

Agenda: Supplementary (2)

Meeting: Audit and Assurance Committee

Date: Monday 6 June 2022

Time: 10:00am

Place: Teams Virtual Meeting

Members

Mark Phillips (Chair)

Anurag Gupta (Vice-Chair)

Julian Bell

Kay Carberry CBE

Dr Mee Ling Ng OBE

As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair is of the opinion that this information should be considered as a matter of urgency. The reason for urgency is that Members need to review the draft Statement of Accounts for the Year Ended 31 March 2022, prior to its submission to the Board for approval on 27 July 2022. Data in the Remuneration Report section was being verified when the supplementary agenda for this meeting was published on 2 June 2022.

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).

This meeting will be open to the public and webcast live on [TfL YouTube channel](#), except for where exempt information is being discussed as noted on the agenda.

There is access for disabled people and induction loops are available. 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.

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact:

Sue Riley, Secretariat Officer; Email: Secretariat02@tfl.gov.uk.

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

Howard Carter, General Counsel
Friday 2 June 2022

**Agenda
Audit and Assurance Committee
Monday 6 June 2022**

**6 TfL Statement of Accounts for the Year Ended 31 March 2022 –
Remuneration Report (Pages 1 - 18)**

Chief Finance Officer

The Committee is asked to note the draft Statement of Accounts and the delegation to the Chief Finance Officer to make any adjustments arising from the ongoing audit work prior to submission to the Board.

DRAFT

Remuneration report 2021/22

Our remuneration scope,
purpose and governance to
ensure we continue to be a
competitive and fair organisation

Page 1



Agenda Item 6

Message from the Chair

I took over as chair of TfL's Remuneration Committee in January 2022, having been Vice Chair until then. It is my role to ensure that TfL has an appropriate remuneration policy to attract and retain senior employees with the right experience to lead and manage the organisation. This year's Annual Report shows the progress TfL has made in winning back customers while continuing to face significant financial challenges. This is down to the hard-working employees across the organisation and good leadership.

Over the last year, the Committee recognised that the decision to defer pay-out of the 2019/20 performance awards, although the right thing to do given TfL's financial circumstance, had a negative impact on staff. These are most of the same staff that have been subject to a pay freeze since 2016. At our meeting in July 2021, members of the Committee acknowledged that the performance scheme is an integral part of the remuneration package for senior staff and the pay freeze and withdrawal of performance awards from 2020/21 meant there was significant competitive external pressure for TfL's people.

In November, we approved the revised performance awards scheme for financial years 2021/22 and 2022/23. The awards are subject to a financial overlay trigger, which means TfL must achieve financial sustainability by April 2023 and run its operations free of extraordinary Government funding for revenue support to trigger payment of any awards from the schemes.

TfL's people are at the heart of how it works and we very much value their effort every day. The revised arrangement reflects the need for TfL to ensure that it can sustain a fair reward package and retain talent at such a vital time while it is working to reach financial sustainability by April 2023.

It remains imperative that TfL has the right leadership to navigate the organisation through funding discussions with the Government. We need motivated and committed people to keep London moving and working in a safe and sustainable way.

The Committee is responsible for setting a policy that enables TfL to be competitive in line with peer organisations to attract the right talent. This must be done in a fair way, rewarding employees for their individual contributions to TfL's successes while not paying more than is necessary. This is the right approach to rewarding senior staff whose talents are essential to TfL achieving its long-term plans.

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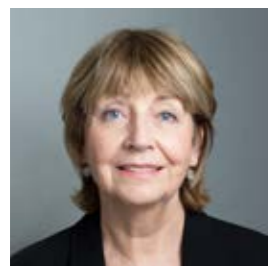
Kay Carberry CBE
Chair, TfL Remuneration Committee



'TfL's people are at the heart of how it works and we very much value their effort every day'

Governance

Our Remuneration Committee



Kay Carberry CBE*
Chair



Peter Strachan**
Vice Chair



Seb Dance***



Dr Nelson Ogunshakin OBE****

Former Committee members

- Ben Story – Chair until 31 December 2021
- Heidi Alexander – Member until 2 February 2022
- Ron Kalifa OBE – Member until 6 May 2021

Role and responsibilities

Our remuneration policy is set by our Remuneration Committee to attract, motivate and retain high-calibre, suitably qualified people to successfully manage our large and complex business. The Committee considers the need to remunerate at a competitive level compared with the external market and peer organisations while also, in a fair and reasonable manner, rewarding them for their individual contributions to our long-term success, without paying them more than is necessary.

The Committee's full terms of reference are published on our website. These essentially involve keeping an overview of our reward and remuneration policies and the arrangements for talent management and succession planning. Sometimes the Committee will review and set the remuneration of the Commissioner, chief officers and other direct reports of the Commissioner. The Committee also helps review the remuneration strategies for the entire senior manager group, particularly regarding performance-related pay.

Committee meetings

The Committee met on 7 July 2021 and 10 November 2021.

Committee activities

At the meeting on 7 July 2021, the Committee considered what should happen for the performance years 2021/22 onwards and whether performance award schemes should be reinstated. Members recognised that the scheme was integral to the remuneration package for senior staff and supported our goals by being linked to scorecards.

The Committee recognised the need for pay restraint given our financial position. However, benchmarking showed that pay for many staff was significantly below our competitors. Attraction and retention would continue to be a significant issue if staff were going above and beyond to deliver but were again asked to forgo part of their remuneration package.

TfL was asked to develop options for the performance award scheme for 2021/22. All options would be linked to performance against the scorecard and attaining financial sustainability, with payments only made when we no longer require support from the Government for our operational costs.

The Committee approved performance award schemes for 2021/22 and 2022/23 at the November meeting. These are subject to the additional condition that payment can only be considered if TfL has achieved the financial overlay trigger, which is to achieve financial sustainability by April 2023. By this, we mean that we can run our operations free of extraordinary Government funding for revenue support.

Whether TfL has achieved that trigger of financial sustainability will be seen in the Budget and Business Plan for 2023/24. TfL would therefore expect to be able to confirm whether performance awards will be paid out in respect of 2021/22 and 2022/23 in early 2023/24.

Also at the November meeting, the Committee noted the proposed methodology for strategic workforce planning, short- and medium-term risks to our ability to recruit and retain key skills, and the mitigating actions being put in place to ensure we can effectively plan our resourcing strategy. These actions focus on succession planning and identification of critical roles, the graduate and apprentice pipeline, managing talent and reward.

The Committee noted an update on the Gender and Ethnicity Pay Gap reports from 2020 and the work taking place to reduce these, including the development of a four-year Pay Gap action plan. This will cover three key areas: Governance and data; policies, systems and processes; and leadership, culture and behaviour. It will be developed in discussion with our Staff Network Groups and trade unions, and be underpinned by local diversity and inclusion plans.

Throughout the year, the Committee has been responsible for approving salaries of £100,000 or more for any new appointments.

* Vice Chair until 31 December 2021
Chair from 1 January 2022

** Appointed 1 January 2022

*** Appointed 3 February 2022

**** Appointed 1 January 2022

Policy

Board remuneration

Board members receive a basic fee of £16,000 per annum. Additional fees are paid for each appointment to a committee or panel, up to a maximum of £20,000 per annum.

The additional fees are paid at the rate of £1,000 per annum as a member and £2,000 per annum as the Chair of a committee or panel. Members are also entitled to receive free travel on our network, but no allowances are paid to members.

Any expenses claimed by members in relation to fulfilling their role as a board member are published on our website, along with details of any gifts or hospitality received.

The remuneration for each member for the year ended 31 March 2022 is shown in Appendix 5. No fee is paid to the Chair or Deputy Chair of TfL.

General remuneration

Our general policy is to provide remuneration that attracts, retains and motivates people of the right calibre to manage a large, complex organisation. Remuneration packages reflect responsibilities, experience, performance and the market we recruit from.

The reward structure we have developed is commensurate with this policy. It includes a base salary and a performance award scheme against a range of safety, operational, customer, people, delivery and financial targets.

The main objective of the remuneration policy is to ensure that reward is based on performance to drive delivery while ensuring the overall package is affordable.

Executive remuneration

The base pay and the total remuneration of the Commissioner, chief officers and other direct reports of the Commissioner is set by the Remuneration Committee, which uses external benchmarking and other comparative information to determine remuneration. This is broken down into the following components:

Component	Purpose	Operation	Maximum
Base pay	To reflect the individual's role, experience and contribution. This is set at a level to attract and retain individuals of the calibre required to lead a business of our size and complexity.	<p>We take into account:</p> <ul style="list-style-type: none"> • Remuneration benchmark information from a specific peer group to identify a market median range of base pay, which reflects what our Commissioner and chief officers would receive if they worked in a similar role in another company of similar size, complexity and scope • The scope and responsibility of the role • The individual's skill, experience and performance against targets • Affordability for us 	There is no prescribed maximum salary. There will be no increases to base pay, where the accountabilities for the role remain unchanged, for the Commissioner, chief officers and directors during the Mayor's current term in office.

Component	Purpose	Operation	Maximum
Performance-related pay	<p>To incentivise delivery of stretching one-year key performance targets, both individual and collective, as measured through individual performance rating and scorecard results.</p> <p>The payment of senior management performance awards for 2019/20 were deferred to 2021/22 and paid in June 2021. There was no performance award scheme for the 2020/21 performance year.</p> <p>A revised performance award scheme, approved by the Remuneration Committee, was launched in November 2021 that allowed performance award schemes to operate for 2021/22 and 2022/23 in line with the 1 June 2021 Government funding agreement.</p>	<p>Performance awards are calculated using a matrix, which sets out the percentage performance award an employee will receive based on a combination of the scorecard result and their individual performance rating.</p> <p>Depending on the business area that the employee works in, either our scorecard alone or a combination of our scorecard and the Delivery Business Scorecard sets the budget available for performance awards.</p> <p>An employee's contribution, in the form of a personal performance rating, determines the percentage performance award received from the available budget using a multiplier approach.</p> <p>Awards are paid in the following financial year.</p>	<p>The maximum award for the Commissioner is 50 per cent of base pay.</p> <p>The maximum award for chief officers is 30 per cent of base pay.</p>

Component	Purpose	Operation	Maximum
Benefits	To provide a competitive total reward package that supports attraction, retention and motivation.	<p>The Commissioner and chief officers receive the same core benefits as all our other employees. The only enhancements are full family cover for private medical benefit and an annual health assessment, which is available to all TfL directors.</p> <p>Membership of the TfL Pension Fund, a 'defined benefit' scheme that provides for a pension payable from the age of 65, based on 1/60th of pensionable salary for each year of service or, if invited and eligible, similar benefits provided on an unfunded basis.</p> <p>Some legacy arrangements apply for certain employees whereby an employer contribution of 10 per cent of salary is paid to either a defined contribution arrangement or as cash supplement at a discounted amount.</p>	<p>Pensionable salary is capped at:</p> <ul style="list-style-type: none"> • £170,400 from 6 April 2020 to 5 April 2021 • £172,800 from 6 April 2021 to 5 April 2022 for members who joined after 31 May 1989

The remuneration received by the Commissioner and chief officers for 2021/22 is shown in Appendix 2.

Performance-related pay

Our 2021/22 scorecard was developed to support the continued recovery of the organisation and London from the pandemic. The measures focused on our key priorities, which are prioritising safety and working towards financial sustainability. We are determined to do this while continuing to provide travel services to support London’s public health and economic recovery, encouraging customers back to our network and pivoting our capital investment to a green recovery.

The scorecard was updated during the year to align to the Revised Budget, which was approved by our Board in July 2021, and the measures will be used to determine any performance-related pay. These payments will be made in 2023/24, if we achieve financial sustainability. The scorecard results for 2021/22 are set out on page 12 of our Annual Report.

Severance policy

Most employees who leave through redundancy do so under our voluntary severance arrangements. These terms may include the following, dependent on circumstances:

- A number of weeks of pay based on length of service, age and weekly pay
- Notice period that an employee may work or receive as a payment in lieu of notice
- Outplacement support or an equivalent cash payment
- Enhanced pension provision

There are minimum service requirements for some of these terms and some elements vary if people volunteer to leave early during organisational change. There are also some variations to these terms, which have been agreed as local arrangements for the small number of employees who are members of the Local Government and Principal Civil Service Pension Schemes.

Following the Dawn Jarvis report (published on 12 February 2019), which was commissioned by the Mayor to review termination clauses and payments for senior employees across the GLA Group, the Remuneration Committee has oversight of any proposed exit payments for the Commissioner, chief officers and other senior directors reporting to the Commissioner.

The Committee will also consider any exit payment outside the standard redundancy terms and which exceeds £100,000, excluding notice periods, which are contractual.

In non-redundancy situations, we may enter into severance arrangements where it is in the interests of the organisation and represents value for money. These arrangements are considered on a case by case basis.



Our specialist teams have worked on some of our key projects

Remuneration

Benchmarking of senior executives' pay

The Remuneration Committee uses data from remuneration consultants Aon to benchmark the remuneration for the Commissioner and chief officers using two separate peer groups. The first is made up of comparable, in terms of scale, complexity and sector, private and public sector companies. The data is mainly derived from Aon's Executive Total Reward Survey (ETRS). This survey peer group comprises of 182 organisations focusing on the transport, infrastructure and engineering sectors, and excludes less relevant sectors such as financial services. This provides a broad cross section of the UK private sector market while incorporating some key public sector businesses as well.

The second peer group is solely from publicly accountable organisations, which comprises 14 UK organisations with some degree of public accountability and, in most cases, a focus on infrastructure and transport.

Each role is benchmarked against its respective counterparts in comparator organisations, with the scope of each role matched using Aon's Job Link system and our internal Hay job evaluation scores. For combined roles, or where someone has remit over multiple functions, data is provided separately for each relevant role match.

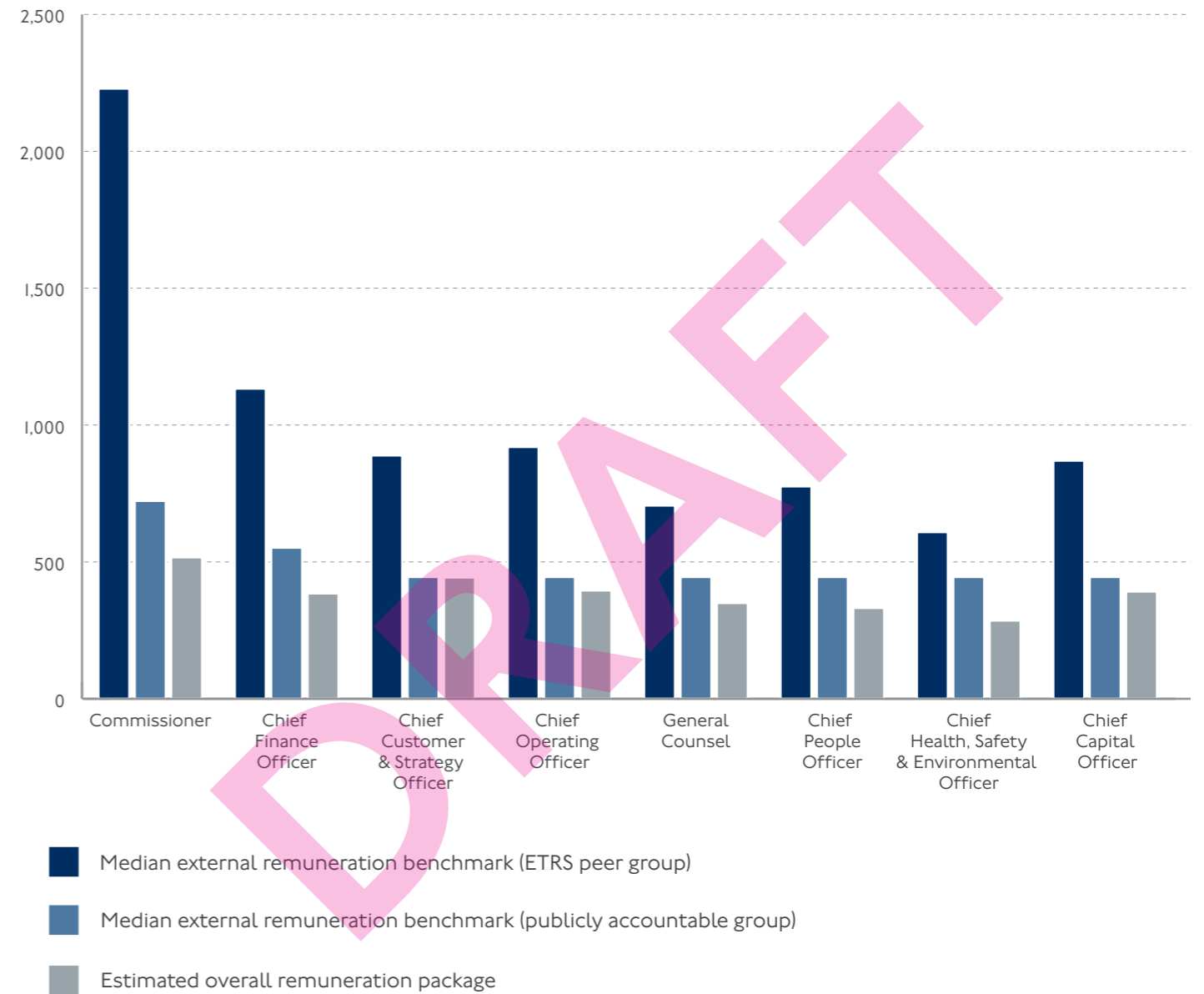
Job Link levels are assigned to market data based on the scope and responsibilities of individual roles, as well as their seniority within their organisation and the scope of the organisation itself, typically with reference to group or divisional revenue. Therefore, role matching based on Job Link ensures a like-for-like comparison between each role at TfL and the market data.

Estimated overall remuneration for each role includes the base salary and estimates for performance-related pay and pension provision.

Performance-related pay has been based on the average level of performance over recent years and the value of the pension provision is based on standard actuarial assumptions. The value of the estimated overall remuneration package will therefore be different to the actual remuneration paid.

The benchmarking has shown that the base salaries and comparable remuneration for the Commissioner and chief officers are significantly below the market level, with total estimated overall remuneration an average of 42 per cent of the ETRS peer group benchmark levels and 79 per cent of the publicly accountable group market benchmark levels.

Benchmarking for Commissioner and chief officers (£000s)



Commissioner remuneration ratio

In total remuneration terms, the Commissioner earns 6.3 times that of the median employee, excluding Crossrail. This ratio has dropped since 2019/20 as the current Commissioner has not received any performance-related pay since joining in June 2020.

	25th percentile pay ratio	Median pay ratio	75th percentile pay ratio
2019/20	12.9:1	9.6:1	8.5:1
2020/21	8.7:1	6.3:1	5.6:1
2021/22	8.5:1	6.3:1	5.5:1

The Commissioner's base salary in 2021/22 was £355,000. This compares with the median base salary of £54,000 and the lowest base salary, excluding apprentices, of £20,181.

Employees' remuneration is consistent with the definition in Appendix I, and includes salaries, fees, performance-related pay, benefits in kind, lump sums and termination payments. It excludes employer pension contributions and employer national insurance contributions and is based on remuneration received by employees during the relevant year.

Employee information

The average headcount, including permanent and fixed-term contract employees, reduced by 284 since last year.

Total remuneration costs increased by £220.3m compared to 2020/21, which includes IAS 19 pension charges of £652.5m in 2021/22 (£442.4m in 2020/21).

Year	Average headcount	Total remuneration costs (£m)
2017/18	26,994	2,250.6
2018/19	26,372	2,176.8
2019/20	25,814	2,172.9
2020/21	25,692	2,029.1
2021/22	25,408	2,249.4

Average headcount and total remuneration costs include permanent and fixed-term contracts.



Other employees' remuneration

We publish the remuneration of all employees, including those working in our subsidiaries, whose total remuneration was more than £50,000 during the course of the financial year. This is shown in Appendix I.

The impact of the transfer of employees into and out of the Corporation, which is made of London Streets, Taxi and Private Hire and the corporate centre, which for legal and accounting purposes constitutes TfL, from subsidiaries can cause distortion for year-on-year comparisons. An additional voluntary disclosure for the Group, which is made up of the Corporation and its subsidiaries, is provided and shows the combined employee bands for TfL and its subsidiaries.

The remuneration disclosure is also affected by the Crossrail project. The number of Crossrail Limited employees receiving total remuneration of £50,000 or more decreased from 202 in 2020/21 to 191 in 2021/22. The corresponding figures for those receiving total remuneration of more than £100,000 per year increased from 35 in 2020/21 to 40 in 2021/22, owing to an increase in the number of employees leaving with voluntary severance as the project nears completion.

Total remuneration of more than £100,000

Throughout 2021/22, 161 people earned total remuneration of more than £100,000 and had a base salary of £100,000 or more per year, compared with 162 in 2020/21. As of 31 March 2022, 151 people were on a base salary of more than £100,000 compared to 155 people the previous year. This is a reduction of 19.7 per cent compared to 31 March 2016 when there were 188 employees on a base salary of more than £100,000.

In 2021/22, we made payment of all 2019/20 performance-related pay awards that had been deferred for 12 months due to the impact of the pandemic on our revenue. A total of 184 people, compared with 73 in 2020/21, who were on a base salary of less than £100,000 per year, received a performance-related award that took their total remuneration above this threshold.

No performance-related pay awards will be made in respect of 2020/21 and any performance award for any future years will only be made when TfL achieves financial sustainability.

Among our specialist engineers and highly skilled project employees, 190 earn a base salary of less than £100,000 per year, but the overtime they worked took their total remuneration above the threshold, compared with 161 in 2020/21. Many of these people are specialist engineers working overnight and at weekends on major projects, such as the Northern Line Extension, Bank station upgrade and installing new signalling on the Circle, District, Hammersmith & City and Metropolitan lines, which were either completed or substantially progressed throughout the last year.

There were 22 people, compared with 24 in 2020/21, who were on a base salary of less than £100,000 per year and received a one-off voluntary severance payment that took their total remuneration above this threshold. This is largely due to people leaving as part of our transformation programme, which is reducing management layers and eliminating duplication to improve efficiency and deliver recurring savings.

Therefore the total number of our staff (excluding Crossrail) who received total remuneration of more than £100,000, including severance payments and overtime, was 557 in 2021/22 compared with 420 in 2020/21.

	2021/22	2020/21
Base salary of £100k or more	161	162
Base salary between £80k and £100k	184	73
Voluntary severance payments taking earnings over £100k	22	24
Level of overtime worked taking earnings over £100k	190	161
Total TfL	557	420
Crossrail	40	35
Total (including Crossrail)	597	455

Appendix I

Number of employees receiving total remuneration of more than £50,000

This includes salaries, fees, performance related pay, benefits in kind, lump sums and termination payments, but excludes pension contributions paid by the employer. All information is subject to audit. The TfL Group is made up of the Corporation and its subsidiaries while the Corporation is made up of London Streets, Taxi and Private Hire, and the corporate centre, which for legal and accounting purposes, constitutes TfL

Remuneration (£)	Group 2022	Group 2021	Corporation 2022	Corporation 2021*
50,000 - 54,999	2,550	2,512	879	853
55,000 - 59,999	4,725	4,691	689	745
60,000 - 64,999	2,398	2,603	530	532
65,000 - 69,999	1,517	1,730	465	597
70,000 - 74,999	1,161	1,248	285	405
75,000 - 79,999	884	840	257	244
80,000 - 84,999	622	652	162	192
85,000 - 89,999	447	456	123	112
90,000 - 94,999	340	329	81	68
95,000 - 99,999	284	229	80	55
100,000 - 104,999	182	120	40	29
105,000 - 109,999	98	83	33	22
110,000 - 114,999	73	49	23	14
115,000 - 119,999	49	33	13	10
120,000 - 124,999	34	32	12	10
125,000 - 129,999	23	25	7	16
130,000 - 134,999	23	19	7	10

Remuneration (£)	Group 2022	Group 2021	Corporation 2022	Corporation 2021*
135,000 - 139,999	18	7	13	2
140,000 - 144,999	15	14	9	9
145,000 - 149,999	7	7	3	4
150,000 - 154,999	4	13	1	6
155,000 - 159,999	7	4	3	3
160,000 - 164,999	9	4	7	2
165,000 - 169,999	6	6	4	4
170,000 - 174,999	4	2	3	1
175,000 - 179,999	4	4	3	1
180,000 - 184,999	3	6	2	4
185,000 - 189,999	1	2	-	2
190,000 - 194,999	1	1	1	1
195,000 - 199,999	2	-	1	-
200,000 - 204,999	2	2	1	1
205,000 - 209,999	2	2	-	2
210,000 - 214,999	1	-	-	-
215,000 - 219,999	1	-	1	-
220,000 - 224,999	1	2	1	1
225,000 - 229,999	1	1	1	1
230,000 - 234,999	1	4	-	3
235,000 - 239,999	3	-	2	-
240,000 - 244,999	2	3	2	3
245,000 - 249,999	3	1	1	-
250,000 - 254,999	1	-	1	-

* restated to reflect employees not deemed to have transferred to TTL Properties Limited from 1 April 2020

Remuneration (£)	Group 2022	Group 2021	Corporation 2022	Corporation 2021*
255,000 - 259,999	2	-	1	-
265,000 - 269,999	-	1	-	1
275,000 - 279,999	1	1	1	1
285,000 - 289,999	-	1	-	-
290,000 - 294,999	-	1	-	1
295,000 - 299,999	1	-	1	-
305,000 - 309,999	-	1	-	1
310,000 - 314,999	-	1	-	1
315,000 - 319,999	2	1	2	1
330,000 - 334,999	1	-	-	-
340,000 - 344,999	1	-	1	-
350,000 - 354,999	1	-	1	-
360,000 - 364,999	1	1	-	-
370,000 - 374,999	1	-	1	-
375,000 - 379,999	1	-	1	-
405,000 - 409,999	2	-	2	-
445,000 - 449,999	1	1	-	-
625,000 - 629,999	1	-	1	-
Total	15,525	15,745	3,758	3,970

Remuneration for senior employees

The Accounts and Audit Regulations 2015 require us to disclose individual remuneration details for senior employees with a base salary of £150,000 or more, calculated on a full-time equivalent basis for those working part-time.

Disclosure is made for each financial year under various categories and set out in Appendix 2.

Employer's pension contributions include the contribution in respect of future benefit accrual. Member contributions are payable by employees at a fixed rate of five per cent of pensionable salary.

Salary, fees and allowances are disclosed on an earned basis. Although performance-related pay is reported on a cash paid basis, it may not be determined for many months after the end of the relevant year.

* restated to reflect employees not deemed to have transferred to TTL Properties Limited from 1 April 2020

Appendix 2

Employees receiving a base annual salary of £150,000 or more, subject to audit (£)

Name	Notes	Salary (including fees & allowances) 2021/22	Performance-related pay and retention payments paid in the year 2021/22**	Compensation for loss of employment 2021/22	Benefits in kind 2021/22	Total remuneration excluding pension contributions 2021/22	Employer's contribution to pension 2021/22***	Salary (including fees & allowances) 2020/21	Performance-related pay and retention payments paid in the year 2020/21**	Total remuneration excluding pension contributions 2020/21****
Andy Byford, Commissioner	a	355,000	-	-	792	355,792	46,474	268,438	-	269,018
Howard Carter, General Counsel	b	*248,373	67,291	-	2,227	317,891	-	*247,782	-	249,968
Stuart Harvey, Chief Capital Officer	c	*289,171	84,365	-	1,740	375,276	-	*277,136	-	278,842
Simon Kilonback, Chief Finance Officer		*327,409	77,825	-	2,227	407,461	-	*312,733	-	314,919
Andy Lord, Chief Operating Officer	d	*320,032	23,711	-	2,227	345,970	-	*315,717	-	317,903
Lilli Matson, Chief Safety, Health and Environmental Officer	e	180,068	22,518	-	1,740	204,326	45,391	168,910	-	170,616
Gareth Powell, Chief Customer & Strategy Officer	f	*323,935	54,132	-	2,227	380,294	7,836	*306,954	-	309,140
Tricia Wright, Chief People Officer	g	*232,780	63,675	-	876	297,331	-	*231,860	-	232,629
Matt Brown, Director of Communications & Corporate Affairs	h	138,041	25,515	-	-	163,556	34,631	135,000	-	135,000
Fiona Brunskill, Director of People & Cultural Change	i	176,104	-	-	2,227	178,331	41,323	155,142	-	157,328
Louise Cheeseman, Director of Bus	j	139,233	-	-	1,133	140,366	30,945	-	-	-
George Clark, Chief Engineer, TfL		165,000	8,910	-	1,740	175,650	-	165,000	-	166,706

* salary, fees and allowances include an allowance paid as a result of the individual opting out of part or all of the benefits provided by the TfL Savings for Retirement Plan or TfL Pension Fund. The allowance is paid at the rate of the employer contribution foregone, discounted by the employer rate of National Insurance to ensure no additional employer cost is incurred. It also includes an allowance available to those employees who are employed on fixed term contracts and who choose to join a defined contribution scheme rather than the TfL Pension Fund

** the payment of all 2019/20 performance-related pay awards was deferred until 2021/22 and no awards will be made in respect of the 2020/21 financial year

*** a number of senior employees opted out of the TfL Pension Fund during 2015/16. They are instead accruing equivalent benefits under an unfunded defined benefit pension scheme

**** total remuneration for 2020/21 also includes benefits in kind as reported in last year's Statement of Accounts

a entered service 29 June 2020

b salary sacrificed for pension of £8,638 (2020/21 £8,517)

c changed role in 2021/22

d changed role in 2021/22

e changed role in 2021/22

f changed role in 2021/22

g salary sacrificed for pension of £8,638 (2020/21 £8,517)

h changed role in 2021/22

i changed role in 2021/22

j entered service 2 August 2021

Name	Notes	Salary (including fees & allowances) 2021/22	Performance-related pay and retention payments paid in the year 2021/22**	Compensation for loss of employment 2021/22	Benefits in kind 2021/22	Total remuneration excluding pension contributions 2021/22	Employer's contribution to pension 2021/22***	Salary (including fees & allowances) 2020/21	Performance-related pay and retention payments paid in the year 2020/21**	Total remuneration excluding pension contributions 2020/21****
Andrea Clarke, Director of Legal	k	183,000	60,524	-	1,740	245,264	43,698	165,369	24,805	191,880
Graeme Craig, Director of Commercial Development		185,000	9,398	-	1,740	196,138	46,474	185,000	-	186,706
Nick Dent, Director of Customer Operations	l	180,000	26,651	-	1,740	208,391	39,555	150,658	-	152,364
Patrick Doig, Group Finance Director	m	185,589	34,020	-	1,740	221,349	46,474	180,000	-	181,706
Stephen Field, Director of Compensation and Benefits	n	*189,908	50,575	-	1,740	242,222	-	*189,906	-	191,612
Lester Hampson, Property Development Director		175,807	79,352	-	1,740	256,899	45,391	176,135	-	177,841
Michael Hardaker, Director, Network Extensions		183,310	34,020	-	2,227	219,557	46,474	180,000	-	182,186
Joanna Hawkes, Corporate Finance Director	o	*210,977	27,000	-	-	237,977	-	*210,542	18,000	228,542
Chris Hobden, Project Director, Four Lines Modernisation		150,000	10,500	-	1,740	162,240	38,666	150,000	-	151,706
Lorraine Humphrey, Director of Risk & Assurance	p	134,561	9,016	-	784	144,361	23,064	90,890	-	91,659
Peter McNaught, Director of Operational Readiness	q	188,510	51,372	-	784	240,666	35,140	180,988	-	182,012
Helen Murphy, Director of Consulting and International Operations		151,000	19,660	-	1,740	172,400	38,935	151,000	-	152,706
Gabriella Neudecker, Customer and Revenue Director	r	74,589	-	-	263	74,852	19,303	-	-	-

* salary, fees and allowances include an allowance paid as a result of the individual opting out of part or all of the benefits provided by the TfL Savings for Retirement Plan or TfL Pension Fund. The allowance is paid at the rate of the employer contribution foregone, discounted by the employer rate of National Insurance to ensure no additional employer cost is incurred. It also includes an allowance available to those employees who are employed on fixed term contracts and who choose to join a defined contribution scheme rather than the TfL Pension Fund

** the payment of all 2019/20 performance-related pay awards was deferred until 2021/22 and no awards will be made in respect of the 2020/21 financial year

*** a number of senior employees opted out of the TfL Pension Fund during 2015/16. They are instead accruing equivalent benefits under an unfunded defined benefit pension scheme

**** total remuneration for 2020/21 also includes benefits in kind as reported in last year's Statement of Accounts

k performance-related pay disclosed includes retention payment

l changed role in 2020/21

m changed role in 2021/22

n salary sacrificed for pension of £8,437 (2020/21 £8,439). Performance-related pay disclosed includes retention payment.

o performance-related pay disclosed relates to retention payment only

p changed role in 2021/22

q performance-related pay disclosed includes retention payment

r entered service 18 October 2021

Name	Notes	Salary (including fees & allowances) 2021/22	Performance-related pay and retention payments paid in the year 2021/22**	Compensation for loss of employment 2021/22	Benefits in kind 2021/22	Total remuneration excluding pension contributions 2021/22	Employer's contribution to pension 2021/22***	Salary (including fees & allowances) 2020/21	Performance-related pay and retention payments paid in the year 2020/21**	Total remuneration excluding pension contributions 2020/21****
Jonathan Patrick, Chief Procurement Officer	s	221,923	93,600	-	784	316,307	46,474	225,000	-	225,769
Esther Sharples, Director of Asset Performance and Capital Delivery, London Underground	t	170,000	15,574	-	784	186,358	35,910	145,002	-	145,771
Jadon Silva, Supply Chain Director	u	16,977	-	-	73	17,050	4,131	-	-	-
Howard Smith, Chief Operating Officer, Elizabeth line	v	*181,391	24,325	-	1,740	207,455	-	*181,786	-	183,492
Shashi Verma, Director of Strategy & Chief Technology Officer		234,611	42,525	-	784	277,920	57,411	234,611	-	235,380
Jonathan Wharfe, Supply Chain Director	w	33,034	-	-	320	33,354	8,423	-	-	-
Alex Williams, Director of City Planning		*206,553	34,000	-	-	240,553	-	*206,553	-	206,553
Ken Youngman, Divisional Finance Director, Commercial Development		155,000	89,125	-	1,740	245,865	40,011	155,000	-	156,706
Crossrail current office holders/employees										
Mark Wild, Chief Executive Officer		*445,977	-	-	1,740	447,717	-	*446,147	-	447,853
Susan Beadles, General Counsel		156,163	-	-	1,740	157,903	30,463	156,163	-	157,869
Chris Binns, Chief Engineer	x	185,000	9,250	-	1,740	195,990	18,500	182,010	-	183,716
Jim Crawford, Chief Programme Officer		359,040	-	-	1,740	360,780	-	359,040	-	360,746

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** the payment of all 2019/20 performance-related pay awards was deferred until 2021/22 and no awards will be made in respect of the 2020/21 financial year

*** a number of senior employees opted out of the TfL Pension Fund during 2015/16. They are instead accruing equivalent benefits under an unfunded defined benefit pension scheme

**** total remuneration for 2020/21 also includes benefits in kind as reported in last year's Statement of Accounts

s salary sacrificed for Cycle to Work scheme of £3,077 (2020/21 £nil)
 t changed role in 2021/22
 u entered service 21 February 2022
 v salary sacrificed for pension of £8,437 (2020/21 £8,439)
 w entered service 19 January 2022
 x performance-related pay disclosed relates to retention payment

Name	Notes	Salary (including fees & allowances) 2021/22	Performance-related pay and retention payments paid in the year 2021/22**	Compensation for loss of employment 2021/22	Benefits in kind 2021/22	Total remuneration excluding pension contributions 2021/22	Employer's contribution to pension 2021/22***	Salary (including fees & allowances) 2020/21	Performance-related pay and retention payments paid in the year 2020/21**	Total remuneration excluding pension contributions 2020/21****
Stacey Kalita, Finance Director	y	131,783	-	-	784	132,567	18,871	100,700	-	101,469
Rachel McLean, Chief Finance Officer, Crossrail & Divisional Finance Director, London Underground	z	234,072	23,300	-	2,227	259,599	46,474	233,000	11,650	246,836
Andy Weber, Delivery Construction Manager	aa	150,958	-	-	784	151,742	15,113	150,395	-	151,164
Former Employees										
Carole Bardell-Wise, Health, Safety, Quality and Environment Director, Crossrail	ab	136,284	18,000	76,097	1,311	231,692	13,500	180,639	18,000	200,345
Mike Brown MVO, Commissioner	ac	-	168,006	-	-	168,006	-	*146,600	-	147,231
Michèle Dix, Managing Director, Crossrail 2	ad	*88,504	36,784	-	907	126,195	-	*169,027	-	170,733
Vernon Everitt, Managing Director, Customers, Communication and Technology	ae	200,294	71,180	352,697	1,866	626,037	-	243,003	-	245,189
Antony King, Group Finance Director	af	*36,698	36,000	-	296	72,994	-	*230,542	-	232,248
Chris MacLeod, Customer Director	ag	*51,711	31,185	-	-	82,896	-	*207,411	-	207,411
Caroline Sheridan, Director of TfL Engineering & Asset Strategy	ah	76,932	22,240	-	344	99,516	17,675	166,240	-	167,009
Brian Woodhead, Director of Customer Service	ai	*40,495	40,560	-	325	81,380	-	*230,542	-	232,248

* salary, fees and allowances include an allowance paid as a result of the individual opting out of part or all of the benefits provided by the TfL Savings for Retirement Plan or TfL Pension Fund. The allowance is paid at the rate of the employer contribution foregone, discounted by the employer rate of National Insurance to ensure no additional employer cost is incurred. It also includes an allowance available to those employees who are employed on fixed term contracts and who choose to join a defined contribution scheme rather than the TfL Pension Fund

** the payment of all 2019/20 performance-related pay awards was deferred until 2021/22 and no awards will be made in respect of the 2020/21 financial year

*** a number of senior employees opted out of the TfL Pension Fund during 2015/16. They are instead accruing equivalent benefits under an unfunded defined benefit pension scheme

**** total remuneration for 2020/21 also includes benefits in kind as reported in last year's Statement of Accounts

y changed role in 2021/22

z performance related pay disclosed relates to retention payment

aa salary sacrificed for Cycle to Work scheme of £167 (2020/21 £234) and childcare vouchers of £nil (2020/21 £496)

ab left service 31 December 2021. Performance-related pay disclosed relates to retention payment

ac left service 10 July 2020

ad left service 8 October 2021

ae left service 26 January 2022

af left service 28 May 2021

ag left service 30 June 2021

ah left service 3 September 2021

ai left service 3 June 2021

Appendix 3

Severance payments, subject to audit

We have also published the number and cost of compulsory and voluntary severance termination packages agreed during the year. This is in line with the Code and our policy on severance can be seen on page 65.

Termination payments include Crossrail and are reported on a cash paid basis to provide certainty on the amounts reported, and include pension contributions in respect of added years, ex-gratia payments and other related costs.

	Group 2022 (number)	Group 2022 (£m)	Corporation 2022 (number)	Corporation 2022 (£m)	Group 2021 (number)	Group 2021 (£m)	Corporation 2021 (number)	Corporation 2021 (£m)
Non-compulsory exit packages (£)								
0 - 20,000	26	0.3	1	-	15	0.2	4	-
20,001 - 40,000	66	2.0	4	0.1	18	0.6	4	0.1
40,001 - 60,000	96	4.8	8	0.4	11	0.5	7	0.4
60,001 - 80,000	30	2.0	6	0.4	8	0.5	4	0.3
80,001 - 100,000	8	0.7	2	0.2	17	1.5	14	1.2
100,001 - 150,000	9	1.1	5	0.6	16	2.0	11	1.3
150,001 - 200,000	3	0.5	-	-	4	0.7	3	0.5
200,001 - 250,000	2	0.4	1	0.2	1	0.2	1	0.2
250,001 - 300,000	1	0.3	1	0.3	-	-	-	-
350,001 - 400,000	1	0.4	1	0.4	-	-	-	-
Total non-compulsory exit packages	242	12.5	29	2.6	90	6.2	48	4.0
Compulsory exit packages (£)								
0 - 20,000	-	-	-	-	2	-	-	-
Total	242	12.5	29	2.6	92	6.2	48	4.0

Appendix 4

Representation of equalities groups at different pay levels as at 31 March 2022, excluding Crossrail and our apprentices. This is not subject to audit

	<£30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		>£100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Gender																		
Female	484	39	1,995	34	1,003	28	1,743	20	574	16	268	14	95	18	41	20	43	28
Male	761	61	3,814	66	2,557	72	6,929	80	2,976	84	1,592	86	420	82	164	80	108	72
Total	1,245		5,809		3,560		8,672		3,550		1,860		515		205		151	
Ethnicity																		
Black, Asian and minority ethnic	363	29	2,366	41	1,216	34	2,904	34	914	26	407	22	81	16	22	11	14	9
White	295	24	2,091	36	1,905	54	4,551	52	2,184	61	1,234	66	375	73	156	76	124	82
Not stated	587	47	1,352	23	439	12	1,217	14	452	13	219	12	59	11	27	13	13	9
Total	1,245		5,809		3,560		8,672		3,550		1,860		515		205		151	
Disability status																		
Disabled	47	4	177	3	106	3	202	2	88	3	51	3	27	5	4	2	3	2
No disability	439	35	3,159	54	1,887	53	4,686	54	1,849	52	918	49	267	52	128	62	110	73
Not stated	759	61	2,473	43	1,567	44	3,784	44	1,613	45	891	48	221	43	73	36	38	25
Total	1,245		5,809		3,560		8,672		3,550		1,860		515		205		151	

Appendix 5

Board remuneration for the year ended 31 March 2022, subject to audit (£)

Board member	
Sadiq Khan, Chair	Not remunerated by TfL
Seb Dance, Deputy Chair*	Not remunerated by TfL
Heidi Alexander**	4,833
Cllr Julian Bell	18,000
Kay Carberry CBE	20,000
Professor Greg Clark CBE	20,000
Anurag Gupta***	6,953
Bronwen Handyside	18,000
Anne McMeel	20,000
Dr Mee Ling Ng OBE	20,000
Dr Nelson Ogunshakin OBE	19,000
Mark Phillips****	19,247
Marie Pye***	6,953
Dr Nina Skorupska CBE	19,000
Dr Lynn Sloman MBE****	19,247
Ben Story	20,000
Peter Strachan***	7,726
Members who have left during the year	
Ron Kalifa OBE (6 May 2021)	1,973
Dr Alice Maynard CBE (5 September 2021)	7,792

* Appointed to the Board 1 January 2022

** Stood down as Deputy Mayor and so eligible for remuneration from 24 December 2021

*** Appointed to the Board 11 November 2021

**** Remuneration increased from 1 January 2022 to reflect Committee and Panel appointments

Appendix 6

Trade union facility time, not subject to audit

The Trade Union (Facility Time Publication Requirements) Regulations 2017 mean we must collate and publish a range of data on the amount and cost of trade union facility time within the organisation each year. Facility time is the provision of paid or unpaid time off from an employee's normal role for trade union duties and activities as a union representative.

The trade unions represented in our organisation are:

- ASLEF
- PCS
- Prospect
- RMT
- TSSA
- UNISON
- Unite



877

members of staff elected as union representatives as at 31 March 2022

Working hours spent on facility time

Percentage of time	Number of employees
0	-
1-50	818
51-99	24
100	35
Total	877

We allow representatives paid time off for union duties and meeting these costs represents 0.3 per cent of our total wage bill.

Total cost of facility time (£m)	7.1
Total remuneration costs for all TfL employees (£m)	2,249.4
Percentage of pay bill spent on facility time (%)	0.3

We do not provide paid time off for representatives for union activities. The approach to paid time off, and the number of representatives for our 27,000 employees, is in line with legislation guidelines from ACAS and agreements with the trade unions.