

Board



Date: 8 December 2021

Item: Report of the Meeting of the Remuneration Committee held on 10 November 2021

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Remuneration Committee at its meeting on 10 November 2021.

2 Recommendation

- 2.1 **The Board is asked to note the report.**

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee held on 10 November 2021 were published on 2 November 2021 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).
- 3.2 The main matters considered by the Committee were: the use of delegated authority; the approach to strategic workforce planning; and the Pay Gap Analysis.
- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 3 March 2022.

4 Issues Discussed

Matters Arising, Actions List and Use of Delegated Authority

- 4.1 The Committee noted seven uses of Chair's Action, in consultation with the Committee: five in relation to the approval of salaries of £100,000 or more; one in relation to an exit payment; and one in relation to approving the implementation of Senior Management Performance Award Scheme arrangements for 2021/22 and 2022/23 in accordance with the design outlined in the paper.

Approach to Strategic Workforce Planning

- 4.3 The Committee noted the proposed methodology for strategic workforce planning, short and medium-term risks to TfL's ability to recruit and retain key

skills and the mitigating actions being put in place to ensure TfL could effectively plan its resourcing strategy.

- 4.4 The Committee discussed the mitigations currently being taken to mitigate risk, which focussed on succession planning and identification of critical roles, the graduate and apprentice pipeline, managing talent and reward.

Pay Gap Analysis

- 4.5 The Committee noted an update on the 2020 Gender and Ethnicity Pay Gap reports and the work taking place to reduce these, including the development of a four-year Pay Gap Action Plan.
- 4.6 The 2020 Gender Pay Gap report showed a reduction in the median pay gap, from 19.5 per cent to 18.8 per cent. The mean pay gap also reduced from 9.7 per cent to 9.4 per cent. The 2020 Ethnicity Pay Gap report showed an increase in the median pay gap, from 9.2 per cent to 9.6 per cent. The mean pay gap also increased from 11.4 per cent to 12.1 per cent.
- 4.7 The Committee discussed the reasons for the results and the initiatives to reduce pay gaps including equality objectives, scorecard and dashboards, recruitment activity, mentoring, equality impact assessments and graduate and apprenticeship schemes.
- 4.8 The new four-year Pay Gap Action Plan would cover three key areas: Governance and data; policies, systems and processes; and leadership, culture and behaviour. It would be developed in discussion with TfL's Staff Network Groups and trade unions. It will also be underpinned by local diversity and inclusion plans.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Remuneration Committee on 10 November 2021

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