

# Transport for London

## Minutes of the Remuneration Committee

Conference Room 1, Palestra, 197 Blackfriars Road, London SE1 8NJ  
10.00am, Wednesday 10 November 2021

### Members

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

### Executive Committee

Andy Byford	Commissioner
Howard Carter	General Counsel
Marcia Williams	Director of Diversity, Inclusion and Talent
Tricia Wright	Chief People Officer

### Staff

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

## 23/11/21 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting. The meeting was also being webcast live to TfL's YouTube channel to ensure the public and press could observe the proceedings and decision making.

The Chair welcomed Marcia Williams, the new Director of Diversity, Inclusion and Talent, to her first meeting of the Committee.

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.

## 24/11/21 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.

## 25/11/21 Minutes of the Meeting of the Committee held on 7 July 2021

The Chair, following consultation with the Committee, approved the minutes of the meeting held on 7 July 2021 as a correct record.

## **26/11/21 Matters Arising, Actions List and Use of Delegated Authority**

The Committee noted that there had been seven uses of Chair's Action since the last meeting. Five were in relation to approving salaries of £100,000 or more, one for 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, which had been published.

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

## **27/11/21 Approach to Strategic Workforce Planning**

Tricia Wright introduced the item, which updated the Committee on 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.

TfL was facing several challenges to its ability to attract and retain the skills and expertise required to deliver its business priorities. These had been heightened in the last 18 months due to the impact of the pandemic, financial constraints and greater competition for skilled staff from organisations that were able to offer substantial increases in remuneration. TfL had implemented solutions to address immediate challenges and had put in place infrastructure to provide data for a longer-term strategic workforce plan.

The Committee discussed and welcomed the approach to strategic workforce planning and the actions currently being taken to mitigate risks. These actions focussed on succession planning and identification of critical roles, the graduate and apprentice pipeline, managing talent and reward. The actions sought to ensure an agile and diverse workforce and to reduce pay gaps. Members recommended that the consideration of critical roles include a review of TfL's buy-in model for key technology and data roles using non-permanent labour, to see if this was better provided in-house.

Members requested papers on the approach to succession planning and reward, given TfL's financial constraints, for a future meeting. **[Action: Tricia Wright]**

**The Committee noted the paper.**

## **28/11/21 Pay Gap Analysis**

Tricia Wright and Marcia Williams introduced the paper, which provided an update on the 2020 Gender and Ethnicity Pay Gap reports and the work taking place to reduce the gaps, including the development of a four-year Pay Gap Action Plan.

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.

The Committee discussed the reasons for the results, which included an older operational workforce and the different pay structures for TfL, where pay was frozen, and London Underground where a multi-year pay agreement was in place. These made quick changes to address pay gaps difficult.

The Committee discussed the initiatives to reduce pay gaps including equality objectives, scorecard and dashboards, recruitment activity, mentoring, equality impact assessments and graduate and apprenticeship schemes. It welcomed the new four-year Pay Gap Action Plan, which would cover three key areas: Governance and data; policies, systems and processes; and leadership, culture and behaviour. The Action Plan would be developed in discussion with TfL's Staff Network Groups and trade unions and be underpinned by local diversity and inclusion plans. Consideration would also be given to how TfL could encourage its supply chain to reduce pay gaps and increase diversity.

**The Committee noted the paper.**

### **29/11/21 Members' Suggestions for Future Discussion Items**

Howard Carter introduced the item. No further suggestions were made, in addition to the request for a further paper on reward and succession planning above.

**The Committee noted the forward plan.**

### **30/11/21 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

### **31/11/21 Date of Next Meeting**

The next scheduled meeting of the Committee was Thursday 3 March 2022 at 10am.

The meeting closed at 11.14am.

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

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