings from 84 last year to 67 in The Times Top 100 Graduate Employers Awards for 2025. This is in addition to being named the top Graduate Employer of Choice for Transport and Logistics, a category we have won 13 times.

Strategic Workforce Planning

Chief Officer plans are in development and on track for completion by end of

Quarter 3. Several first drafts are in place with considerations from business planning outcomes providing further future focus. A standalone update on how these plans are progressing will be provided to the next meeting of the Committee in November 2025.

Employability Programmes

Steps into Work is our supported internship for neurodivergent students who spend 12 months with TfL and receive a further 12 months of support into employment. Twenty-two students graduated in July 2025 and will receive ongoing support for at least one year. Three have secured employment, and eight have submitted applications to our current Customer Service Assistant campaign. Of the 23 students who graduated in July 2024, 12 have moved into employment, five have progressed into higher education, and one is engaged in voluntary work.

Activate is a 12-week employability programme for people aged 19 or older with limited or no work experience. Of the 16 participants in the most recent cohort, eight are now employed, including two at TfL. The next programme will run from October to December 2025, with placements delivered across the Contact Centre Operations department. Participants continue to receive up to six months of follow-on support.

Reactivate supports people aged 19 or older with significant work history who are unemployed, underemployed, or lack UK work experience. Of the 17 participants that completed in March 2024, two are now employed. The group continues to receive tailored job search support from The Skills Centre. Feedback has been gathered through one-to-one and group sessions, and the programme evaluation is now complete. Findings will inform the next delivery, scheduled for early 2026.

Operational Skills Training and Development Change Update

As part of our One Operations ambition, we have been making changes to the Operational Training and Skills Development (OTSD) function within Operational Planning. In 2024 we brought the different operational training teams together and put the senior leadership structure in place to lead the function. On 4 March 2025, we launched consultation on proposed changes to the operating model and payband 1-3 level roles. This included both an organisational change and a Transfer of Undertakings (Protection of Employment) (TUPE) of a number of colleagues from London Underground to TfL.

In July 2025 we concluded consultation on the TUPE, followed in early August by closure of the organisational change consultation. The new OTSD function stood up on 14 September, with the TUPE transfer taking place and colleagues moving into their new roles.

The team are now embedding the new model, roles and ways of working, and are preparing to close out the change project. Beyond this, OTSD will be carrying out continuous improvement activity relating to improving their service offering to

internal operations customers over the course of 2026.

Provide a fair and attractive employee offer

Our New Family Leave Policy Has Gone Live

As part of our commitment to inclusion and the objectives set out in our Action on Inclusion plan, we are proud to confirm that the new pan-TfL Family Leave Policy has now gone live. This policy brings together and modernises our family-related leave provisions into one clear, principle-based framework, supporting colleagues during some of the most important stages of family life.

The policy introduces a more flexible and supportive approach, with enhanced provisions such as:

• Three weeks paid paternity leave (as part of the 2024 pay award)

• Fertility treatment leave (up to three days per cycle, for two cycles in a rolling 12-month period)

• Neonatal care leave (up to 12 weeks' paid leave)

• Extended redundancy protection for parents to 18 months post birth or placement.

This policy was shaped through extensive consultation with our recognised trade unions and engagement with colleagues across TfL, ensuring it reflects the diverse ways families are formed and supports equality for all parents and carers, regardless of gender, sexual orientation, or route to parenthood

Pay Talks for 2025/26 Continue

Pay negotiation meetings with our recognised trade unions in London Underground, TfL and Rail for London Infrastructure have been ongoing.

We have considered feedback from the trade unions and made a series of increases to our offer. We have now made our final offer - a 3.4 per cent increase in base pay with no conditions. We believe that this offer makes the best use of the budget we have available and will maximise the level of pay increase we can provide for our people.

We have asked the trade unions to put this offer to their members to accept so we can pay the award as soon as possible.

Performance Awards 2024/25

Following TfL achieving its performance criteria we have calculated and paid performance awards for the 2024/25 performance year. Senior Management (payband 4 up to Commissioner) were paid in August 2025 and TfL and London Transport Museum Pay for Performance (paybands 1-3) were paid in early September 2025.

Senior Management Base Pay

A budget was made available for base pay increases for senior managers and Directors for 2025. Any increase was determined at the Director or Chief Officers discretion according to a range of criteria including relative pay positioning and individual performance. Pay increases for Directors were made in July and for Senior Managers in September 2025.

Electric Vehicle Salary Scheme (EVSSS) Launch

TfL's first EVSSS was launched on Monday 16 June 2025. In the first two months of the scheme there were over 1,000 requests for electric vehicles (EVs), with many already delivered. Tusker, the appointed supplier, has expertise in salary sacrifice schemes, as well as EV solutions and was selected following an award under a Crown Commercial Services framework. This partnership is a step towards helping colleagues reduce their carbon emissions by giving access to an environmentally friendly vehicle solution, when walking, cycling or public transport is not an option. This has been a significantly challenging piece of highly technical and meticulous work, including the management of both TfL and employee risk. It has involved significant expertise from across the organisation as well as external suppliers. EVSSS is considered a highly valuable benefit by our employees, that not all organisations have. Employees can browse a range of new and preloved EVs and use a quoting tool to understand costs and compare options.