

Remuneration report 2022/23

'It is important that TfL has an appropriate remuneration policy to continue to attract and retain talented and skilled senior employees with the necessary experience to take the organisation forward, while ensuring affordability for TfL'



Kay Carberry
Chair of TfL Remuneration Committee



Message from the Chair

As Chair of the Remuneration Committee, 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. As the capital continues recovery from the pandemic, the employment market is returning to buoyancy and, with that, the market has become increasingly competitive. Within this environment, it is vital that TfL continues to demonstrate value for money while still attracting and retaining the best talent.

‘We need energised, motivated and committed people to keep London moving and working’

Post pandemic, many of those aged 50+ and the highly skilled are retiring early or choosing to remain outside the jobs market. This environment, coupled with a skills gap, presents employees and

jobseekers alike with a vast choice of competitive employment packages. This means it is even more important that TfL ensures value for money while offering the right remuneration policy to continue to attract talent and retain senior employees with the best possible experience to take the organisation forward. This year’s Annual Report shows the progress TfL has continued to make in winning back customers while navigating financial challenges with an aim to be financially self-sustainable.

Government funding support contained conditions, including a freeze on pay increases in 2021 and not paying performance awards from Government funding. We have approved revised performance award schemes for financial years 2021/22 and 2022/23. 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 self-sufficiency. Payment of any awards relating to those years will be subject to TfL running its operations free of extraordinary Government funding for revenue support in 2023/24.

While we have seen an increase in the number of employees receiving salaries of £100,000 or more, primarily as a result of annual pay review processes and previously negotiated collective bargaining with the relevant trade unions. The Committee continues to review these requests and approve them as appropriate. This is to ensure that the remuneration offered supports TfL in attracting and retaining the best talent in the context of our financial situation.

TfL’s people are at the heart of how we work and we very much value their effort every day. We need energised, 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 staff whose talents are essential to TfL achieving its long-term plans.



SIGNATURE

Kay Carberry CBE
Chair, TfL Remuneration Committee

Governance

Remuneration Committee members



Kay Carberry CBE
Chair



Peter Strachan
Vice Chair



Seb Dance



Dr Nelson Ogunshakin OBE

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. From time to time, 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 6 July 2022, 9 November 2022 and 2 March 2023.

Committee activities

At the meeting on 6 July 2022, the Committee noted the business performance results as measured by the TfL and delivery business Scorecards for the year ended 31 March 2022. The performance award scheme for 2021/22 requires TfL to be financially sustainable by April 2023 and to run its operations free of extraordinary Government funding for revenue support in order to trigger payment of any awards. As a result, no performance award payments were made during 2022/23 and will instead be paid during 2023/24, if financial sustainability is achieved.

The Committee reviewed the executive benchmarking data undertaken in November 2021 by Aon that informed the pay adjustments as part of the Executive Committee reorganisation that took place in February 2022 and noted the observations and pay positioning of the Executive Committee.

During the year, the Committee also contributed to a procurement exercise to secure a new executive remuneration benchmarking provider and, once a new contract is in place, work will begin to provide new benchmarking reports for the June 2023 meeting.

While considering resourcing at TfL, details on retention, the future skills requirements of the organisation, the approach to strategic workforce planning and how TfL was addressing its skills challenges were provided.

The Committee welcomed the work in this area and noted the good progress being made on establishing the foundations for data-led processes, which would enable TfL to anticipate and predict future skill needs and reduce the impact of staff turnover or internal moves. Work was under way on succession plans, improving individual development plans and developing TfL's leaders to drive inclusion, engagement and consistent standards.

The use of non-permanent labour was discussed, particularly in Engineering and Technology and Data where TfL's work was often world-leading, with excellent training and development opportunities. TfL was often unable to attract or retain key individuals in these specialisms due to remuneration constraints. This was being considered as part of the work on establishing job families and external benchmarking to develop a talent pipeline.

Annual pay review processes for chief officers and directors had been frozen since 2016. As a result, base pay had remained static for individuals unless a role re-evaluation, structural change or promotion had taken place. The Committee approved the proposal to apply the same percentage increase as the first year of the TfL pay deal for those chief officers and directors who had not received a pay adjustment as part of the leadership organisation restructure during 2022. The Committee also noted a paper outlining the outcomes of the annual remuneration processes across TfL for the years 2020 and 2021.

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

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 total remuneration 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 the TfL transport network. No allowances are paid to members.

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

The remuneration for each member for the year ended 31 March 2023 is shown on page [XX](#) of the Annual Report. 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 individuals of the right calibre to manage a large and complex organisation. Remuneration packages reflect responsibilities, experience, performance and the market from which we recruit.

The reward structure that has been developed is commensurate with this policy. It includes a base salary and a performance award scheme against the achievement of 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 that the overall reward 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.

The remuneration received by the Commissioner and chief officers for 2022/23 is shown in Appendix 2 of this report.

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.	We take into account: <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. Any increases to base pay for the Commissioner, chief officers and directors will be reviewed on an annual basis subject to Remuneration Committee approval.
Performance-related pay	To incentivise delivery of stretching one-year key performance targets (both individual and collective) as measured through individual performance rating and scorecard results. 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.	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. 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. 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. Awards are paid in the following financial year.	The maximum award for the Commissioner is 50 per cent of base pay. The maximum award for chief officers is 30 per cent of base pay.

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 age 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"> • £172,800 from 6 April 2021 to 5 April 2022 • £181,800 from 6 April 2022 to 5 April 2023 for members who joined after 31 May 1989

Performance-related pay

Our 2022/23 scorecard was developed to align with TfL's Vision and Values and the Mayor's Transport Strategy objectives. The measures selected for the 2022/23 scorecard maintained the focus of 2021/22, encapsulating the key priorities of attracting customers back onto our network, achieving financial sustainability and decarbonising our operations, while never compromising on safety.

The scorecard was updated during the year to align with the Revised Budget approved by our Board in December 2022, and the measures will be used to determine any performance-related pay. These payments will be made in 2023/24, if we have achieved financial sustainability.

The scorecard results for 2022/23 are set out on page xx of our Annual Report.

Severance policy

Most employees who leave owing to 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
- Enhanced pension provision

There are minimum service requirements for some of these terms and some elements vary if employees 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. All such arrangements are considered on a case-by-case basis.

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 private and public sector companies (in terms of scale, complexity and sector). The data is mainly derived from Aon's Executive Total Reward Survey (ETRS). This survey peer group comprises 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.

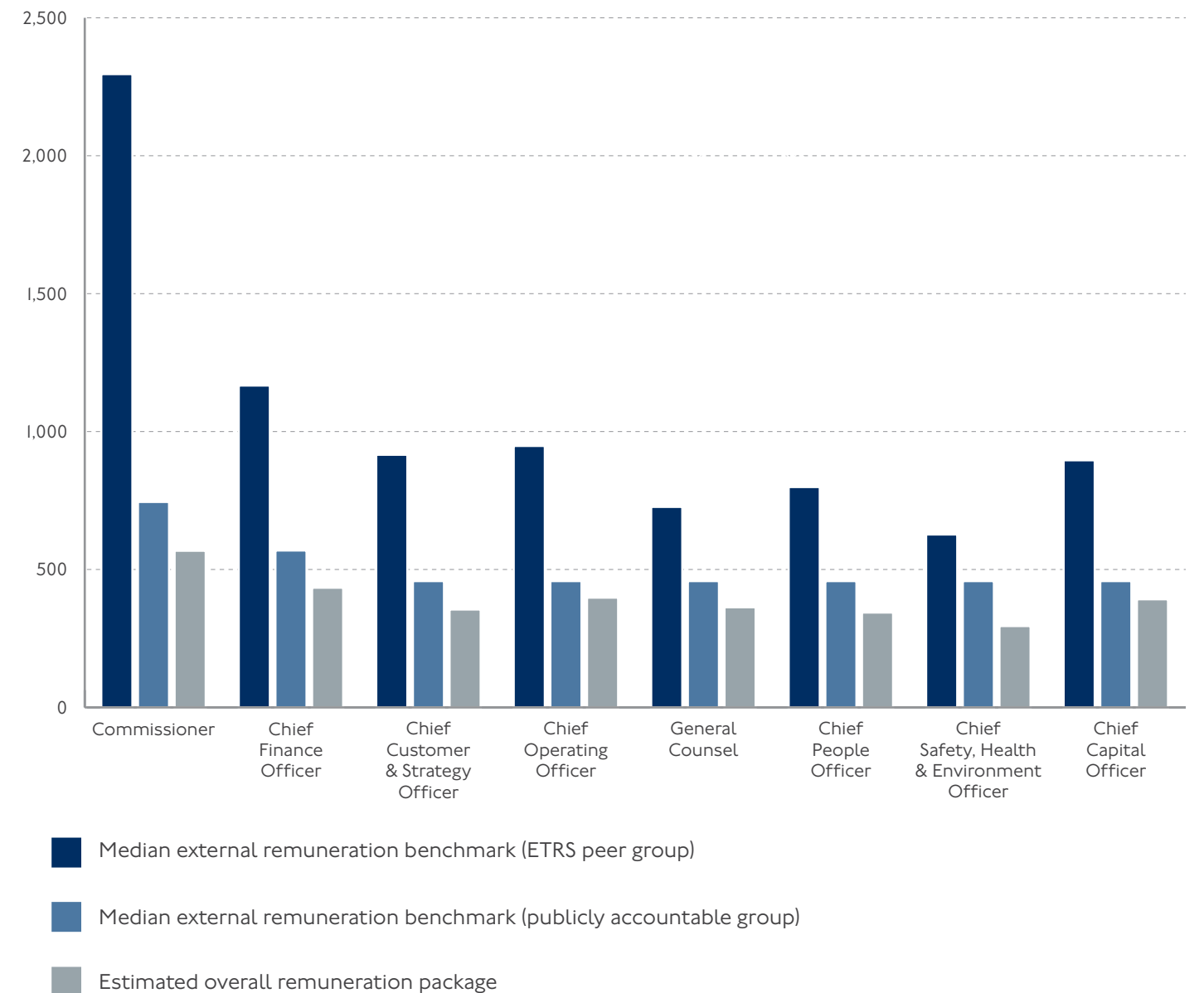
Job Link levels are assigned to market data based on the scope and responsibilities of individual roles, as well as their seniority within their organisation and the scope of the organisation itself, typically with reference to group or divisional revenue. Therefore, role-matching based on Job Link ensures 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 of 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 71 per cent of the publicly accountable group market benchmark levels.

Benchmarking of remuneration for Commissioner and chief officers (£000s)



Commissioner remuneration ratio

In total remuneration terms, the Commissioner earns 5.9 times that of the median employee, excluding Crossrail.

	25th percentile pay ratio	Median pay ratio	75th percentile pay ratio
2020/21	8.7:1	6.3:1	5.6:1
2021/22	8.5:1	6.3:1	5.5:1
2022/23	8.1:1	5.9:1	5.5:1

The Commissioner's base salary in 2022/23 was £355,000. This compares with the median base salary of £57,872 and the lowest base salary, excluding apprentices, of £21,211.

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 up 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 191 in 2021/22 to 120 in 2022/23. The corresponding figures for those receiving total remuneration of more than £100,000 per year decreased from 40 in 2021/22 to 37 in 2022/23 – 25 of these employees have now left the organisation as the project nears completion.

Total remuneration of more than £100,000

Throughout 2022/23, 232 people earned total remuneration of more than £100,000 and had a base salary of £100,000 or more per year, compared with 161 in 2021/22.

Just under 50 per cent of the additional people receiving a base salary of more than £100,000 did so as a result of the fourth year of the London Underground negotiated collective bargained pay agreement in 2020. The final year of the four-year pay deal paid within London Underground, which delivered an 8.4 per cent increase to employees and in TfL and other operational roles, a four per cent budget was implemented across all levels of the organisation for 2022. For senior managers this was the first annual pay award since 2019.

In the years since 2016, inflation and salaries in the external market have risen more significantly than budgets provided within TfL, with record levels of inflation in 2022 and 2023 while the £100,000 threshold has remained static. In 2016, there were 188 employees on a salary of more than £100,000. Had the threshold set in 2016 risen in line with February RPI each year, the equivalent value would now be £139,754, with 43 employees on a higher salary than this. Had it risen in line with February CPI it would be £127,816, with 73 employees above this level.

In comparison, if we applied the annual pay review budgets awarded to the senior manager population over the same time, this figure would now be £111,589 with 137 employees above this.

No performance awards have been paid during 2022/23, with the schemes in operation for 2021/22 and 2022/23 subject to TfL achieving the financial overlay trigger metric.

The number of people whose base salary was less than £100,000 but the overtime they earned took their total remuneration over the threshold increased by 85. Many of these are specialist engineers working overnight and at weekends on major projects such as the Bank station upgrade and Barking Riverside Extension, and continue to integrate the hugely successful Elizabeth line, and install new signalling on the Circle, District, Hammersmith & City and Metropolitan lines.

Number of employees who earned total remuneration of more than £100,000 in the year

	2022/23	2021/22
Base salary of £100k or more	232	161
Base salary below £100k	206	184
Voluntary severance payments taking earnings over £100k	16	22
Level of overtime worked taking earnings over £100k	275	190
Total TfL	729	557
Crossrail	37	40
Total (including Crossrail)	766	597

Overtime payments were also made in relation to major events such as the Platinum Jubilee and the funeral of Queen Elizabeth II.

There were 16 people, compared with 22 in 2021/22, 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 729 in 2022/23 compared with 557 in 2021/22.



Our employees are central to how the organisation works

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 2023	Group 2022 audited	Corporation 2023	Corporation 2022 audited
50,000 - 54,999	1,810	2,550	715	879
55,000 - 59,999	2,224	4,725	667	689
60,000 - 64,999	4,471	2,398	570	530
65,000 - 69,999	2,310	1,517	503	465
70,000 - 74,999	1,474	1,161	445	285
75,000 - 79,999	1,181	884	306	257
80,000 - 84,999	814	622	200	162
85,000 - 89,999	603	447	123	123
90,000 - 94,999	417	340	69	81
95,000 - 99,999	352	284	70	80
100,000 - 104,999	244	182	47	40
105,000 - 109,999	136	98	18	33
110,000 - 114,999	102	73	24	23
115,000 - 119,999	54	49	17	13
120,000 - 124,999	48	34	7	12
125,000 - 129,999	34	23	9	7
130,000 - 134,999	23	23	8	7
135,000 - 139,999	21	18	7	13

Remuneration (£)	Group 2023	Group 2022 audited	Corporation 2023	Corporation 2022 audited
140,000 - 144,999	15	15	2	9
145,000 - 149,999	15	7	6	3
150,000 - 154,999	11	4	6	1
155,000 - 159,999	7	7	4	3
160,000 - 164,999	9	9	3	7
165,000 - 169,999	6	6	2	4
170,000 - 174,999	3	4	2	3
175,000 - 179,999	6	4	1	3
180,000 - 184,999	2	3	-	2
185,000 - 189,999	5	1	3	-
190,000 - 194,999	1	1	-	1
195,000 - 199,999	2	2	2	1
200,000 - 204,999	1	2	1	1
205,000 - 209,999	-	2	-	-
210,000 - 214,999	-	1	-	-
215,000 - 219,999	1	1	-	1
220,000 - 224,999	-	1	-	1
225,000 - 229,999	2	1	1	1
230,000 - 234,999	2	1	2	-
235,000 - 239,999	1	3	1	2
240,000 - 244,999	2	2	2	2
245,000 - 249,999	1	3	1	1
250,000 - 254,999	2	1	1	1
255,000 - 259,999	1	2	1	1

Remuneration (£)	Group 2023	Group 2022 audited	Corporation 2023	Corporation 2022 audited
260,000 - 264,999	1	-	-	-
265,000 - 269,999	1	-	-	-
275,000 - 279,999	-	1	-	1
290,000 - 294,999	1	-	1	-
295,000 - 299,999	1	1	1	1
300,000 - 304,999	1	-	-	-
315,000 - 319,999	-	2	-	2
330,000 - 334,999	-	1	-	-
335,000 - 339,999	1	-	1	-
340,000 - 344,999	-	1	-	1
350,000 - 354,999	-	1	-	1
360,000 - 364,999	1	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	-	-
480,000 - 484,999	1	-	1	-
495,000 - 499,999	1	-	-	-
625,000 - 629,999	-	1	-	1
Total	16,422	15,525	3,851	3,758

Remuneration for senior employees

The Accounts and Audit Regulations 2015 require disclosure of 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.

Appendix 2

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

Name	Notes	Salary (including fees and allowances) 2022/23	Performance-related pay and bonus payments paid in the year 2022/23**	Compensation for loss of employment 2022/23	Benefits in kind 2022/23	Total remuneration excluding pension contributions 2022/23	Employer's contribution to pension 2022/23	Salary (including fees and allowances) 2021/22 audited	Performance-related pay and retention payments paid in the year 2021/22 audited**	Total remuneration excluding pension contributions 2021/22 audited***
Andy Lord, Commissioner	a	*361,453	-	-	2,227	363,680	-	*320,032	23,711	345,970
Glynn Barton, Chief Operating Officer	b	185,633	-	-	1,740	187,373	37,360	135,000	25,353	162,093
Fiona Brunskill, Chief People Officer	c	208,584	17,500	-	2,227	228,311	46,531	176,104	-	178,331
Howard Carter, General Counsel	d	*257,578	-	-	2,227	259,805	-	*248,373	67,291	317,891
Stuart Harvey, Chief Capital Officer	e	*336,106	-	-	1,740	337,846	-	*289,171	84,365	375,276
Lilli Matson, Chief Safety, Health and Environment Officer	f	200,000	-	-	1,740	201,740	46,921	180,068	22,518	204,326
Rachel McLean, Chief Finance Officer	g	261,348	34,950	-	1,747	298,045	49,668	234,072	23,300	259,599
Alex Williams, Chief Customer & Strategy Officer	h	*252,173	-	-	-	252,173	-	*206,553	34,000	240,553
Tricia Wright, Chief Officer – Pensions Review	i	*244,506	-	-	1,271	245,777	-	*232,780	63,675	297,331
Thomas Ableman, Director of Strategy & Innovation	j	147,425	-	-	1,740	149,165	35,681	68,740	-	69,638
Matt Brown, Director of Communications & Corporate Affairs	k	161,616	-	-	-	161,616	37,360	138,041	25,515	163,556

* 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 2021/22 performance-related pay awards is deferred until 2023/24 (if we are financially sustainable). The payment of all 2019/20 performance-related pay awards was deferred until 2021/22 and no awards were made in respect of the 2020/21 financial year

*** total remuneration for 2021/22 also includes benefits in kind as reported in last year's Statement of Accounts

a on secondment in 2022/23 and in receipt of higher duty allowance

b on secondment in 2022/23 and in receipt of higher duty allowance

c on secondment in 2022/23 and in receipt of higher duty allowance. Performance-related pay disclosed relates to retention payment

d salary sacrificed for pension of £9,061 (2021/22 £8,638)

e changed role in 2021/22

f changed role in 2021/22

g changed role in 2022/23. Performance-related pay disclosed relates to retention payment

h changed role in 2022/23

i salary sacrificed for pension of £9,058 (2021/22 £8,638)

j entered service 20 September 2021

k changed role in 2021/22

Name	Notes	Salary (including fees and allowances) 2022/23	Performance- related pay and bonus payments paid in the year 2022/23**	Compensation for loss of employment 2022/23	Benefits in kind 2022/23	Total remuneration excluding pension contributions 2022/23	Employer's contribution to pension 2022/23	Salary (including fees and allowances) 2021/22 audited	Performance- related pay and retention payments paid in the year 2021/22 audited**	Total remuneration excluding pension contributions 2021/22 audited***
Louise Cheeseman, Director of Bus	l	216,355	-	-	1,740	218,095	47,909	139,233	-	140,366
George Clark, Technical Director		171,600	-	-	1,740	173,340	-	165,000	8,910	175,650
Andrea Clarke, Director of Legal	m	167,793	28,548	-	1,740	198,081	48,605	183,000	60,524	245,264
Isabel Coman, Director of TfL Engineering & Asset Strategy	n	102,575	-	-	435	103,010	25,648	-	-	-
Michael Cooper, Director of Programme Management Office	o	153,378	-	-	1,740	155,118	37,471	76,373	-	77,272
Graeme Craig, Director & Chief Executive, TTLP		192,400	-	-	1,740	194,140	49,025	185,000	9,398	196,138
Nick Dent, Director of Customer Operations		187,200	-	-	1,740	188,940	47,909	180,000	26,651	208,391
Patrick Doig, Group Finance Director	p	*238,543	-	-	1,740	240,283	4,014	185,589	34,020	221,349
Nick Fairholme, Director of Capital Delivery – Systems	q	159,331	-	-	1,740	161,071	24,849	140,253	19,404	161,397
Stephen Field, Director of Pensions & Reward	r	*203,004	28,088	-	1,740	232,832	-	*189,908	50,575	242,222
Jonathan Fox, Director of Rail and Sponsored Services		159,681	-	-	1,740	161,421	38,261	151,988	20,097	173,825
Lester Hampson, Director of TTLP Property Development		186,069	-	-	1,740	187,809	46,531	175,807	79,352	256,899

* 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 2021/22 performance-related pay awards is deferred until 2023/24 (if we are financially sustainable). The payment of all 2019/20 performance-related pay awards was deferred until 2021/22 and no awards were made in respect of the 2020/21 financial year

*** total remuneration for 2021/22 also includes benefits in kind as reported in last year's Statement of Accounts

l salary sacrificed for Cycle to Work scheme of £2,442 (2021/22 £nil). Entered service 2 August 2021

m salary sacrificed for holiday buy of £809 (2021/22 £nil). Performance-related pay disclosed relates to retention payment

n entered service 5 September 2022

o entered service 20 September 2021

p changed role in 2021/22

q changed role in 2022/23

r salary sacrificed for pension of £8,547 (2021/22 £8,437). Performance-related pay disclosed relates to retention payment

Name	Notes	Salary (including fees and allowances) 2022/23	Performance- related pay and bonus payments paid in the year 2022/23**	Compensation for loss of employment 2022/23	Benefits in kind 2022/23	Total remuneration excluding pension contributions 2022/23	Employer's contribution to pension 2022/23	Salary (including fees and allowances) 2021/22 audited	Performance- related pay and retention payments paid in the year 2021/22 audited**	Total remuneration excluding pension contributions 2021/22 audited***
Michael Hardaker, Director of Capital Delivery – Infrastructure		187,889	-	-	2,227	190,116	47,909	183,310	34,020	219,557
Joanna Hawkes, Corporate Finance Director	s	*217,862	37,440	-	-	255,302	-	*210,977	27,000	237,977
Geoff Hobbs, Director of Public Service Transport Planning	t	169,283	-	-	-	169,283	-	154,608	24,414	179,022
Chris Hobden, Project Director, Four Lines Modernisation	u	156,000	22,500	-	1,740	180,240	39,263	150,000	10,500	162,240
Lorraine Humphrey, Director of Risk & Assurance	v	153,980	-	-	784	154,764	27,434	134,561	9,016	144,361
Maureen Jackson, Director of Business Services	w	148,021	-	-	1,740	149,761	38,261	142,442	15,990	160,172
Stacey Kalita, Finance Director, Crossrail	x	150,230	-	-	784	151,014	26,537	131,783	-	132,567
Siwan Lloyd-Hayward, Director of Security, Policing & Enforcement	y	144,666	-	-	1,740	146,406	35,382	130,000	18,018	149,758
Stewart Mills, Director of Infrastructure, Crossrail	z	178,509	-	-	1,626	180,135	17,426	-	-	-

* 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 2021/22 performance-related pay awards is deferred until 2023/24 (if we are financially sustainable). The payment of all 2019/20 performance-related pay awards was deferred until 2021/22 and no awards were made in respect of the 2020/21 financial year

*** total remuneration for 2021/22 also includes benefits in kind as reported in last year's Statement of Accounts

s salary sacrificed for Cycle to Work scheme of £936 (2021/22 £nil) and for holiday buy of £796 (2021/22 £nil). Performance related pay disclosed relates to retention payment

t changed role in 2022/23

u performance-related pay disclosed relates to retention payment
v salary sacrificed for holiday buy of £2,020 (2021/22 £nil). Changed role in 2021/22

w salary sacrificed for holiday buy of £2,779 (2021/22 £nil)

x changed role in 2021/22

y changed role in 2022/23

z entered service 25 April 2022

Name	Notes	Salary (including fees and allowances) 2022/23	Performance- related pay and bonus payments paid in the year 2022/23**	Compensation for loss of employment 2022/23	Benefits in kind 2022/23	Total remuneration excluding pension contributions 2022/23	Employer's contribution to pension 2022/23	Salary (including fees and allowances) 2021/22 audited	Performance- related pay and retention payments paid in the year 2021/22 audited**	Total remuneration excluding pension contributions 2021/22 audited***
Peter McNaught, Director of Operational Readiness	aa	221,760	28,080	-	1,385	251,225	-	188,510	51,372	240,666
Esther Sharples, Director of Asset Performance & Facilities	ab	176,800	-	-	784	177,584	45,153	170,000	15,574	186,358
Jadon Silva, Director of Procurement & Commercial – Capital	ac	155,648	-	-	784	156,432	39,263	16,977	-	17,050
Howard Smith, Chief Operating Officer, Elizabeth line	ad	*189,750	70,000	-	1,740	261,490	-	*181,391	24,325	207,455
Shashi Verma, Chief Technology Officer		243,604	-	-	784	244,388	60,560	234,611	42,525	277,920
Jonathan Wharfe, Director of Procurement & Commercial – Operations	ae	168,639	-	-	1,740	170,379	43,360	33,034	-	33,354

* 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 2021/22 performance-related pay awards is deferred until 2023/24 (if we are financially sustainable). The payment of all 2019/20 performance-related pay awards was deferred until 2021/22 and no awards were made in respect of the 2020/21 financial year

*** total remuneration for 2021/22 also includes benefits in kind as reported in last year's Statement of Accounts

aa performance-related pay disclosed includes retention payment

ab changed role in 2021/22

ac salary sacrificed for holiday buy of £663 (2021/22 £nil). Entered service 21 February 2022

ad salary sacrificed for pension of £8,487 (2021/22 £8,439). Performance-related pay disclosed relates to the delivery of the Elizabeth line

ae entered service 19 January 2022

Name	Notes	Salary (including fees and allowances) 2022/23	Performance- related pay and bonus payments paid in the year 2022/23**	Compensation for loss of employment 2022/23	Benefits in kind 2022/23	Total remuneration excluding pension contributions 2022/23	Employer's contribution to pension 2022/23	Salary (including fees and allowances) 2021/22 audited	Performance- related pay and retention payments paid in the year 2021/22 audited**	Total remuneration excluding pension contributions 2021/22 audited***
Former employees										
Andy Byford, Commissioner	af	205,219	-	-	470	205,689	29,694	355,000	-	355,792
Simon Kilonback, Chief Finance Officer	ag	*26,006	-	-	208	26,214	-	*327,409	77,825	407,460
Helen Murphy, Director of Consulting & International Operations	ah	66,623	-	112,860	798	180,281	18,340	151,000	19,660	172,400
Gabriella Neudecker, Customer and Revenue Director	ai	16,161	-	-	88	16,249	1,661	74,589	-	74,852
Jonathan Patrick, Chief Procurement Officer	aj	149,488	-	120,931	536	270,955	33,499	221,923	93,600	316,307
Gareth Powell, Chief Customer & Strategy Officer	ak	*188,074	-	-	1,120	189,194	-	*323,935	54,132	380,293
Ken Youngman, Divisional Finance Director, Commercial Development	al	77,712	-	56,573	899	135,184	21,183	155,000	89,125	245,865
Susan Beadles, General Counsel, Crossrail	am	22,397	-	137,854	234	160,485	4,366	156,163	-	157,903
Chris Binns, Crossrail	an	140,454	9,250	151,395	1,273	302,372	13,683	185,000	9,250	195,990
Jim Crawford, Chief Programme Officer, Crossrail	ao	306,900	-	191,088	1,459	499,447	-	359,040	-	360,780
Andy Weber, Delivery Construction Manager, Crossrail	ap	50,879	-	111,634	258	162,771	5,038	150,958	-	151,742
Mark Wild, Chief Executive Officer, Crossrail	aq	*101,931	-	393,777	316	496,024	-	*445,977	-	447,717

* 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 2021/22 performance-related pay awards is deferred until 2023/24 (if we are financially sustainable). The payment of all 2019/20 performance-related pay awards was deferred until 2021/22 and no awards were made in respect of the 2020/21 financial year

*** total remuneration for 2021/22 also includes benefits in kind as reported in last year's Statement of Accounts

af left service 28 October 2022

ag left service 29 April 2022

ah left service 9 September 2022

ai left service 6 May 2022

aj left service 30 November 2022

ak left service 25 September 2022

al left service 30 September 2022

am left service 19 May 2022

an left service 23 December 2022. Performance related pay disclosed relates to retention payment

ao left service 31 January 2023

ap left service 29 July 2022

aq left service 31 May 2022

Appendix 3

Severance payments

We have also published the number and cost of compulsory and voluntary severance termination packages agreed during the year. This is fully in line with the Code and our policy on severance can be seen on page 5.

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 2023 (number)	Group 2023 (£m)	Corporation 2023 (number)	Corporation 2023 (£m)	Group 2022 audited (number)	Group 2022 audited (£m)	Corporation 2022 audited (number)	Corporation 2022 audited (£m)
Non-compulsory exit packages (£)								
0 - 20,000	29	0.4	4	0.1	26	0.3	1	-
20,001 - 40,000	37	1.1	4	0.1	66	2.0	4	0.1
40,001 - 60,000	19	0.9	1	-	96	4.8	8	0.4
60,001 - 80,000	11	0.8	1	0.1	30	2.0	6	0.4
80,001 - 100,000	3	0.3	-	-	8	0.7	2	0.2
100,001 - 150,000	21	2.6	7	0.9	9	1.1	5	0.6
150,001 - 200,000	8	1.3	3	0.5	3	0.5	-	-
200,001 - 250,000	-	-	-	-	2	0.4	1	0.2
250,001 - 300,000	-	-	-	-	1	0.3	1	0.3
350,001 - 400,000	1	0.4	1	0.4	1	0.4	1	0.4
Total non-compulsory exit packages	129	7.8	21	2.1	242	12.5	29	2.6
Compulsory exit packages (£)								
0 - 20,000	1	-	-	-	-	-	-	-
Total	130	7.8	21	2.1	242	12.5	29	2.6

Appendix 4

Representation of equalities groups at different pay levels as at 31 March 2023, excluding Crossrail and our apprentices (this is not subject to audit)

	Less than £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		More than £100,000		
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	
Gender																			
Female	294	37	1,975	35	956	31	1,197	25	1,212	16	407	19	127	13	60	17	62	26	
Male	505	63	3,639	65	2,144	69	3,528	75	6,284	84	1,783	81	858	87	287	83	181	74	
Total	799		5,614		3,100		4,725		7,496		2,190		985		347		243		
Ethnicity																			
Black, Asian and minority ethnic	322	40	2,669	48	1,215	39	1,547	33	2,557	34	511	23	174	18	50	14	26	11	
White	309	39	1,872	33	1,526	49	2,691	57	3,980	53	1,439	66	709	72	267	77	205	84	
Not stated	168	21	1,073	19	359	12	487	10	959	13	240	11	102	10	30	9	12	5	
Total	799		5,614		3,100		4,725		7,496		2,190		985		347		243		
Disability status																			
Disabled	51	6	248	4	130	4	133	3	202	3	77	3	27	3	22	6	12	5	
No disability	544	68	3,938	70	2,056	66	3,103	66	4,745	63	1,369	63	517	52	234	68	180	74	
Not stated	204	26	1,428	26	914	30	1,489	31	2,549	34	744	34	441	45	91	26	51	21	
Total	799		5,614		3,100		4,725		7,496		2,190		985		347		243		

Appendix 5

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



881

members of staff elected as union representatives as at 31 March 2023

Working hours spent on facility time

Percentage of time	Number of employees
0	-
1-50	839
51-99	7
100	35
Total	881

We allow representatives paid time off for union duties and meeting these costs represents 0.35 per cent of our total wage bill.

Total cost of facility time (£m)	8.0
Total remuneration costs for all TfL employees (£m)	2,274.6
Percentage of pay bill spent on facility time (%)	0.35

We do not provide paid time off for representatives to carry out union activities. The above 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.



Our colleagues continue to deliver for Londoners and visitors