

# Agenda

**Meeting: Remuneration Committee**

**Date: Monday 23 November 2020**

**Time: 9.00am**

**Place: Teams Virtual Meeting**

## Members

Ben Story (Chair)

Kay Carberry CBE (Vice-Chair)

Heidi Alexander

Ron Kalifa OBE

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How-We-Are-Governed).

To maintain social distancing in the current circumstances, the meeting will be held by videoconference or teleconference. The meeting remains open to the public, except for where exempt information is being discussed as noted on the agenda, as it will be webcast live on the [TfL YouTube channel](#).

A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on [www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf](https://www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf).

## Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Shamus Kenny, Head of Secretariat; telephone: 020 7983 4913 email: [ShamusKenny@tfl.gov.uk](mailto:ShamusKenny@tfl.gov.uk).

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: [PressOffice@tfl.gov.uk](mailto:PressOffice@tfl.gov.uk)

Howard Carter, General Counsel  
Friday 13 November 2020

**Agenda  
Remuneration Committee  
Monday 23 November 2020**

**1 Apologies for Absence and Chair's Announcements**

**2 Declarations of Interests**

General Counsel

**Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.**

**Members must not take part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.**

**3 Minutes of the Meeting of the Committee held on 24 June 2020  
(Pages 1 - 4)**

General Counsel

**The Committee is asked to approve the minutes of the meeting of the Committee held on 24 June 2020 and authorise the Chair to sign them.**

**4 Matters Arising, Actions List and Use of Delegated Authority  
(Pages 5 - 8)**

General Counsel

**The Committee is asked to note the updated actions list and the use of Chair's Action.**

**5 Compliance Training (Pages 9 - 12)**

Chief People Officer and Director of Diversity, Inclusion and Talent

**The Committee is asked to note the paper, which provides an overview of mandatory compliance training across TfL and the proposed approach to compliance training going forwards.**

## **6 Individual Performance 2020-21** (Pages 13 - 14)

Chief People Officer and Director of Compensation & Benefits

**The Committee is asked to note the paper, which sets out the main approach to recognising individual performance for the year 2020-21 (in the absence of the Performance Awards scheme) and to discuss any other means for recognition that they feel might be appropriate.**

## **7 Senior Management and +£100k Data 2016-2020** (Pages 15 - 28)

Chief People Officer and Director of Compensation & Benefits

**The Committee is asked to note the paper, which sets out information on the number of senior management staff and overall salary costs for the period 2016-2020.**

## **8 TfL Remuneration 2018-19** (Pages 29 - 38)

Chief People Officer and Director of Compensation and Benefits

**The Committee is asked to note the paper, which provides an update on annual remuneration processes pan-TfL, including both base pay and performance awards.**

## **9 Pay Outcomes of +£100k approvals** (Pages 39 - 40)

Chief People Officer and Director of Compensation and Benefits

**The Committee is asked to note the paper and the supplementary information on Part 2 of the agenda and agree the format for future presentation of similar data. The paper compares the salary approved by the Committee, with that on actual appointment, for the period that the governance process for the Committee approving salaries of £100,000 or more has been operational.**

## **10 Members' Suggestions for Future Discussion Items** (Pages 41 - 44)

General Counsel

**The Committee is asked to note the forward programme and is invited to raise any suggestions for future discussion items for the forward programme and for informal briefings.**

**11 Any Other Business the Chair Considers Urgent**

The Chair will state the reason for urgency of any item taken.

**12 Date of Next Meeting**

Thursday 11 March 2021 at 10am.

**13 Exclusion of Press and Public**

The Committee is recommended to agree to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

**Agenda Part 2**

Papers containing supplemental confidential or exempt information not included in the related item on Part 1 of the agenda.

**14 Pay Outcomes of +£100k approvals (Pages 45 - 52)**

Exempt supplemental information relating to the item on Part 1 of the agenda.

## Transport for London

### Minutes of the Remuneration Committee

#### Teams Virtual Meeting 8.45am, Wednesday 24 June 2020

##### Members

Ben Story (Chair)  
Kay Carberry CBE (Vice-Chair)  
Heidi Alexander  
Ron Kalifa OBE

##### Executive Committee

Howard Carter	General Counsel
Tricia Wright	Chief People Officer

##### Staff

Stephen Field	Director of Compensation and Benefits
Shamus Kenny	Head of Secretariat

#### **21/06/20 Apologies for Absence and Chair's Announcements**

The Chair welcomed everyone to the meeting. As TfL did not benefit from the temporary changes to local authority meetings included in the Coronavirus Act 2020 (the Act), this was not a formal meeting of the Committee but was run as if the Act applied, as far as possible. The papers had been published in advance and the meeting was recorded and released on TfL's YouTube channel. Where decisions were required, these were taken by the Chair, following consultation with Members, with a note of the discussion and decisions published on [tfl.gov.uk](http://tfl.gov.uk).

There were no apologies for absence. The Commissioner, Mike Brown MVO, was unable to attend the meeting.

The Chair had agreed to accept the paper for Item 6 on the agenda, Performance Awards 2019/20 and 2020/21, as a late item.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with TfL staff after the meeting. There were no specific issues raised at the meeting.

#### **22/06/20 Declarations of Interests**

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](http://tfl.gov.uk), were up to date and there were no other interests to declare that related specifically to items on the agenda.

It was noted that the Committee had the option to exclude all staff from the meeting if it wished to discuss individual Performance Awards (this was not required).

## **23/06/20 Minutes of the Meeting of the Committee held on 11 March 2020**

**The Chair, in consultation with Members, approved for signing the minutes of the meeting held on 11 March 2020.**

## **24/06/20 Matters Arising, Actions List and Use of Delegated Authority**

The Committee noted that there had been two uses of Chair's Action approving salaries over £100,000 since the last meeting and the updates against actions.

**The Committee noted the updated Actions List and use of delegated authority.**

## **25/06/20 2019/20 TfL Scorecards**

Tricia Wright introduced the item. The TfL Scorecards provided information to track business performance against the in-year objectives derived from the Mayor's Transport Strategy, the Business Plan and the Budget. The Scorecard performance was used in the calculation of all performance awards for senior management across TfL and its delivery businesses. The paper set out the confirmed business performance results as measured by the TfL and delivery business scorecards for the year ended 31 March 2020.

The Committee had discussed the interim results on 11 March 2020. The end-year outturn had since been audited and then reviewed by the Audit and Assurance Committee. The Chair confirmed that he had discussed the outturn with the Chair of the Audit and Assurance Committee and there were no issues to bring to the attention of Members.

**The Committee noted the paper, which set out the business performance results as measured by the TfL and delivery business scorecards for the year ended 31 March 2020.**

## **26/06/20 Performance Awards 2019/20 and 2020/21**

The Chair had agreed to accept the paper as a late item, as it was important that TfL's remuneration arrangements were reviewed due to the financial impact of Covid-19 on TfL's finances.

On 11 March 2020, the Committee approved the Performance Awards for 2019/20. These had yet to be paid as the final calculation depended upon the verified TfL Scorecards outturn, which had been delayed by the organisation's response to Covid-19. Given TfL's current financial position due to Covid-19 and the risks around future revenue, Members were invited to consider the approach to the Performance Awards 2019/20 and those for 2020/21.

Due to the very significant financial challenges faced by TfL, the ongoing discussions with Government about longer-term funding requirements and the future revenue risk,

Members agreed that there was little option but to defer pay-out of all 2019/20 senior manager performance awards for 12 months. It was also agreed that the senior manager performance awards scheme would be suspended for the current financial year, 2020/21. The decision reflected the exceptional circumstances in which TfL found itself due to the impact of Covid-19 on TfL's revenue while it continued to run services to support key workers. It was not a reflection on the hard work and commitment of staff, who the Committee recognised had made, and continued to make, an exceptional contribution to London, particularly in response to the pandemic.

**The Chair, following consultation with Members, noted the paper and agreed under Chair's Action that:**

- 1 Payment of all 2019/20 senior manager performance awards would be deferred for 12 months; and**
- 2 There would be no senior manager performance awards for the 2020/21 financial year.**

### **27/06/20 Members' Suggestions for Future Discussion Items**

Howard Carter introduced the item. Members noted that the items for the scheduled meeting in July 2020 had been moved to the November 2020 date. Members agreed that the meeting on 8 July 2020 should not go ahead and that the November 2020 meeting include an early discussion on performance awards for 2021/22.

**The Committee noted the forward programme, as amended.**

### **28/06/20 Any Other Business the Chair Considers Urgent**

While not an urgent item, the cancellation of the 8 July 2020 meeting meant there would not be another opportunity for the Committee to thank Mike Brown MVO for his service before he left TfL to start his new role as Chair of the Delivery Authority for the Restoration and Renewal of the Palace of Westminster.

The Chair and all Members of the Committee echoed the thanks and tributes given to Mike Brown MVO by the Mayor at the meeting of the Board on 2 June 2020. They commented on how the work of the Committee had benefitted from his honesty, integrity and willingness to rise to the challenges that Members set, such as the stretching scorecard measures and targets, while pushing for fair remuneration while reducing TfL's costs.

Members were particularly grateful for his work and support for TfL's graduate and apprenticeship programmes and his drive to support greater equality in TfL, which had been demonstrated by: the appointment of a Director of Diversity and Inclusion, his leadership in addressing the gender and BAME pay gaps; and his commitment to supporting more women into STEM roles. Mike Brown MVO was wished every success in his new role. Heidi Alexander committed to relaying the comments of the Committee to him.

There was no other urgent business to discuss.

## **29/06/20 Date of Next Meeting**

Given the forward programme and the proximity of the current meeting, it was agreed that the meeting scheduled for 8 July 2020 would not be held.

The next scheduled meeting of the Committee was 11 November 2020 at 10am.

The meeting closed at 9.35am.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_



## Remuneration Committee



**Date:** 23 November 2020

**Item:** **Matters Arising, Actions List and Use of Delegated Authority**

---

### **This paper will be considered in public**

#### **1 Summary**

- 1.1 This paper provides information on any use of Chair's Action and the progress against actions agreed at previous meetings (Appendix 1).
- 1.2 There have been three uses of Chair's Action, since the last meeting of the Committee on 24 June 2020, in relation to the approval of salaries over £100,000.

#### **2 Recommendation**

- 2.1 **The Committee is asked to note the updated Actions List and the use of Chair's Action.**

#### **3 Use of Delegated Authority**

##### **Salaries over £100k or more**

- 3.1 The Terms of Reference for the Committee required it to approve salaries of £100,000 or more. A business case justification is provided to the Committee for each role.
- 3.2 Under TfL's ongoing Transformation programme the overall number of senior roles are being reduced and cost savings achieved. Following consultation with members of the Committee, the Chair approved salaries of £100,000 or more for the following roles:

##### **14 July 2020**

- (a) Head of Property Development;
- (b) Head of Technology Programmes;
- (c) Utilities & Logistics Lead;
- (d) Lead Business Intelligence Architect;
- (e) Senior Product Owner; and
- (f) Senior Developer.

**14 September 2020**

- (a) COO Engineering;
- (b) Senior Project Manager;
- (c) Senior Product Owner;
- (d) Senior Project Manager;
- (e) Senior Software Developer DevOps;
- (f) Senior Software Developer DevOps;
- (g) Senior Software Developer DevOps;
- (h) Senior Application Engineer Maximo x2;
- (i) Senior Developer CRM; and
- (j) Senior Product Developer Android.

**4 November 2020**

- (a) Chief Information Security Officer;
- (b) Occupational Health Doctor x2;
- (c) Occupational Health Doctor;
- (d) Senior Occupational Health Advisor;
- (e) Engineer - Pway; and
- (f) Engineer - Pway.

**List of appendices to this report:**

Appendix 1: Actions List

**List of Background Papers:**

Minutes of previous meetings of the Committee  
Chair's Action papers issued on 13 July, 9 September and 2 November 2020

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

## Remuneration Committee Actions List (reported to the meeting on 23 November 2020)

## Actions arising from previous meetings.

Minute No.	Description	Action By	Target Date	Status note
14/06/19	<b>Pay Gap Analysis Update: Diversity of Train Drivers</b> TfL would continue to review how it could further increase the diversity of its drivers, including reviewing the recommendations from the ASLEF report. A comprehensive status update would be provided to a future meeting.	Tricia Wright	March 2021	Information will be included in the paper on Pay Gap Analysis.
16/03/20 (1)	<b>Salaries of £100,000 or More</b> Members agreed that future reports would provide details of the actual pay outcomes for each post approved.	Stephen Field	November 2020	Agreed. Item on agenda.
16/03/20 (2)	<b>Salaries of £100,000 or More</b> Under TfL's ongoing Transformation programme, the overall number of senior roles had reduced and cost savings had been achieved across TfL. Members requested a graph that showed the number of staff and overall salary costs for the period 2016-2020, broken down by pay brackets, full-time/part-time and permanent/non-permanent labour (NPL). Members recognised that there may be some exceptions within teams or during years where the number of senior staff or NPL may have increased and a commentary would be provided to explain these.	Stephen Field	November 2020	On agenda.

[page left intentionally blank]

## Remuneration Committee

Date: 23 November 2020

## Item: Compliance Training

---

### This paper will be considered in public

#### 1 Summary

- 1.1 This paper provides an overview of mandatory compliance training across TfL and the proposed approach to compliance training going forwards.

#### 2 Recommendation

- 2.1 The Committee is asked to note the paper.

#### 3 Current Position

##### Types of mandatory compliance training in TfL

- 3.1 This paper does not discuss safety-critical or licensed competency training in London Underground operational areas, for which there is a specific Competence Management System in place to ensure maintenance of operational licences, and adherence to regulatory requirements.

##### TfL-wide mandatory training

- 3.2 Currently there are five training modules that are considered mandatory for all of TfL's people. These online learning modules are assigned to all employees in ezone, TfL's online Learning Management System, and appear as 'courses I have to do'.
- 3.3 When completed, this information is recorded in ezone, and also written to the employee's training history in their SAP employee record. The line manager of an employee should ensure that these modules are completed.
- 3.4 Two of these modules have an accreditation attached to them, which is expected to be renewed annually by repeating the module. The employee is automatically notified of the need to repeat/refresh the module:
- (a) My role in privacy and data protection (GDPR); and
  - (b) Information and Records Management at TfL.
- 3.5 Three modules are currently expected to be completed once, with no renewal:
- (a) Fraud Awareness at TfL;
  - (b) Safeguarding Awareness; and
  - (c) Valuing People.

## **Managing Essentials for People Managers**

- 3.6 Currently, all People Managers in TfL, including senior managers, are also expected to learn about people management topics, through TfL's Managing Essentials modules. There is online and trainer led learning available, which is followed with a learning check assessment.
- 3.7 Within this, the core people management topics below are expected to be refreshed every three years. Compliance is measured by a manager's ability to pass an assessment (known as a 'learning check').
- (a) Bullying, Harassment and Grievance;
  - (b) Managing Attendance;
  - (c) Managing Discipline and Conduct; and
  - (d) Managing Performance.
- 3.8 A future decision is to be made about whether this remains an ongoing specific requirement. As work progresses on the design of the Management Capability project and the 'Great Conversations' leadership model, this approach will be revisited.

## **Department / Directorate level mandating of learning**

- 3.9 Some departments or directorates of TfL have decided to make certain learning mandatory for their people. This is where they have decided that certain pieces of learning are necessary / desired for their people because of the nature of their role, or because leadership in these areas. In these instances, the leadership of the business area will promote and encourage their people to complete the learning. Learning and Development will support this by providing regular scheduled reporting.
- 3.10 Appendix 1 sets out examples of department / directorate level mandating of learning

## **Continuous Professional Development (CPD)**

- 3.11 There are various professions represented in TfL (e.g. legal, medical, finance) that have CPD requirements that must be fulfilled in order to continue to practice, or to maintain a chartered status. These vary according to profession or body, from a self-declaration, to a formal logging of CPD hours or points.
- 3.12 Currently, TfL does not centrally manage or monitor CPD requirements for professions. The responsibility to complete any requirement(s) to maintain a professional or chartered status is that of the employee. There is a limited amount of centrally held budget available for funding CPD, predominantly for those medical professionals working in Occupational Health.

## **4 Proposed approach going forwards**

### **Formalisation of process and governance for mandatory training across TfL**

- 4.1 Research from other organisations and internal areas of TfL indicate that where mandatory training has formal governance and reporting, uptake and completion rates are improved.

- 4.2 There is currently no single measure or reporting mechanism for mandated training (e.g. scorecard), so it is not routinely tracked and monitored at an organisation level. Key decisions should be made on how training is mandated for TfL's people, including governance of content, communication, reporting and ongoing maintenance / updates.
- 4.3 Best practice suggests identifying a single, clearly defined governance and decision-making process or internal body to decide what training should be made mandatory across TfL.
- 4.4 To achieve this formalisation, it is suggested that a working group of business representatives, supported by Learning & Development and HR, propose a formalised process and approach for mandating training. This proposal would be put forward through HR Leadership Team and TfL Executive Committee.
- 4.5 Part of the current 'Faculties of Learning' project is aimed at identifying representatives from TfL business areas who will support shaping training strategy and content for subjects within the remit of their business area (e.g. Tech & Data finance, management & leadership). As this is progressed and is formalised, these representatives could form the group to help define and shape approaches to mandatory training.

**List of appendices to this report:**

Appendix 1: Examples of department / directorate level mandating of learning in TfL

Contact Officer: Tricia Wright, Chief People Officer  
Number: 020 3054 7265  
Email: [triciawright@tfl.gov.uk](mailto:triciawright@tfl.gov.uk)

Contact Officer: Staynton Brown  
Number: 020 3054 7276  
Email: [stayntonbrown@tfl.gov.uk](mailto:stayntonbrown@tfl.gov.uk)

## **Appendix 1**

### **Examples of department / directorate level mandating of learning in TfL**

#### **Technology & Data (T&D)**

T&D have two sets of mandatory courses, one for managers and one for all staff.

##### **All staff**

Cyber Security Awareness

Cyber Security – Phishing

Fraud Awareness at TfL

Mental Health Awareness at Work

My role in privacy & data protection (General Data Protection Regulation (GDPR))

Unconscious Bias

##### **Managers**

The 11 Managing Essentials ‘Core’ modules

Procurement

Building Engagement

Recruitment & Selection

Fraud Awareness at TfL

Managing Mental Health at Work

#### **Compliance, Policing and On-street Service (CPOS) Investigations, Appeals & Prosecutions**

My Role in Data protection and Privacy (GDPR)

CPOS Privacy and Data Protection

Cyber Security—Phishing

Cyber Security Awareness

Payment Card Industry Data Security Std

Protective Security

Fraud Awareness at TfL

Intro to Working Safely

Manual Handling

Managing Health, Safety and Environment (HSE) in TfL

Control of Substances Hazardous to Health (COSHH) Essentials

Slips and Trips

#### **Commercial Development**

Managing HSE in TfL

Construction Design and Management Awareness

Health & Safety Induction - Non-Operational

#### **Bus Operations**

My role in privacy & data protection (GDPR)

Fire Safety Awareness

Display Screen Equipment (DSE) for Mobile Device Users

Introduction to Working Safely

Slips & Trips

Manual Handling

Environmental Awareness



## Remuneration Committee

**Date: 23 November 2020**

**Item: Individual Performance 2020-21**

---

**This paper will be considered public**

### **1 Background and Purpose**

- 1.1 At the June 2020 meeting of the Committee, Members agreed to defer pay-out of all 2019/20 senior manager performance awards for 12 months. It was also agreed that all senior manager performance awards would be suspended for the current financial year, 2020/21. The decision reflected the exceptional circumstances in which TfL found itself due to the impact of Covid-19 on TfL's revenue while it continued to run services to support key workers.
- 1.2 Although all performance award schemes for senior management are in suspension for 2020-21, the Committee asked to discuss how individual performance contribution at senior management level can continue to be recognised for the performance year 2020-21.

### **2 Recommendation**

- 2.1 **The Committee is asked to note the main approach outlined in this paper to recognising individual performance for the year 2020-21 and discuss any other means for recognition that they feel might be appropriate.**

### **3 Performance Management**

- 3.1 The direct link between individual performance and reward for senior management is under temporary suspension for 2020-21, given that no performance awards will be paid.
- 3.2 Whilst it is the case that across all senior management no direct reward for individual performance will be given in respect of 2020-21, it is proposed that our normal practices and the formal processes for performance management that underpin the Committee's normal discretion in determining annual performance awards will continue.
- 3.3 Specifically, this means that senior managers will continue to have personal performance objectives that cover both H1 and H2 2020-21 and the performance against these for each individual will be assessed by their appropriate line manager.
- 3.4 In addition, all performance assessments will continue to include an assessment of the individual's performance against the TfL Behaviours.

- 3.5 In line with our normal practices, at the end of the performance year a personal performance rating for the combined assessment of achievements and behaviours will be determined by the line manager for each individual.
- 3.6 The TfL Commissioner is the line manager for the roles directly under the auspice of the Remuneration Committee's decision-making discretion. It is therefore proposed that the normal practice of the Commissioner reporting to the Committee with his proposed performance rating and commentary for each individual will continue in 2021.
- 3.7 This approach will enable the normal focus on individual performance to be maintained within the business as well as continuing to facilitate the Committee's usual oversight of individual and corporate performance.
- 3.8 It will also mean that good individual performance can continue to be acknowledged and poor individual performance effectively managed.

#### **4 Non-financial recognition**

- 4.1 Whilst normal reward mechanisms for individual performance are suspended, appropriate acknowledgement and recognition of good performance from senior management can continue in a non-financial way.
- 4.2 TfL currently operates its formal employee recognition scheme 'Make a Difference' used to recognise individuals for their contribution aligned specifically with TfL's Behaviours.
- 4.3 In addition, we are currently finalising a formal special employee recognition award for contribution directly related to the Covid-19 pandemic and again this will be non-financial.
- 4.4 The Committee may wish to consider other ways in which a high level of personal contribution for the performance year 2020-21 could be recognised in a non-financial way. For example, a memorandum of thanks on behalf of the TfL Board might be deemed an appropriate way to do this in a year when no financial reward can be given.

#### **List of appendices to this report:**

None

#### **List of Background Papers:**

None

Contact Officer: Tricia Wright, Chief People Officer  
Number: 020 3054 7265  
Email: [triciawright@tfl.gov.uk](mailto:triciawright@tfl.gov.uk)

Contact Officer: Stephen Field, Director of Compensation & Benefits  
Number: 020 7126 1294  
Email: [stephenfield@tfl.gov.uk](mailto:stephenfield@tfl.gov.uk)

## Remuneration Committee

**Date:** 23 November 2020

**Item:** Senior Management and +£100k Data 2016-2020

---

### **This paper will be considered public**

## **1 Background and Purpose**

- 1.1 At its June 2020 meeting, the Committee requested information in a graphical format that showed the number of senior management staff and overall salary costs for the period 2016-2020, broken down by level, pay bracket (with a specific category for +£100k), full-time/part-time and permanent/non-permanent labour (NPL).
- 1.2 This paper provides the graphs in the appendices along with accompanying commentary that the Committee requested.

## **2 Recommendation**

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

## **3 Commentary for the data**

- 3.1 The data confirms the position as at 31 March each year for the five-year period 2016-20.

### **All permanent and fixed-term employee Senior Management graphs**

- 3.2 Graph 1 shows the impact of the transformation activity in 2017 and 2018, where a 9.7 per cent reduction in headcount was achieved. This reduction is further demonstrated in graph 2, showing the reduction in Band 4 employees. The FTE paybill also demonstrates a reduction of 7.6 per cent as a result of this.
- 3.3 Graph 1 shows an overall senior management headcount reduction of 10 per cent and a paybill reduction of 7.7 per cent since 2016.
- 3.4 Graph 2 shows a reduction in the number of Band 4 employees between 2016 and 2020 of 7.0 per cent.
- 3.5 Graph 3 shows a reduction in the number of Band 5 employees between 2016 and 2020 of 22.1 per cent.
- 3.6 Graph 4 shows a reduction in the number of Directors between 2016 and 2017 of 16.4 per cent, whilst the overall change between 2016 and 2020 is a 16.4 per cent reduction.

- 3.7 Graph 5 shows how the median salaries of each payband have changed over the period 2016-20. The Band 4 median has increased by 3.0 per cent, the Band 5 median has increased by 1.3 per cent and the Director median has increased by 7.4 per cent.
- 3.8 Graph 6 shows that the number of part-time employees has remained relatively unchanged over the period and the reduction in headcount has mainly been within full time employees. Graphs 7 and 8 show the split by full and part time by level across senior management.

#### **+£100k salaries for all permanent and fixed-term employee graphs**

- 3.9 These graphs show the data for those employees with a full-time equivalent salary of £100,000 or more. There is 1 Band 3 equivalent employee who is included in the data for 2018 and 2019 but due to data protection we have not presented this data separately.
- 3.10 Graph 9 shows an overall reduction in the number of employees earning over £100,000 of 17.0 per cent between 2016 and 2020, with a 14.6 per cent reduction in the total paybill for this population.
- 3.11 Graph 9 shows there was a slight rise in the headcount earning over £100,000 between 2018 and 2019; it can be seen in graphs 11 and 12 that this was due to an increase in those at Band 5 and Director level.
- 3.12 Graph 13 shows how the median salaries of each payband have changed over the period. The Band 4 median has increased by 5.3 per cent, the Band 5 median has increased by 0.9 per cent and the Director median has increased by 7.4 per cent.

#### **+£100k equivalent Non-Permanent Labour graphs**

- 3.13 These graphs show the data for non-permanent labour (NPL) with a full-time equivalent day rate of £454.54 equating to £100,000 or more.
- 3.14 Graph 16 shows an overall reduction in the number of NPLs earning over £100,000 of 87.8 per cent between 2016 and 2020, with an 88.9 per cent reduction in the total paybill for this population. There has been a headcount reduction year on year across the five-year period.
- 3.15 Graph 16 shows that there was a slight rise in the total paybill between 2019 and 2020 and it can be seen in graphs 18 and 19 that this was due to an increase in headcount at Band 4 and 5, in addition to an increase in the median day rate during this period for both bands, as shown in graph 20.
- 3.16 Graph 20 shows how the median salaries of each payband have changed over the period. The Band 3 median has increased by 10 per cent and the Band 5 has increased by 17 per cent.

**List of appendices to this report:**

Appendix 1: All permanent and fixed-term employee Senior Management graphs

Appendix 2: +£100k salaries for all permanent and fixed-term employee graphs

Appendix 3: +£100k equivalent Non-Permanent Labour graphs

**List of Background Papers:**

None

Contact Officer: Tricia Wright, Chief People Officer

Number: 020 3054 7265

Email: [triciawright@tfl.gov.uk](mailto:triciawright@tfl.gov.uk)

Contact Officer: Stephen Field, Director of Compensation & Benefits

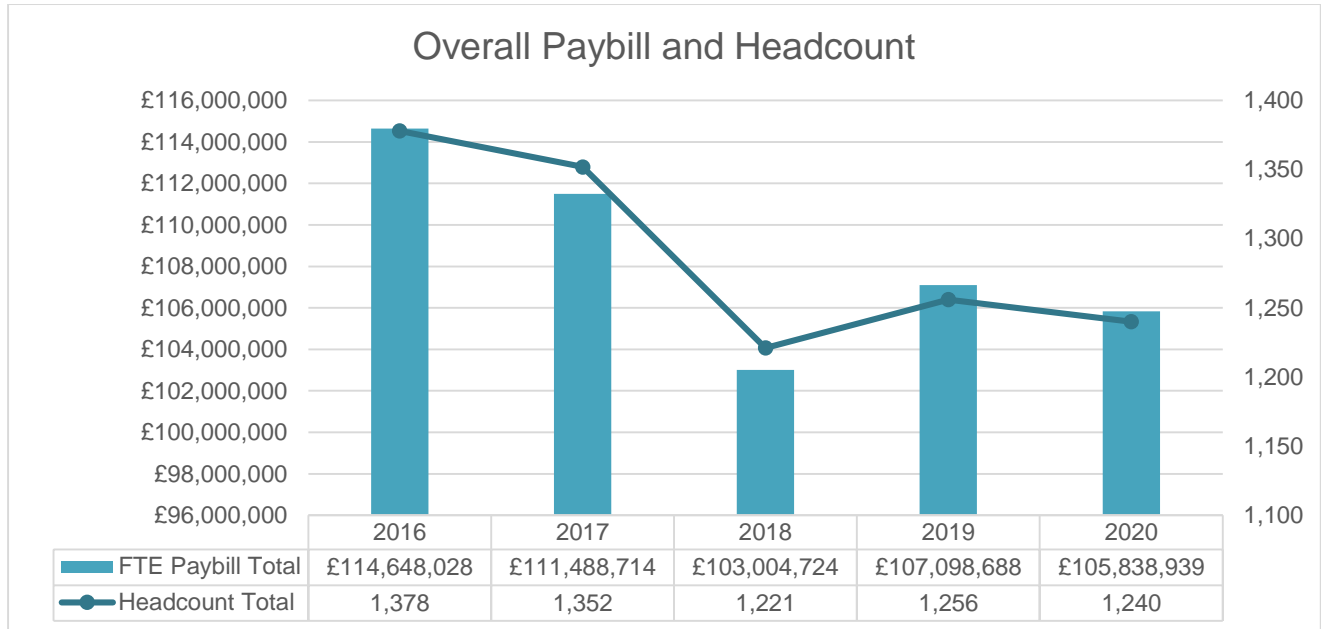
Number: 020 7126 1294

Email: [stephenfield@tfl.gov.uk](mailto:stephenfield@tfl.gov.uk)

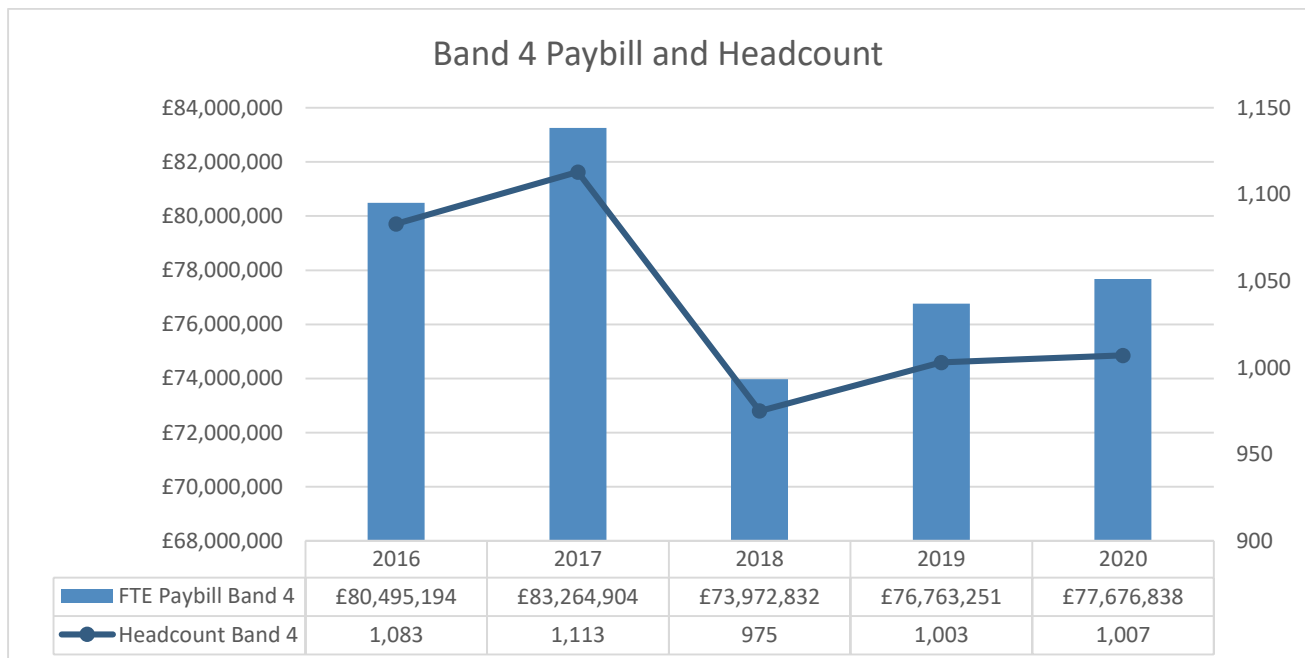
## Appendix 1

### All permanent and fixed-term employee Senior Management graphs

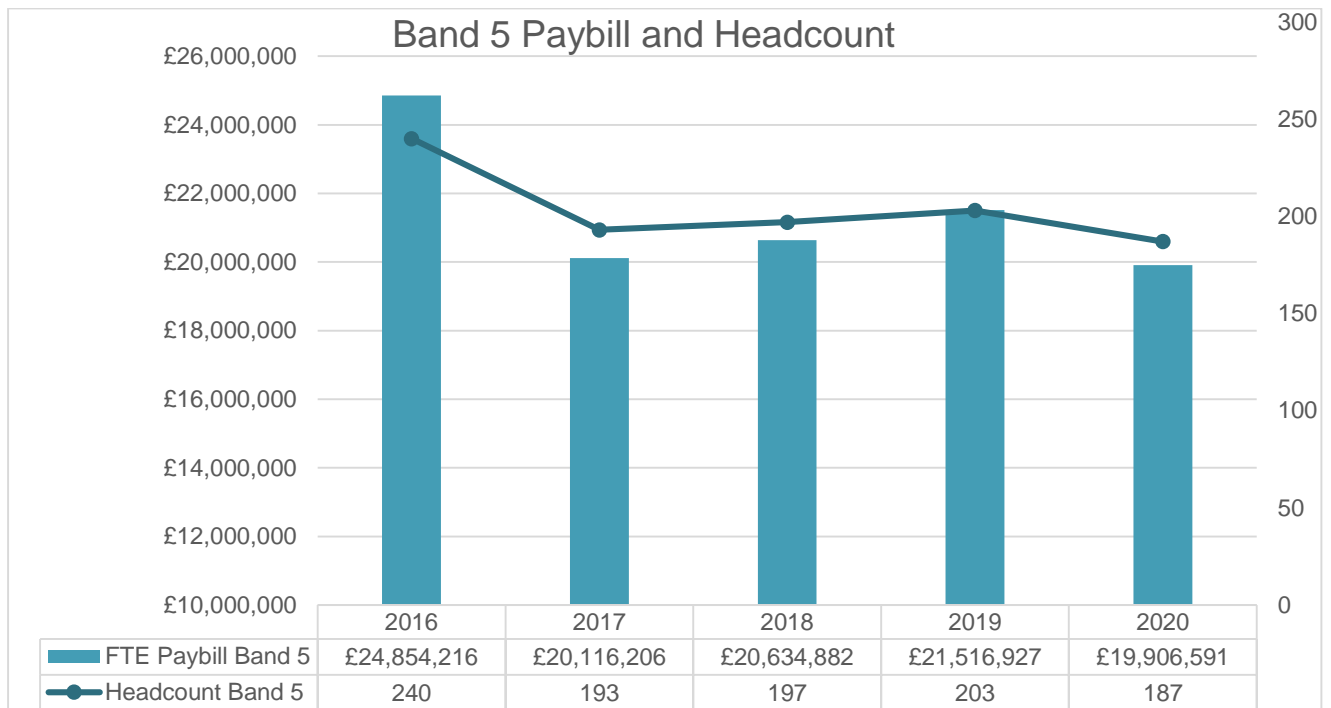
Graph 1: Overall FTE paybill and headcount



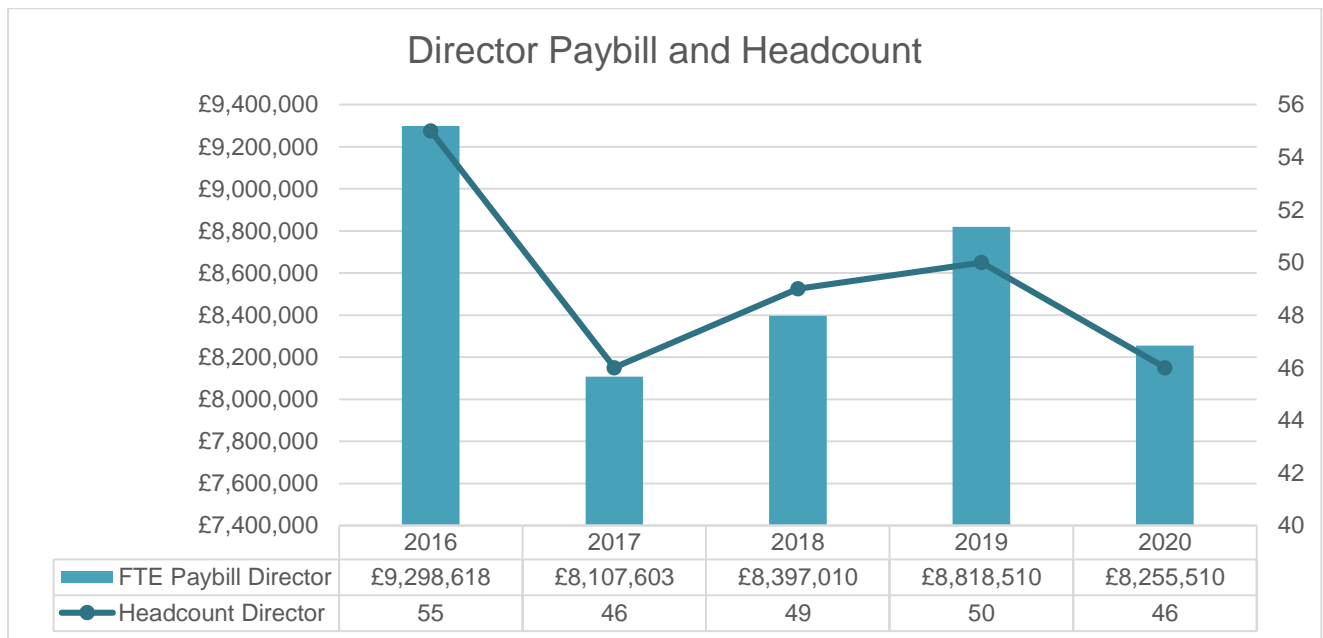
Graph 2: Band 4 FTE paybill and headcount



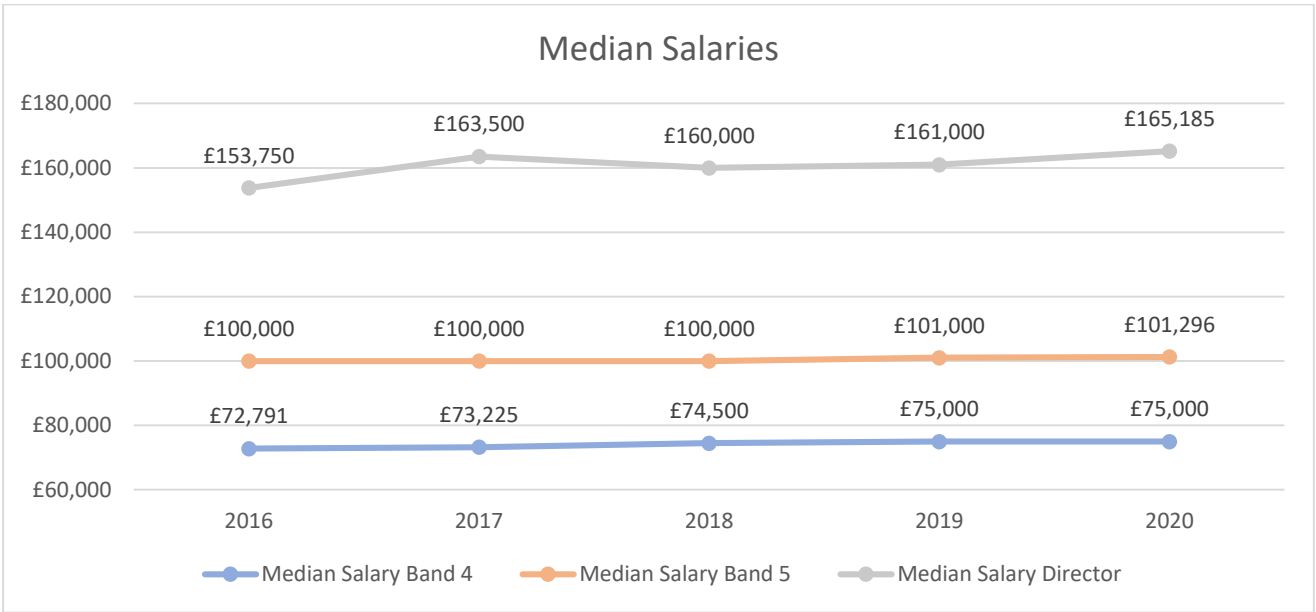
Graph 3: Band 5 FTE paybill and headcount



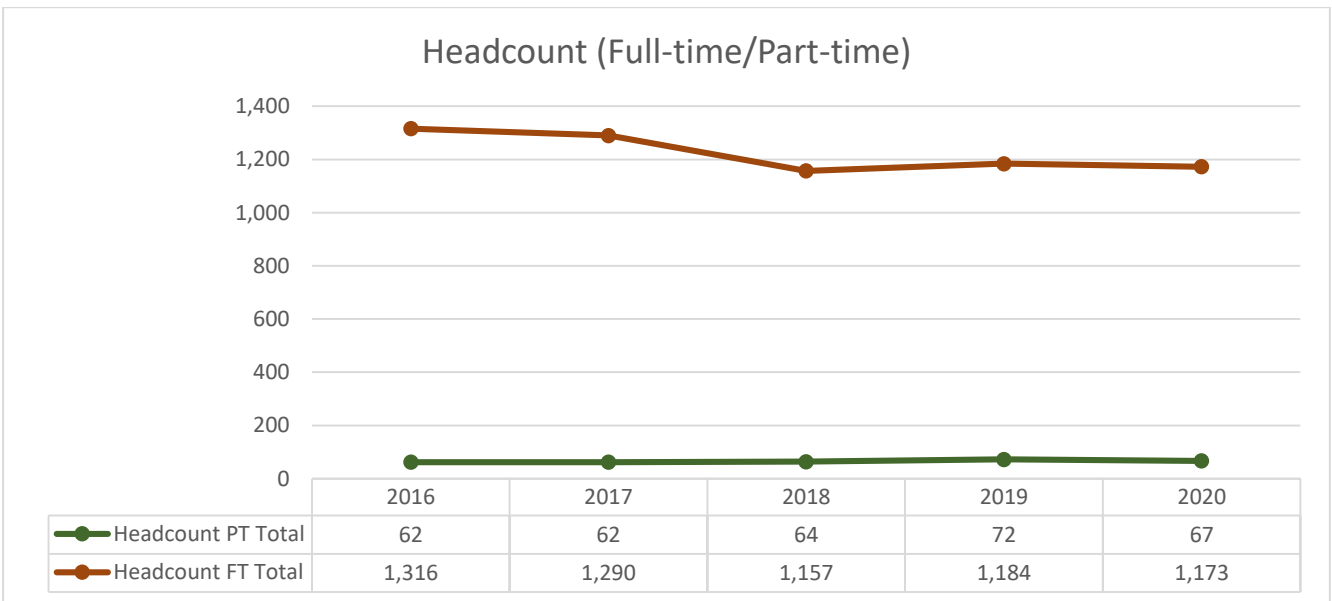
Graph 4: Director FTE paybill and headcount



Graph 5: Median Salaries by payband

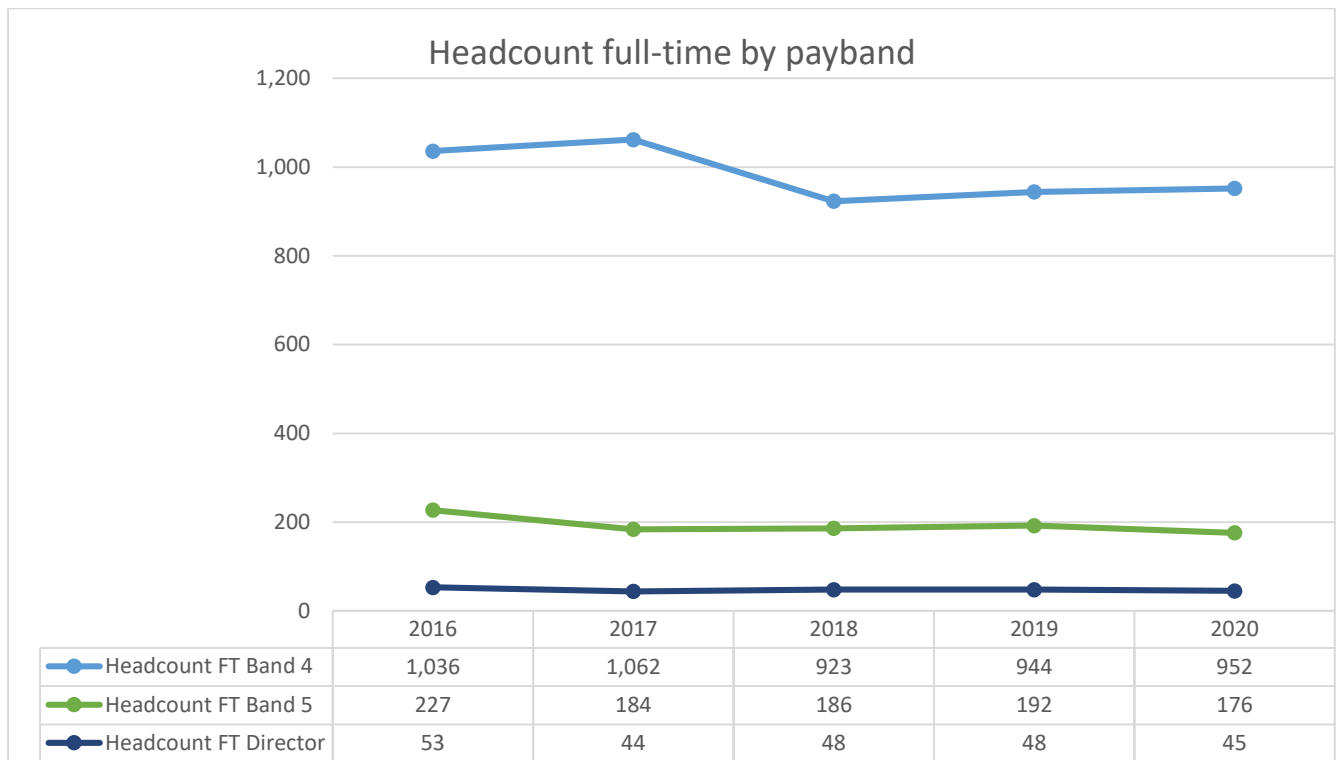


Graph 6: Headcount (Full-time / Part-time)

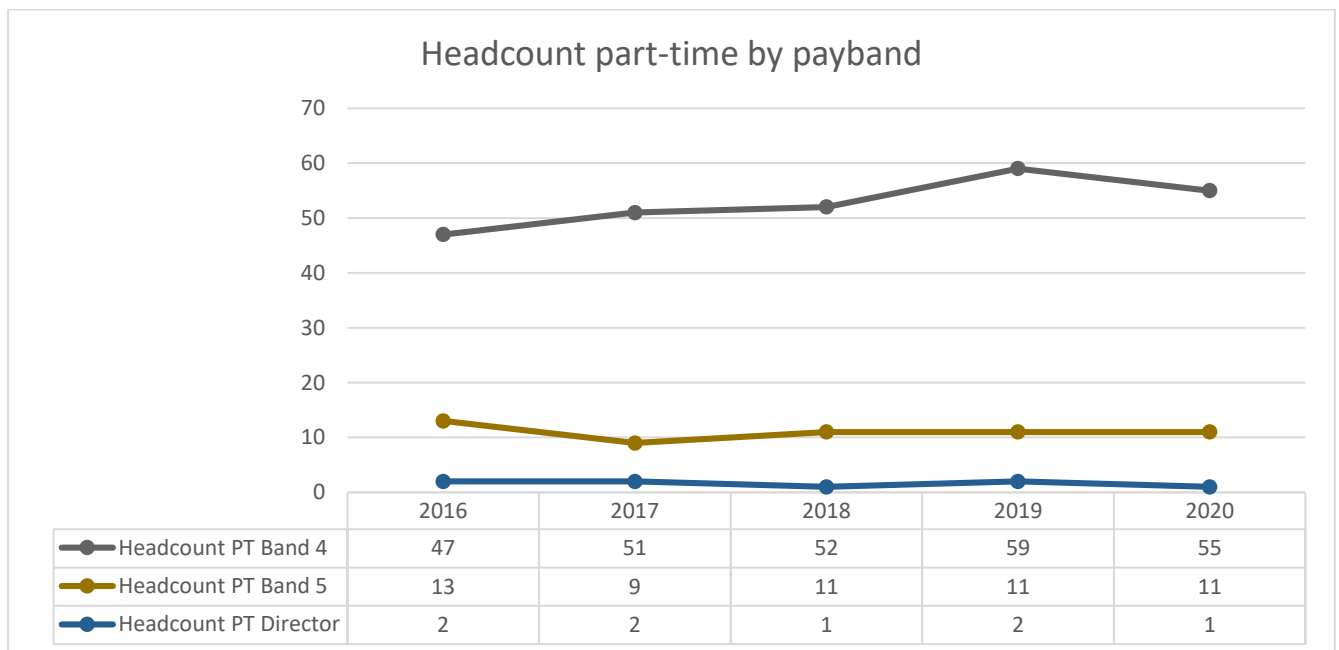




Graph 7: Full-time headcount by payband



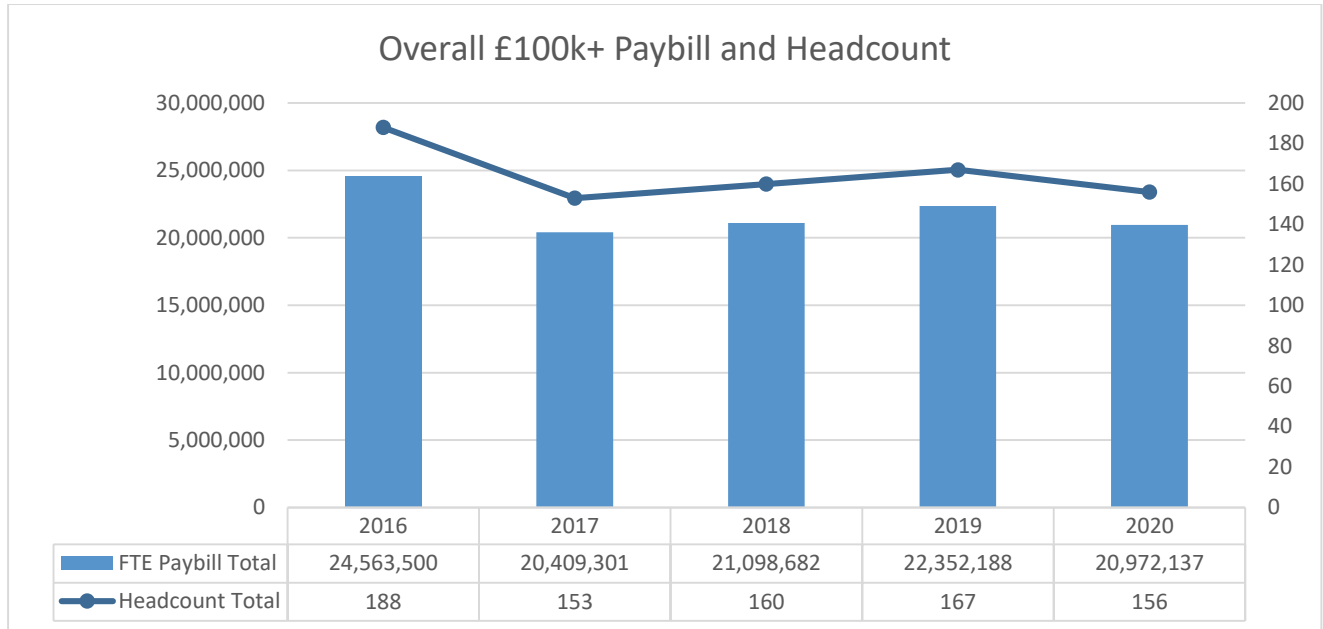
Graph 8: Part-time headcount by payband



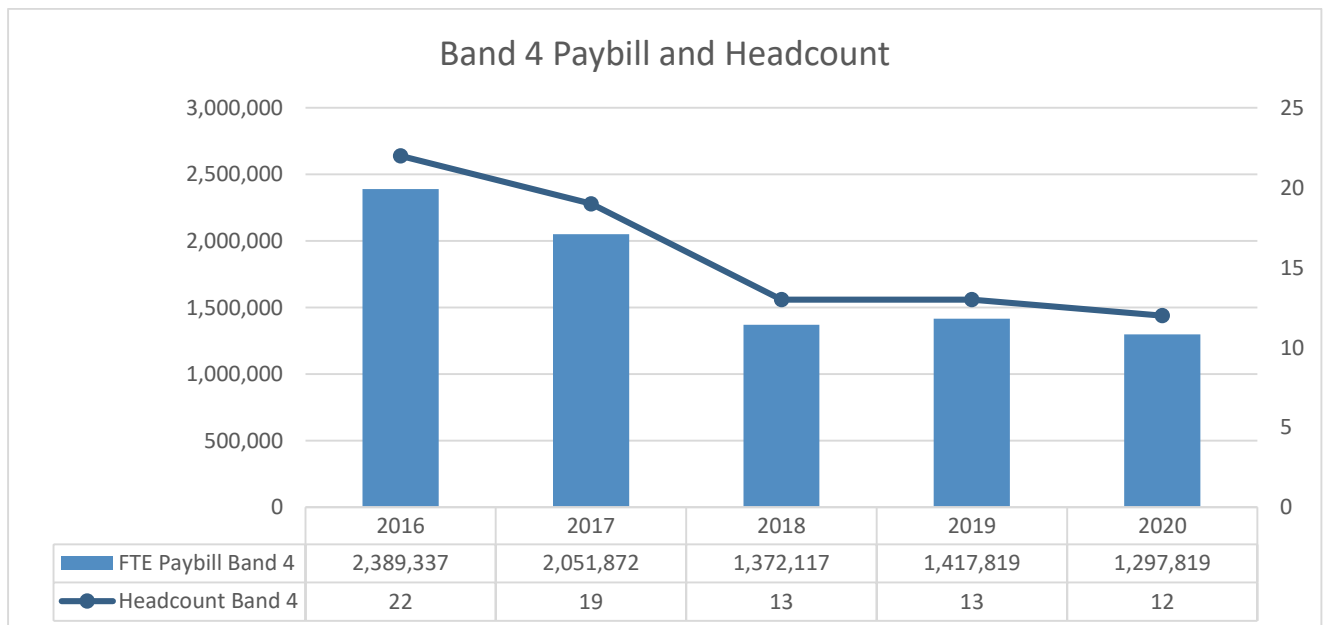
## Appendix 2

### +£100k salaries for all permanent and fixed-term employee graphs

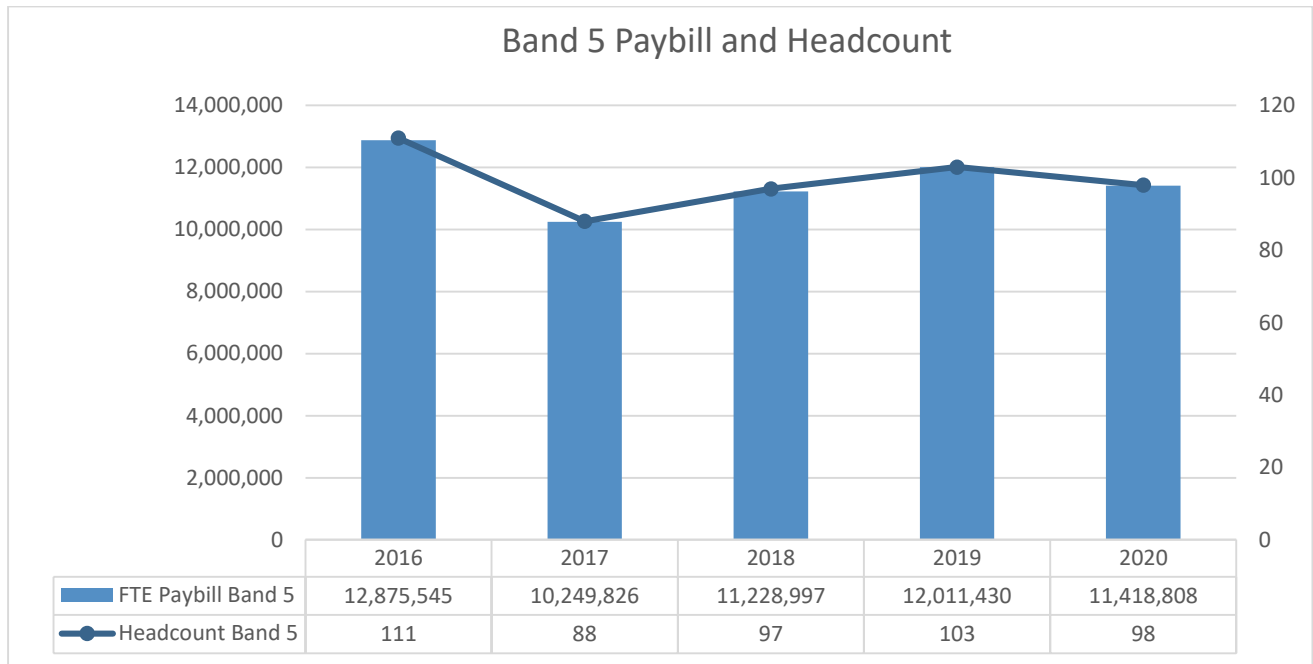
Graph 9: +£100k overall FTE paybill and headcount



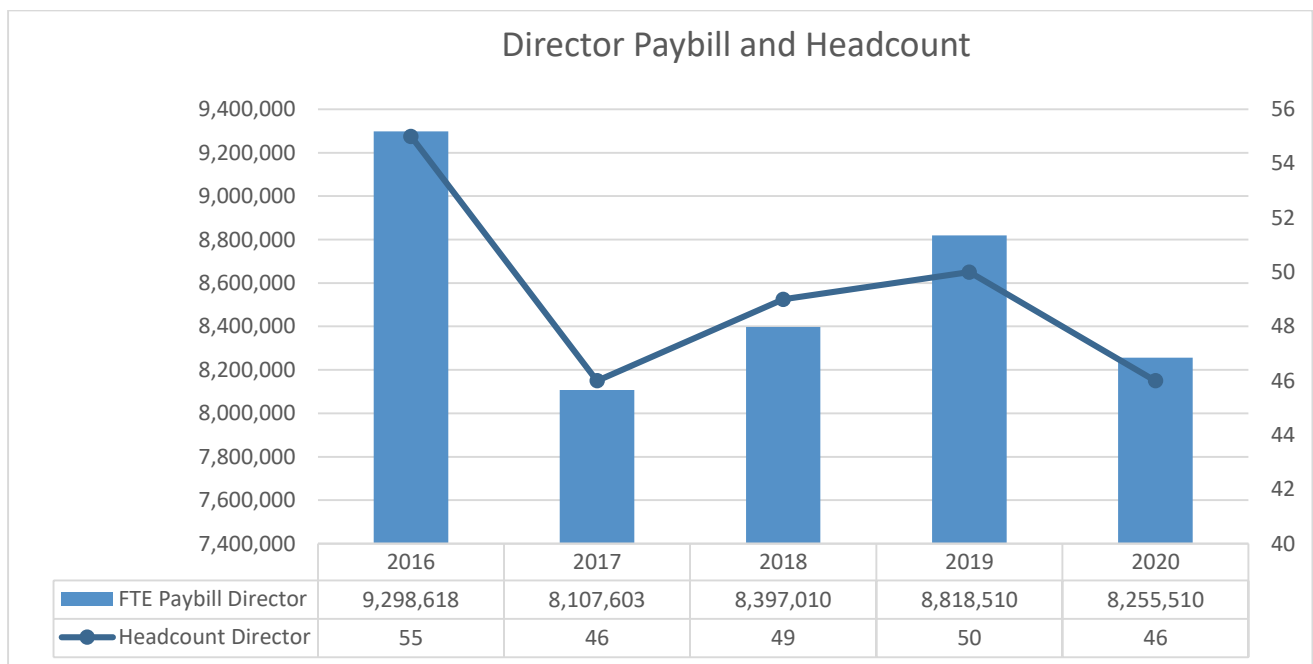
Graph 10: +£100k Band 4 FTE paybill and headcount



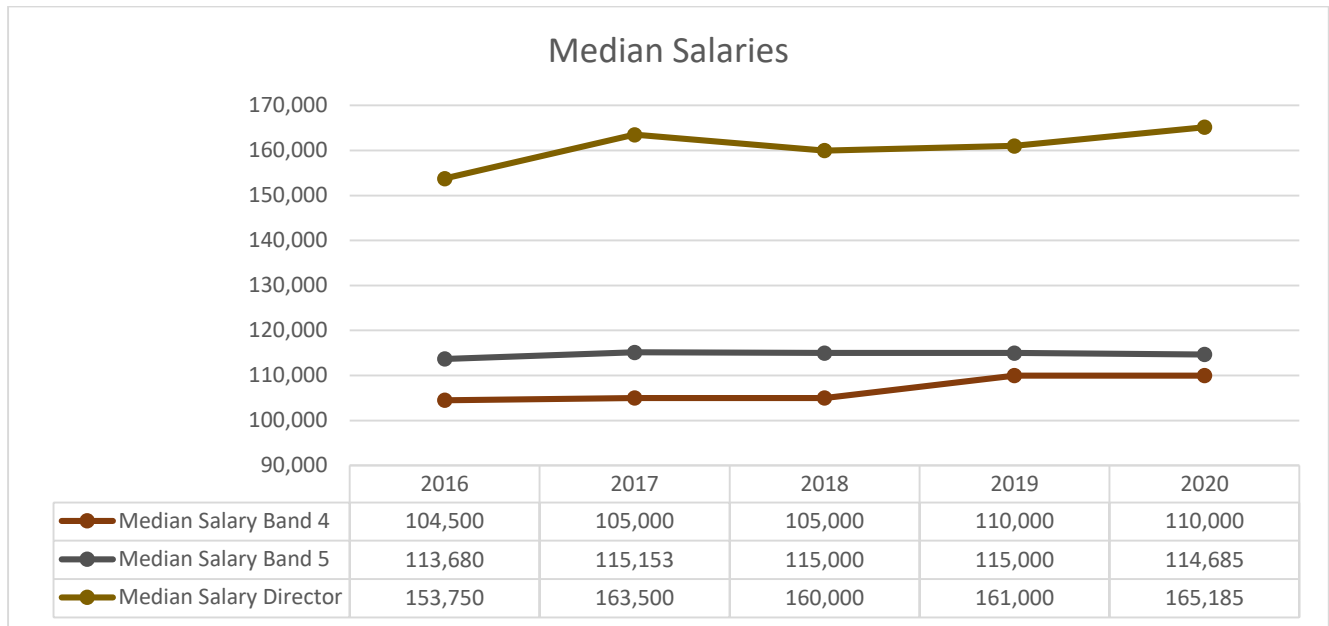
Graph 11: +£100k Band 5 FTE paybill and headcount



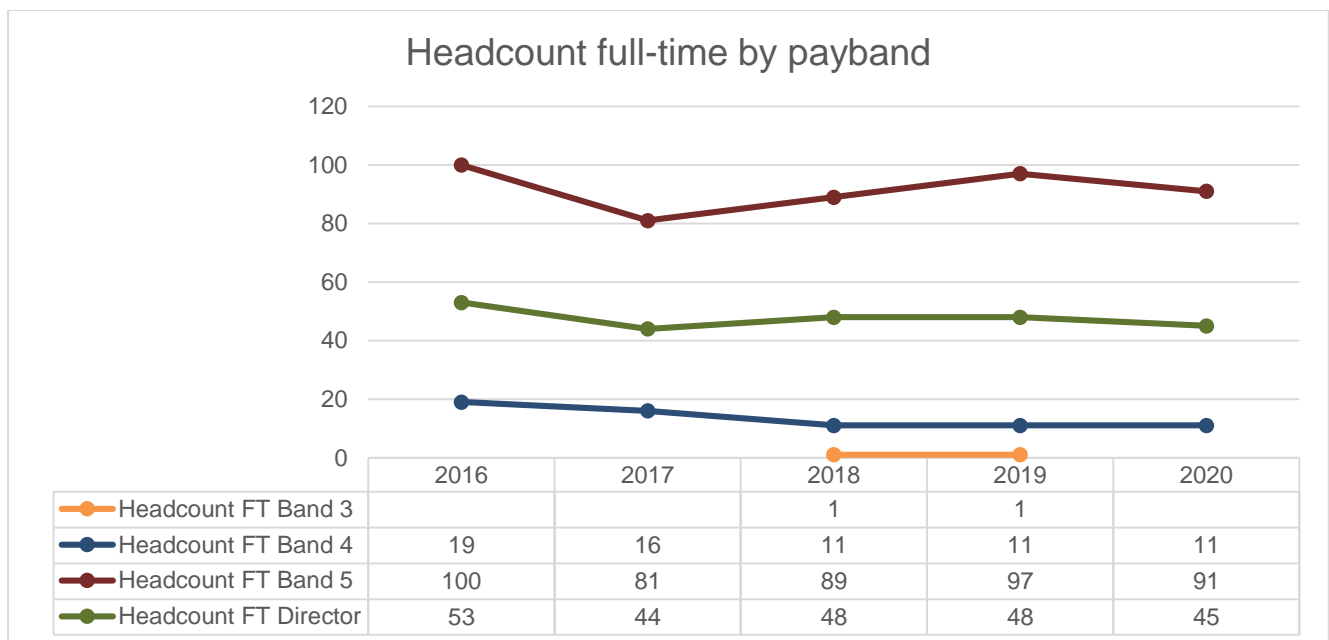
Graph 12: +£100k Director FTE paybill and headcount



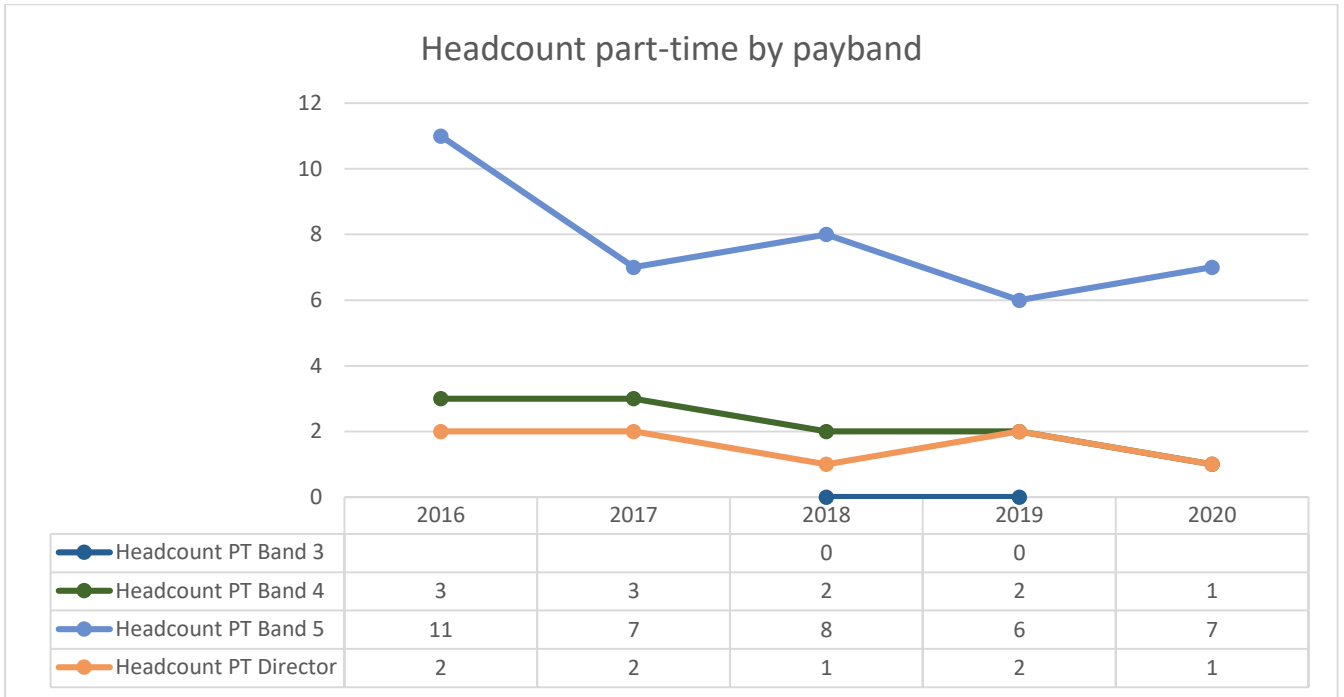
Graph 13: +£100k median Salaries by payband



Graph 14: +£100k Full-time headcount by payband



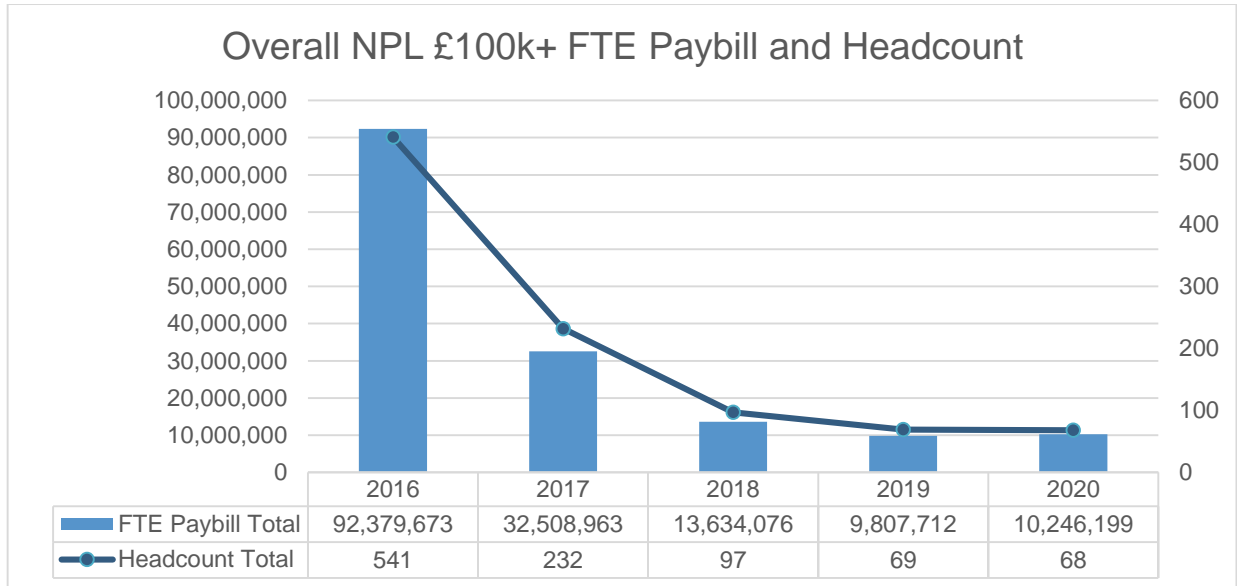
Graph 15: +£100k Part-time headcount by payband



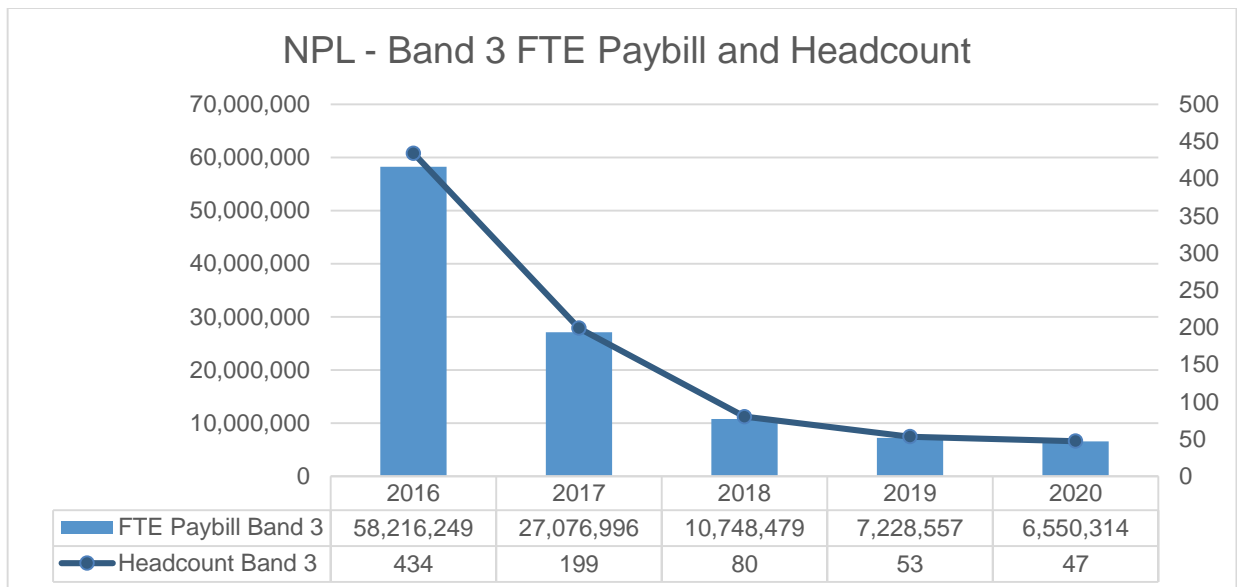
### Appendix 3

#### +£100k equivalent Non-Permanent Labour graphs

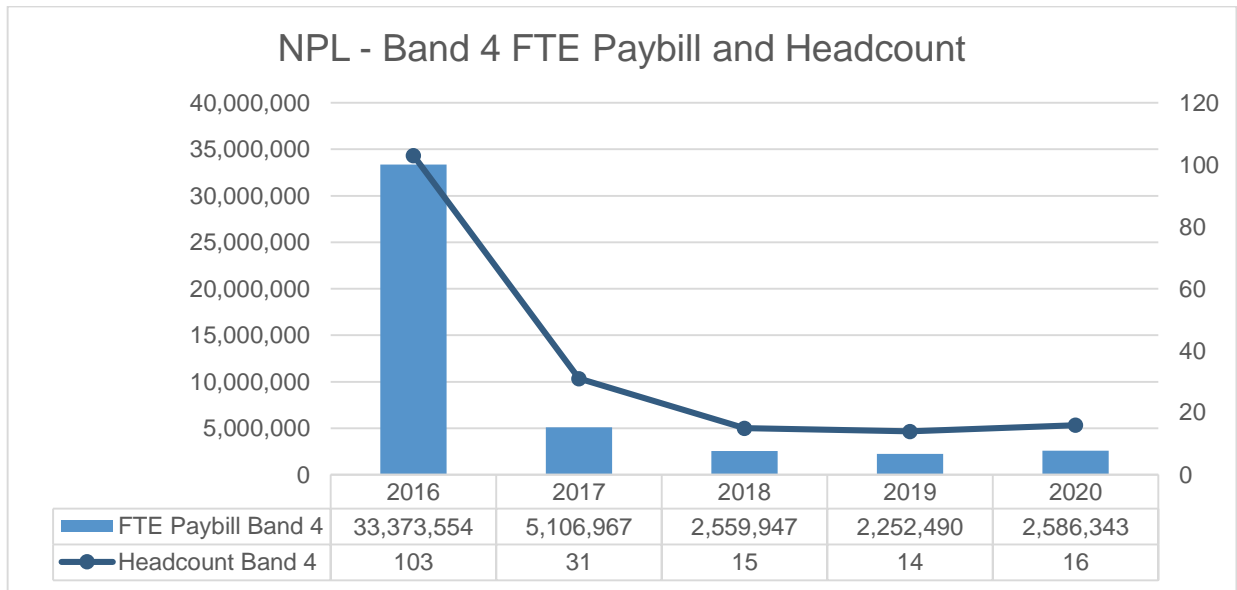
Graph 16: +£100k overall NPL FTE paybill and headcount



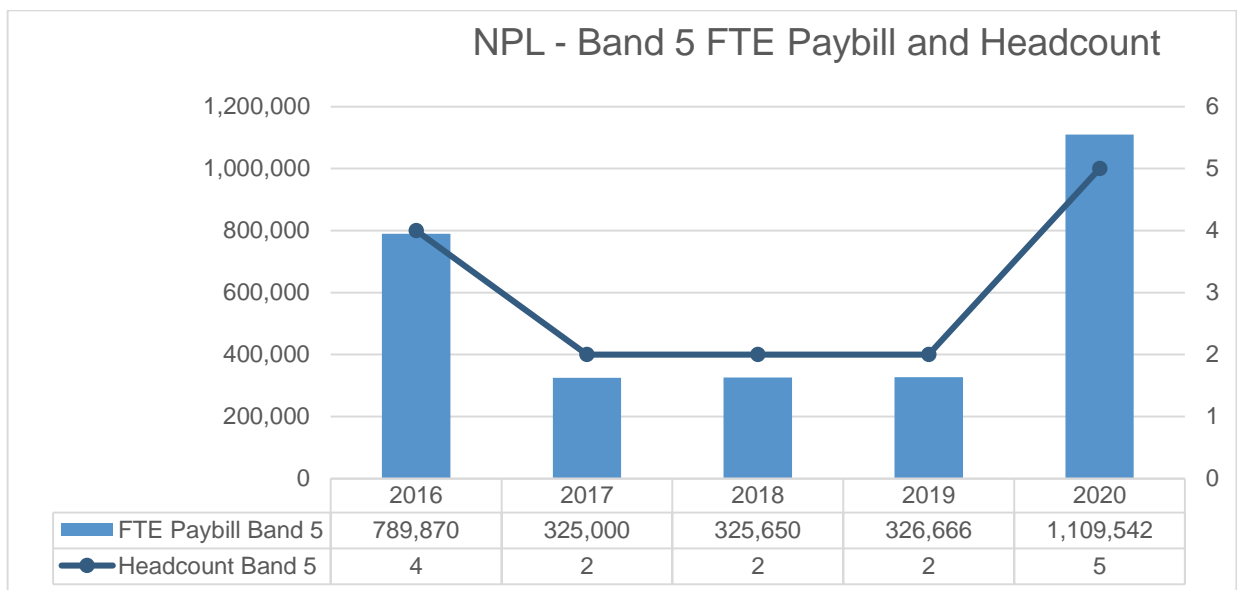
Graph 17: +£100k Band 3 NPL FTE paybill and headcount



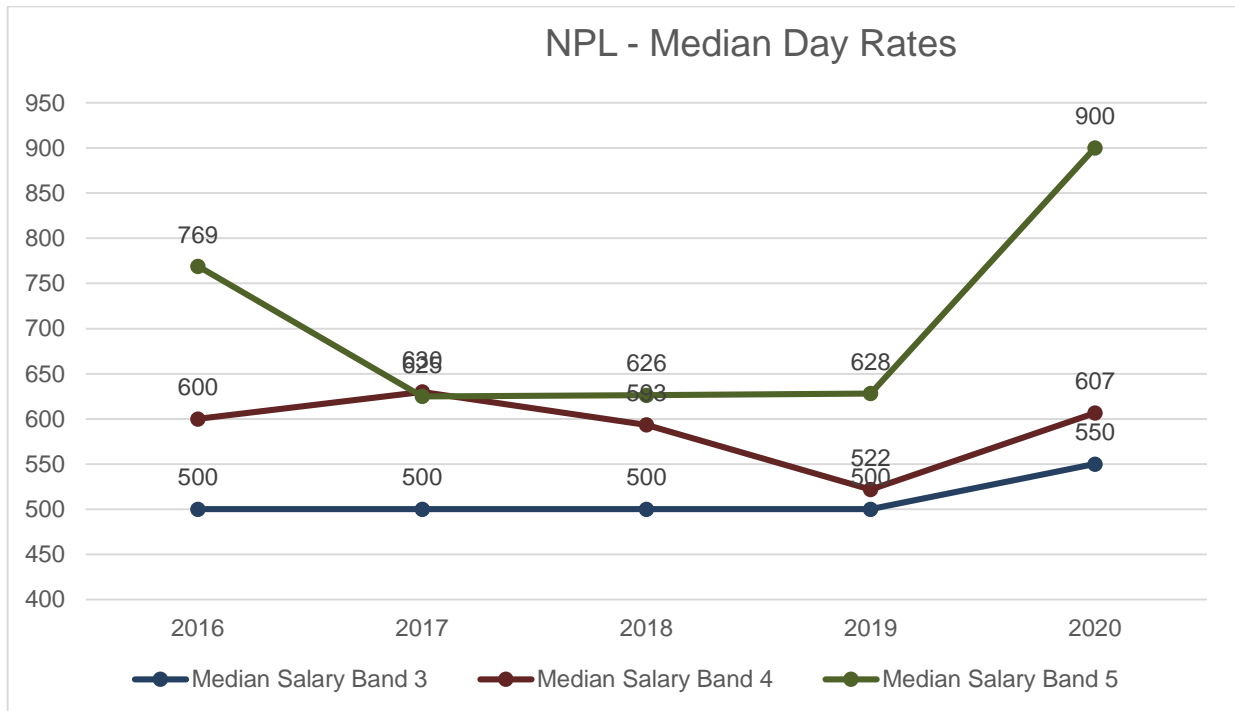
Graph 18: +£100k Band 4 NPL FTE paybill and headcount



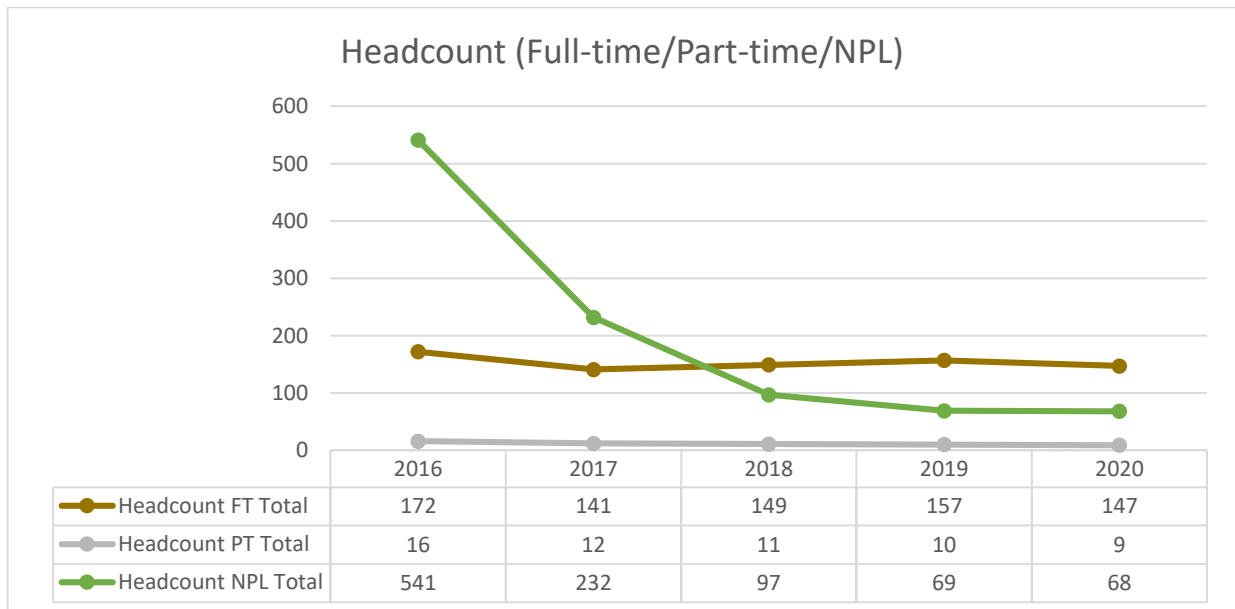
Graph 19: +£100k Band 5 NPL FTE paybill and headcount



Graph 20: +£100k NPL median day rates by payband



Graph 21: +£100k Headcount (NPL / Full-Time / Part-Time)





## Remuneration Committee

**Date:** 23 November 2020



**Item:** TfL Remuneration 2018-19

---

### **This paper will be considered in public**

#### **1 Background and Purpose**

- 1.1 This paper provides the Committee with an update on annual remuneration processes pan-TfL, including both base pay and performance awards.
- 1.2 This paper contains details of base pay reviews effective 1 April or 1 July 2019 and performance awards paid in the 2019/20 financial year that relate to the 2018/19 performance year. The means that all payments, whether for base pay reviews or performance awards, feature in the annual accounts for 2019-20 for the financial year ending 31 March 2020.
- 1.3 The 2018/19 performance award data for senior executives is already in the public domain having been included in the 2020 Annual Report and Accounts. Performance award data relating to 2019/20 has not yet been published in this way and the payment of these performance awards has been deferred until June 2021.

#### **2 Recommendation**

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

#### **3 Commissioner, Managing Directors and Directors Performance Awards**

- 3.1 Base pay for the Commissioner, Managing Directors (MDs) and Directors has been frozen for the duration of the Mayor's term in office. Therefore, the annual remuneration process for these levels is for the non-consolidated performance award element only.
- 3.2 Ahead of the 2018/19 performance year, a redesigned performance award scheme was launched for all senior management. Performance Awards are determined by a matrix using a combination of business scorecard outturn and individual performance. The business scorecard achievement determines the level of budget available for performance awards and individual performance ratings determine the actual percentage award received.
- 3.3 The following tables detail the maximum opportunity as a percentage of base salary, the actual cost of awards and the average percentage performance award received.

## Commissioner

**Table 1**

<b>Max Performance Award %</b>	<b>Performance Award Spend £</b>	<b>Actual %</b>
<b>50%</b>	<b>£145,225</b>	<b>40.80%</b>

## Managing Directors

**Table 2**

<b>Max Performance Award %</b>	<b>Performance Award Spend £</b>	<b>Average %</b>
<b>30%</b>	<b>£301,425</b>	<b>20.77%</b>

## Directors

**Table 3**

<b>Max Performance Award %</b>	<b>Performance Award Spend £</b>	<b>Average %</b>
<b>20%</b>	<b>£912,711</b>	<b>13.30%</b>

## Directors – Personal Performance Arrangements

A total of four Directors were under a personal performance award arrangement in 2018-19 with payments totalling £131,250.

## **4 Senior Managers (Payband 4 & 5) – Pan-TfL**

### **Base Pay**

- 4.1 The Executive Committee agreed a base pay budget of 0.75 per cent to be used on a prioritised basis to address pay disparity, pay compression and market alignment. Only 46.3 per cent of senior managers received an increase and the budget was underspent.

**Table 4**

<b>Total Base Pay Pre Pay Review</b>	<b>Budget %</b>	<b>Budget £</b>	<b>Total Base Pay Post Pay Review</b>	<b>Cost of Base Pay Review £</b>	<b>Actual %</b>
<b>£94,292,787</b>	<b>0.75%</b>	<b>£707,196</b>	<b>£94,963,095</b>	<b>£670,299</b>	<b>0.71%</b>

## Performance Awards

- 4.2 Performance Awards are determined in the same way as described above for the Directors, MDs and Commissioner by using a matrix determined by a combination of business scorecard outturn and individual performance. The following tables detail the maximum opportunity as a percentage of base salary, the actual cost of awards and the average percentage performance award received.

Table 5

Budget as a % of base pay	Budget £	Performance Award Spend £	Average %
7.10%	£6,617,773	£6,343,245	6.66%

## Senior Manager Personal Performance Award Arrangements

- 4.3 A total of two Senior Managers at Payband 5 were under a personal performance award arrangement in 2018-19, with payments totalling £47,200.

## 5 Commercial Development (Property Development & Commercial Asset Management only)

- 5.1 Base pay awards for Senior Managers in this business area are included in the Senior Manager table in 4.1 above. The annual base pay review process is the same as for all other TfL Senior Managers.

## Performance Awards

- 5.2 Property Development and Commercial Asset Management have a separate Performance Award arrangement for their Payband 4 & 5 Senior Managers and one Director. Maximum award opportunities are 30 per cent, 60 per cent and 100 per cent respectively. The design of the scheme is the same as for all senior management and the level of performance awards are determined using a matrix based on a combination of business scorecard outturn and individual performance.

Table 6

Maximum Potential Pay-out	Total Pay-out	Percentage Pay-out
£1,068,100	£820,171	76.8%

## 6 London Underground

### Base Pay

- 6.1 Below Senior Manager level, there are two separate pay frameworks within London Underground. Performance Related Pay (PRP) typically applies to administration staff up to middle management (including some operational managers). PRP provides for consolidated base pay increases that are driven by performance rating from the negotiated general increase budget. Those with a

performance rating of 3 receive the negotiated budget percentage, whilst those with higher ratings of 4 or 5 receive slightly higher increases.

- 6.2 The remainder of staff (mainly operational) have pay increased by the negotiated 'general increase' percentage. The vast majority of these roles are 'spot rate' such that the rate for the role is simply increased.
- 6.3 2019 marked the first year of a new four year pay deal in London Underground. The pay deal determined that pay would be increased by the value of the February Retail Prices Index (RPI) + 0.2 per cent with a minimum increase of £750. February 2019 RPI was 2.5 per cent. The remaining years of the four year pay deal are: Year 2 (1 April 2020) RPI + 0.2 percent, Year 3 (1 April 2021) RPI + 0.2 per cent (minimum increase of one per cent), Year 4 (1 April 2022) RPI + 0.2 per cent (minimum increase of two per cent).

**Table 7**

<b>Pay Review Framework</b>	<b>Total Base Pay Pre Pay Review</b>	<b>Budget %</b>	<b>Budget £</b>	<b>Total Base Pay Post Pay Review</b>	<b>Cost of Base Pay Review £</b>	<b>Actual %</b>
<b>LU PRP</b>	£244,222,001	2.70%	£6,593,994	£250,815,995	£6,586,718	2.70%
<b>LU Operational Pay Review</b>	£579,381,553	2.70%	£15,643,302	£595,024,855	£15,643,302	2.70%

### **Performance Awards**

- 6.4 Below Senior Manger level, there were no non-consolidated performance award arrangements in operation in London Underground during 2018-19.

## **7 Transport for London (Pay for Performance)**

### **Base Pay**

- 7.1 Below Senior Manager level TfL operates its Pay for Performance framework across Paybands 1 – 3. The annual base pay budget is negotiated with the TfL Company Council. For Paybands 2 & 3 pay, this budget is then distributed using a matrix that factors performance rating and pay range position to determine percentage increases. The general principle is the higher the rating and the lower in the pay range an individual is the higher the potential increase.
- 7.2 At Payband 1 base pay is increased by the negotiated percentage up to the pay range maximum, thereafter it is paid as a non-consolidated award.
- 7.3 Following the culmination of the 2019 TfL negotiation process in October 2019 without agreement, TfL implemented a one per cent budget for Pay for Performance. In addition, Band 1 employees below £24,500 were given a minimum consolidated uplift of £500 as well as a non-consolidated lump sum of £250. Given the distribution method described, the total actual percentage spend was below the budget amount at 0.92 percent.

**Table 8**

<b>Base Pay Pre Pay Review</b>	<b>Budget %</b>	<b>Budget £</b>	<b>Base Pay Post Pay Review</b>	<b>Cost of Base Pay Review £</b>	<b>Actual %</b>
<b>£276,804,194</b>	1%	£2,768,042	£279,349,916	£2,766,883	1%

**Performance Awards**

- 7.4 Under Pay for Performance, Paybands 2 & 3 are eligible for a performance award directly driven by an individual's performance rating. The Executive Committee decided to distribute performance awards using a 2.25 per cent budget with the actual costs as follows:

**Table 9**

<b>Budget as a % of total base pay</b>	<b>Budget £</b>	<b>Performance Award Spend £</b>	<b>Actual %</b>
<b>2.25%</b>	£5,815,708	£5,684,211	2.20%

- 7.5 The underspend against the budget is caused by the pro-rating of awards for those who are eligible but do not work the full performance year.

**8 Surface Transport Operational****Base Pay**

- 8.1 Base pay in Surface Transport operational areas is negotiated at a local level between management and unions. Some of the pay deals currently in place are for multi-year arrangements. Table 10 below sets out the arrangements applied in 2019 by business area. The full detail of the current Surface Transport operational pay deals is set out in Appendix 1.

Table 10

Pay Review Framework	2019 Budget %
Bus Station Controllers (London Buses)	1%
Network Traffic Controllers (London Buses)	1%
Night Network Traffic Controllers (London Buses)	1%
CentreComm Controller (London Buses)	1%
Pier Controllers (London River Services)	1%
VCS operational grades - various	1%
Dial-a-Ride Drivers (and all other depot based staff)	1%
Dial-a-Ride Engineers	1%
Dial-a-Ride All MCC Staff	1%
Revenue Protection Inspectors	1%
Road & Transport Enforcement Officers	1%
TPHC entry level Compliance Officers	1%
Traffic Surveyors (London Buses)	1%

### Performance Awards

- 8.2 There are no non-consolidated performance award arrangements in Surface Transport operational business areas.

## 9 Rail for London Infrastructure (RfLI) Limited (Elizabeth Line)

### Base Pay

- 9.1 Below Senior Manager level RfLI Operations and Maintenance teams operate a Pay for Performance framework. The annual base pay budget is negotiated with local bargaining groups TSSA & Prospect. This budget is then distributed using a matrix that factors performance rating and pay range position to determine percentage increases. The general principle is the higher the rating and the lower in the pay range an individual is the higher the potential increase.
- 9.2 However, whilst Maintenance continue to use the PfP base pay and performance award matrices in line with the framework, Operations have adopted a different approach, with employees receiving the budget amount for base pay (i.e. 2.30 per cent).
- 9.3 2018-19 was the first year of a two year pay deal with a base pay budget of 2.30 per cent with actual costs as follows:

**Table 11**

<b>Base Pay Pre Pay Review</b>	<b>Budget %</b>	<b>Budget £</b>	<b>Base Pay Post Pay Review</b>	<b>Cost of Base Pay Review £</b>	<b>Actual %</b>
5,887,269	2.30%	£ 135,407	£6,019,214	£ 131,945	2.24%

**Performance Awards**

- 9.4 Under RfLI Pay for Performance employees are eligible for a performance award directly driven by an individual's performance rating.
- 9.5 However, Operations have adopted a different approach with all employees receiving the performance award associated with a 3 rating.
- 9.6 Performance awards were distributed using a 2.25 per cent budget with the actual costs as follows:

**Table 12**

<b>Budget as a % of total base pay</b>	<b>Budget £</b>	<b>Performance Award Spend £</b>	<b>Actual %</b>
2.25%	£147,182	£ 119,961	2.04%

- 9.7 The underspend against the budget is due to the pro-rating of awards for those who are eligible but do not work the full performance year.

**10 London Transport Museum**

- 10.1 The London Transport Museum (LTM) remains subject to the same collective bargaining arrangements as TfL PfP.

**Base Pay**

- 10.2 The annual base pay budget is the same as negotiated budget for TfL Pay for Performance. For Paybands 2 & 3 pay this budget is distributed using a matrix that factors performance rating and pay range position to determine percentage increases.
- 10.3 Within LTM there are two different arrangements at payband 1. Those employees on the Customer Service Assistant grade are paid a spot rate for the role. Their salary increases in line with the spot rate changes year on year, as well as under the Band 1 arrangements for the year. For all other Band 1 employees, their base pay is increased by the negotiated percentage up to the pay range maximum, thereafter it is paid as a non-consolidated award.
- 10.4 In line with TfL, a one per cent budget was awarded for LTM Pay for Performance. In addition, Band 1 employees received a non-consolidated lump sum of £250. Given the distribution method described, the total actual percentage spend was below the budget amount at 0.80 per cent.

**Table 13**

<b>Base Pay Pre Pay Review</b>	<b>Budget %</b>	<b>Budget £</b>	<b>Base Pay Post Pay Review</b>	<b>Cost of Base Pay Review £</b>	<b>Actual %</b>
<b>£3,368,316</b>	1%	£33,683	£3,395,147	£36,828.93	1.09%

10.5 The overspend against the one per cent budget is caused by the additional lump sum payments to the Band 1 employees.

**Performance Awards**

10.6 Under PfP, Paybands 2 & 3 are eligible for a performance award directly driven by an individual's performance rating. The LTM Remuneration Committee decided to distribute performance awards using a 2.00 per cent budget with the actual costs as follows:

**Table 14**

<b>Budget as a % of total base pay</b>	<b>Budget £</b>	<b>Performance Award Spend £</b>	<b>Actual %</b>
<b>2.00%</b>	£53,151	£47,641	1.79%

10.7 The underspend against the budget is caused by the pro-rating of awards for those who are eligible but do not work the full performance year.

**List of appendices to this report:**

Appendix 1 – Surface Transport Current Local Business Area Pay Deals

**List of Background Papers:**

None

Contact Officer: Tricia Wright, Chief People Officer  
Number: 020 3054 7265  
Email: [triciawright@tfl.gov.uk](mailto:triciawright@tfl.gov.uk)

Contact Officer: Stephen Field, Director of Compensation and Benefits  
Number: 020 7126 1294  
Email: [stephenfield@tfl.gov.uk](mailto:stephenfield@tfl.gov.uk)



## Appendix 1

### Surface Transport Current Local Business Area Pay Deals

Business Area	Pay Deal	Pay Deal Effective From	Review Date
<b>Bus Station Controllers (London Buses)</b>	1% consolidated pay increase	01 April 2019	01 April 2020
<b>Network Traffic Controllers (London Buses)</b>	1% consolidated pay increase	01 April 2019	01 April 2020
<b>Night Network Traffic Controllers (London Buses)</b>	1% consolidated pay increase	01 April 2019	01 April 2020
<b>CentreComm Controller (London Buses)</b>	1% consolidated pay increase	01 April 2019	01 April 2020
<b>Pier Controllers (London River Services)</b>	1% consolidated pay increase	01 April 2019	01 April 2020
<b>VCS operational grades - various</b>	A three-year pay settlement commencing 01 April 2019 and expiring 31 March 2022:  1% consolidated pay increase each year	01 April 2019	01 April 2022
<b>Dial-a-Ride Drivers (and all other depot based staff)</b>	A three-year pay settlement commencing 01 April 2019 and expiring 31 March 2022:  Year 1 (2019) - 1% consolidated pay increase Year 2 (2020 - 0.5% consolidated pay increase Year 3 (2021 - 0.5% consolidated pay increase	01 April 2019	01 April 2022
<b>Dial-a-Ride Engineers</b>	A three-year pay settlement commencing 01 April 2019 and expiring 31 March 2022:  Year 1 (2019) - 1% consolidated pay increase Year 2 (2020 - 0.5% consolidated pay increase Year 3 (2021 - 0.5% consolidated pay increase	01 April 2019	01 April 2022
<b>Dial-a-Ride All MCC Staff</b>	A three-year pay settlement commencing 01 April 2019 and expiring 31 March 2022:  Year 1 (2019) - 1% consolidated pay increase Year 2 (2020 - 0.5% consolidated pay increase Year 3 (2021 - 0.5% consolidated pay increase	01 April 2019	01 April 2022

<b>Revenue Protection Inspectors</b>	A two year pay settlement commencing 01 April 2019 and expiring 31 March 2021  Year 1 (2019) – 1% consolidated pay increase Year 2 - £1,000 non-consolidated bonus paid in two parts following the completion of Operations Officer training	01 April 2019	01 April 2021
<b>Road &amp; Transport Enforcement Officers</b>	A two year pay settlement commencing 01 April 2019 and expiring 31 March 2021  Year 1 (2019) – 1% consolidated pay increase Year 2 - £1,000 non-consolidated bonus paid in two parts following the completion of Operations Officer training	01 April 2019	01 April 2021
<b>TPHC entry level Compliance Officers</b>	Year 1 (2019) – 1% consolidated pay increase Year 2 - £1,000 non-consolidated bonus paid in two parts following the completion of Operations Officer training	01 April 2019	01 April 2021
<b>Traffic Surveyors (London Buses)</b>	Year 1 (2019) - 1% consolidated pay increase Year 2 (2020) - 2% consolidated pay increase	01 April 2019	01 April 2020

## Remuneration Committee

**Date:** 23 November 2020

**Item:** Pay Outcomes of +£100k Approvals

---

**This paper will be considered public**

### 1 Background and Purpose

- 1.1 The current governance process for appointments with a full-time equivalent (FTE) salary of £100,000 or more per annum requires that Remuneration Committee approval should be sought for such appointments for both permanent and non-permanent labour (NPL) positions.
- 1.2 At its meeting in June 2020, the Committee requested a paper that compared the salary approved by the Committee with that on actual appointment for the period that the governance process has been operational.
- 1.3 Information in the associated paper on Part 2 of the agenda sets out the relevant information for permanent roles for the Committee's review. That information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial affairs of a person or authority. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.
- 1.4 Information for non-permanent roles will be submitted to a future meeting, once the Committee has indicated its satisfaction with the format.

### 2 Recommendation

- 2.1 **The Committee is asked to note the paper and the supplementary information on Part 2 of the agenda and agree the format for future presentation of similar data.**

**List of appendices to this report:**

None

**List of Background Papers:**

None

Contact Officer: Tricia Wright, Chief People Officer  
Number: 020 3054 7265  
Email: [triciawright@tfl.gov.uk](mailto:triciawright@tfl.gov.uk)

Contact Officer: Stephen Field, Director of Compensation & Benefits  
Number: 020 7126 1294  
Email: [stephenfield@tfl.gov.uk](mailto:stephenfield@tfl.gov.uk)

[page left intentionally blank]

## Remuneration Committee



**Date:** 23 November 2020

**Item:** Members' Suggestions for Future Discussion Items

---

### **This paper will be considered in public**

#### **1 Summary**

- 1.1 This paper presents the current forward programme for the Committee and explains how this is put together. Members are invited to suggest additional future discussion items for the forward plan. Members are also invited to suggest items for the Committee's induction session and for future informal briefings.

#### **2 Recommendation**

- 2.1 **The Committee is asked to note the forward programme and is invited to raise any suggestions for future discussion items for the forward plan and for informal briefings.**

#### **3 Forward Plan Development**

- 3.1 The Board and its Committees and Panels have forward plans. The content of the plans arise from a number of sources:
- (a) Standing items for each meeting: Minutes; Matters Arising and Actions List.
  - (b) Regular items (annual, half-year or quarterly) which are for review and approval or noting as specified in the Terms of Reference: Examples include the annual consideration of pay and performance awards for the staff listed in the terms of reference and regular reports on remuneration on a pan-TfL basis, pay gaps and TfL's approach to talent management and succession planning.
  - (c) Items requested by Members: The Chairs Coordination Group will regularly review the forward plans and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

#### **4 Current Plan**

- 4.1 The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

**List of appendices to this report:**

Appendix 1: Remuneration Committee Forward Plan.

**List of Background Papers:**

None

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

## Remuneration Committee Forward Planner 2020/21

**Membership:** Ben Story (Chair), Kay Carberry CBE (Vice Chair), Heidi Alexander and Ron Kalifa OBE

11 March 2021		
Talent Management and Workforce Planning Update	Director Diversity, Inclusion and Talent	To note the approach to workforce planning and assessing our current capabilities and how we will map these to our emerging business priorities post Covid-19. This will include: staff talent and specialisms that we require now and in the future, including through contractors and temporary staff; succession planning and how we identify and nurture talent; and the use and management of non-permanent labour for specialist and time limited roles and the impact on pay gaps.
Pay Gap Analysis	Director Diversity, Inclusion and Talent	To note the current data and progress against actions and the performance indicators that the Committee should keep under review.

Regular items each year

- Salaries of £100,000 or more (approvals and analysis)
- TfL Performance Delivery and Performance Awards (annual approval)
- TfL Remuneration (annual noting of overall remuneration policy)
- Pay Gap Analysis (annual, noting of gap and actions to address)
- Talent Management and Succession Planning (as required)

Items approved by Chair's Action if the decision needs to be taken urgently (reported to next meeting)

- Salary for any person proposed to be appointed as an Officer of TfL with an annual basic salary of £100,000 or more
- Exit payments for any officer listed in the Terms of Reference or if over £100,000k (excluding statutory notice period)

[page left intentionally blank]