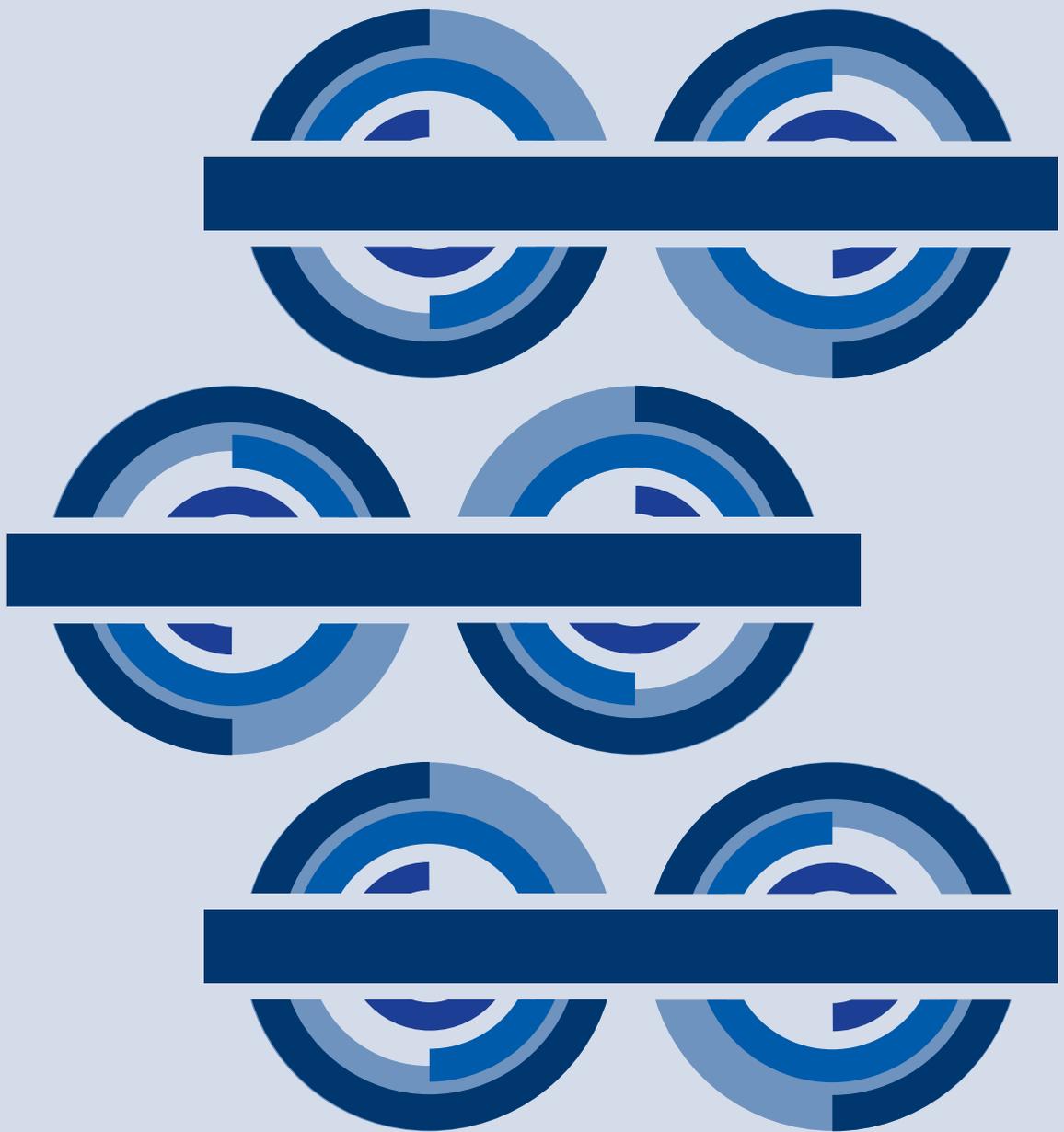# TfL gender pay gap report 2019

About Transport for London (TfL)

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners'. We are committed to creating a fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made on foot, by cycle or using public transport by 2041. To make this a reality, we prioritise health and the quality of people's experience in everything we do.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, can help shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency and improve air quality, revitalise town centres, boost businesses and connect communities.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We are moving ahead with many of London's most significant infrastructure projects, using transport to unlock growth. We are working with partners on major projects like Crossrail 2 and the Bakerloo Line Extension that will deliver the new homes and jobs London and the UK need. We are in the final phases of completing the Elizabeth line which, when open, will add 10 per cent to central London's rail capacity.

Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means freezing TfL fares so everyone can afford to use public transport, using data and technology to make services intuitive and easy to use, and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day.

None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. We all need to pull together to deliver the Mayor's Transport Strategy; by doing so we can create a better city as London grows.

Contents

Under a quarter of our people are women

26,587 employees

76.3% men

23.7% women

Figures at 31 March 2019

Foreword

London's economic success depends on an accessible and integrated transport system. We need a deeper understanding of our diverse city and what matters to the people that live and work here to deliver this. One of the best ways to achieve this is to have a truly representative workforce.

How valued and respected our staff feel, impacts on how well they can value, respect and include our passengers.

Embracing diversity is not just the right thing to do; it makes business sense. We will harness this diversity by fostering an inclusive workplace culture, behaviours and ways of working delivering safety, performance, innovation and commercial benefits. Addressing these challenges requires an integrated and collaborative approach.

We are committed to becoming an organisation that welcomes people from diverse backgrounds and actively supports their professional development. Our focus is on sustainable change with long-lasting impact, developing scalable initiatives to ensure women successfully progress in their careers.

We are using an evidence-based approach to identify effective strategies to attract, recruit and retain staff from under-represented groups. We are focusing on mid to long-term solutions that consider the full employee life cycle. This includes proactively diversifying our talent pipeline through apprenticeships and work placements to maximise

opportunities to retain talented women through mentoring, secondments and leadership programmes. We are also committed to developing our leaders to practice inclusion in all that they do.

In the last year, we have driven an overall increase in women across most roles and grades in our organisation. We are particularly pleased to report an increase in the proportion of women in senior roles, but there is still more work to do particularly around occupational segregation.

Mike Brown MVO
Commissioner
Transport for London

The gender pay gap

How we measure the overall difference in the average pay of men and women

Government regulations mean we must calculate it in two ways to give the clearest possible picture.

Mean
The difference in average hourly pay between men and women.

Median
The difference between the middle paid woman and middle paid man. The mean pay gap summarises the overall pay of men and women, but it can be skewed by a small number of high or low earners in the group. The median gives a good idea of how much a typical man or a typical woman at TfL is paid.

Equal pay
Equal pay is the right for everyone to be paid the same for doing identical or directly comparable work. We complete detailed equal pay audits to understand any gaps, in line with parameters set by the Equality and Human Rights Commission. Any gaps that are identified are addressed as part of our audits.
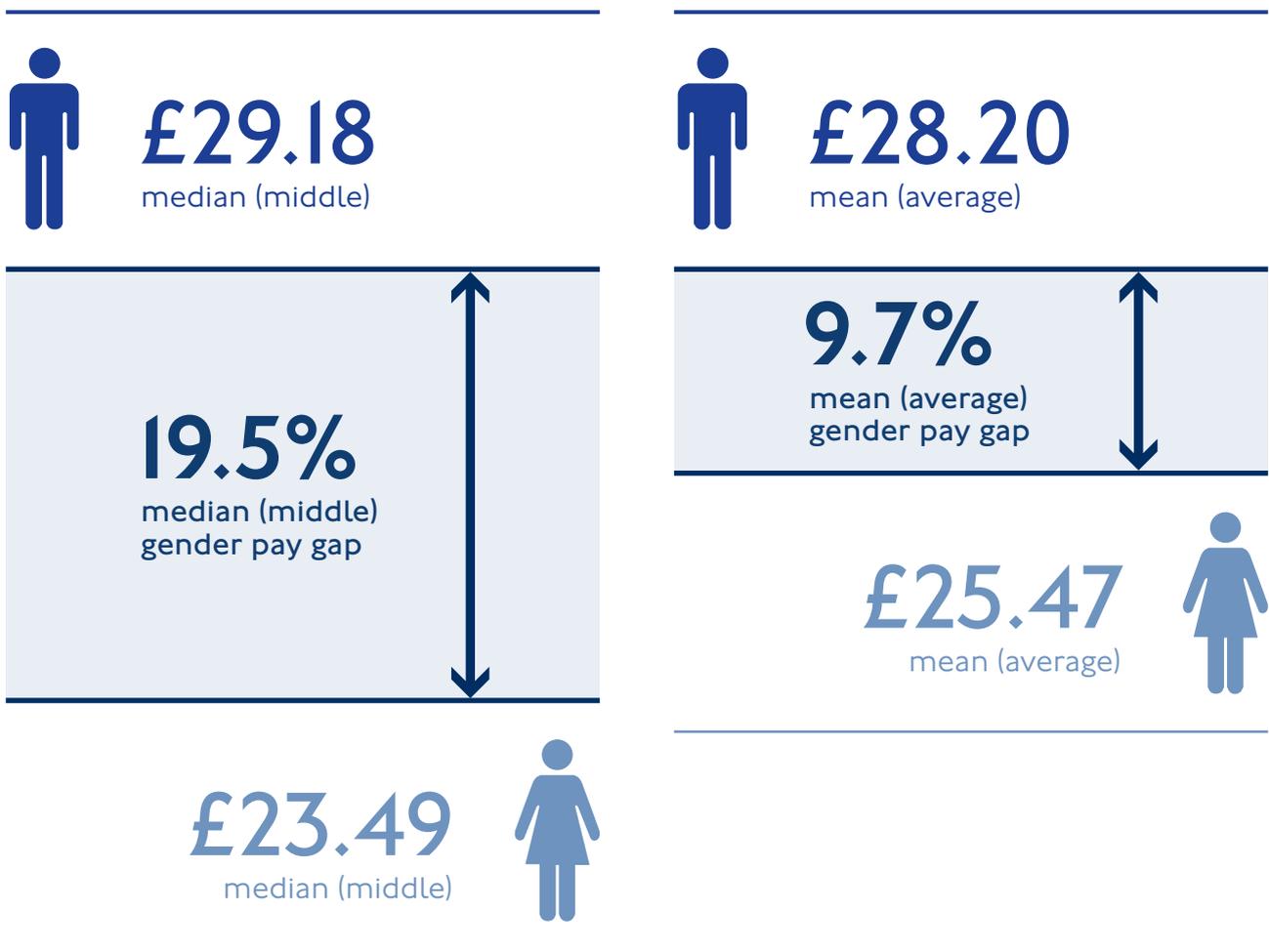
Median gender pay gap

Lowest paid   **Median**   **Highest paid**
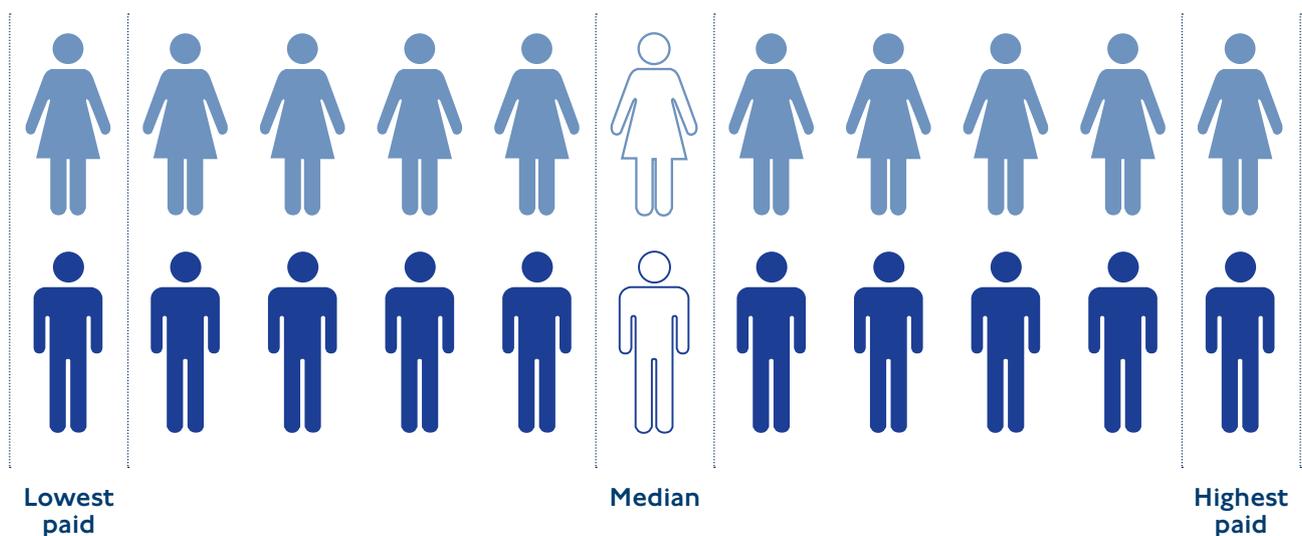
We are creating an inclusive workplace culture where everyone can progress their careers

Our results

These results include all operational and non-operational roles

Pay*
Our overall hourly pay rates

£29.18
median (middle)

£28.20
mean (average)

19.5%
median (middle)
gender pay gap

9.7%
mean (average)
gender pay gap

£23.49
median (middle)

£25.47
mean (average)

The mean pay gap is less than the median because, while a greater proportion of women fall into the lower paid roles, the higher earnings of those in leadership roles bring the average up.

* Consolidated TfL median and mean gender pay and bonus gap figures based on hourly rates of pay at 31 March 2019

Pay quartiles
Median gender pay gap

Quartile	Men		Women		Pay gap (%)
	Median hourly pay (£)	Proportion of employees (%)	Median hourly pay (£)	Proportion of employees (%)	
Upper	36.36	83.6	36.21	16.4	0.4
Upper middle	30.13	84.0	30.13	16.0	0.0
Lower middle	24.50	74.1	24.05	25.9	1.8
Lower	18.36	65.5	18.36	34.5	0.0

Mean gender pay gap

Quartile	Men		Women		Pay gap (%)
	Mean hourly pay (£)	Proportion of employees (%)	Mean hourly pay (£)	Proportion of employees (%)	
Upper	38.25	83.6	40.06	16.4	-4.7
Upper middle	29.88	84.0	29.69	16.0	0.6
Lower middle	24.53	74.1	24.21	25.9	1.3
Lower	17.39	65.5	17.51	34.5	-0.7

The quartiles rank pay from lowest to highest and divide our employees into four evenly sized groups. Our under-representation of women in the higher paid roles is evident in the lower proportion of women in the upper and upper middle quartiles.
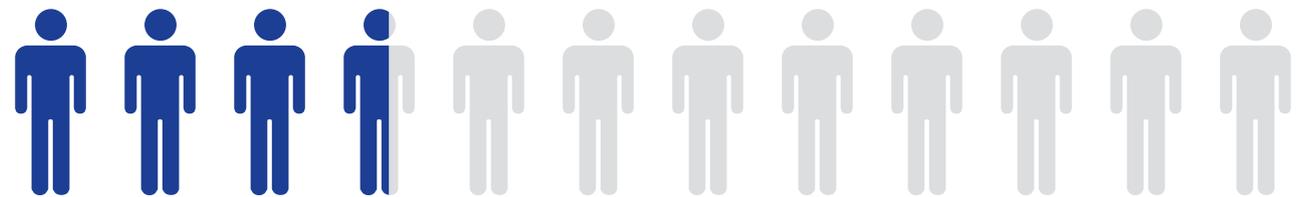
Bonuses*
Proportion of employees who received a bonus
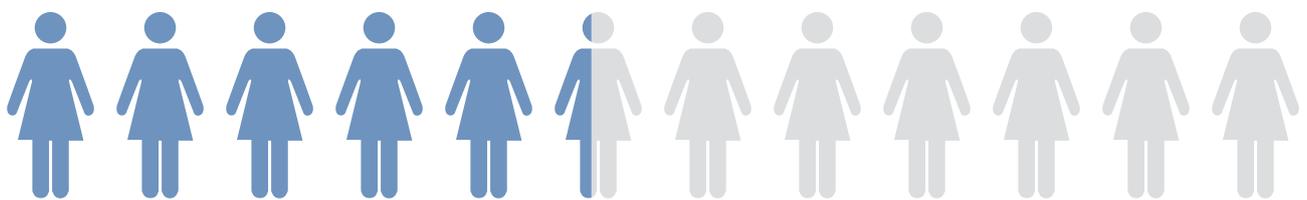
44.9%
women

30.8%
men

Received a bonus   Did not receive a bonus

* Bonuses paid in the 12 months up to 31 March 2019

Bonus gap

-22.6%
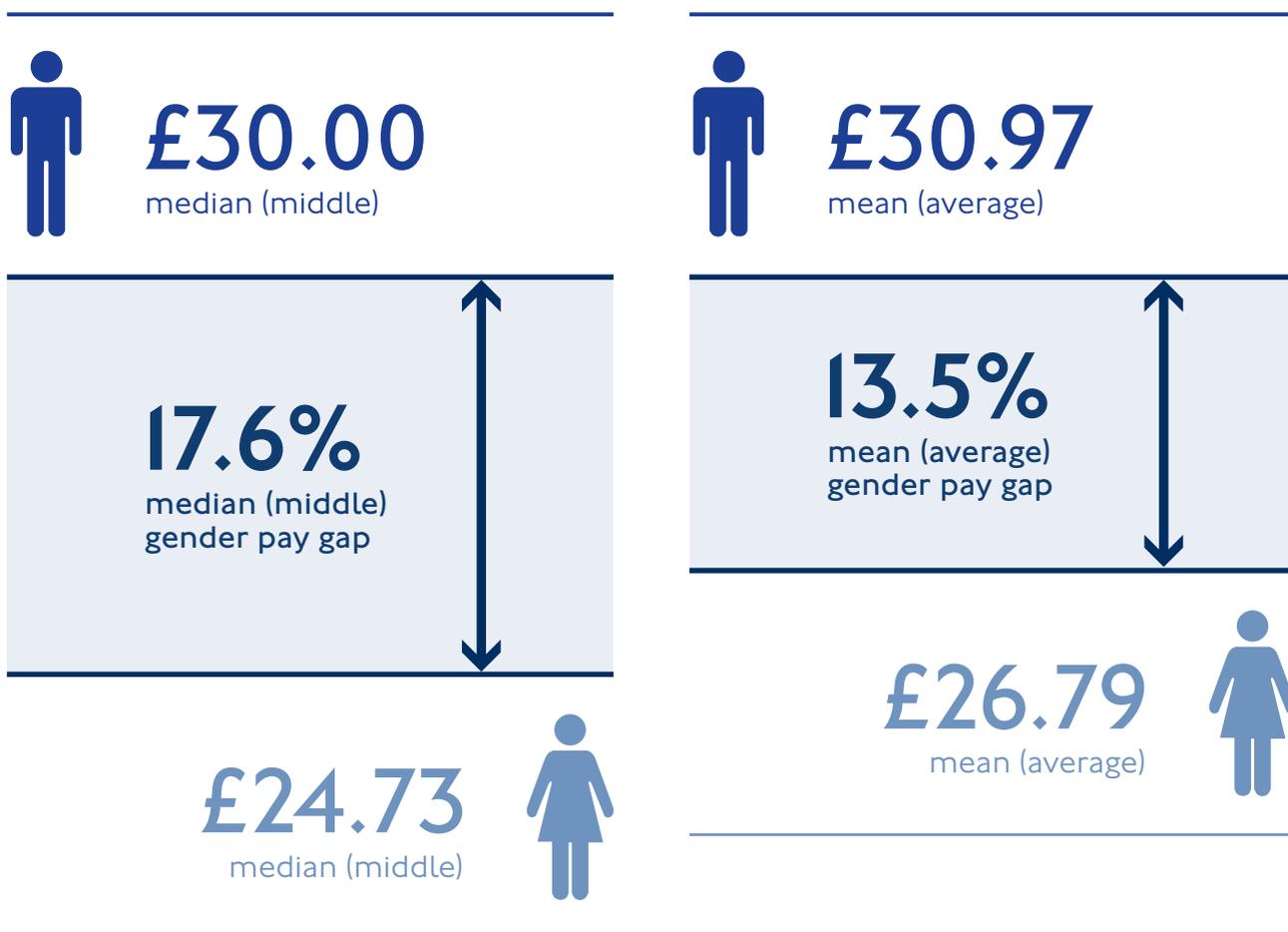median (middle)

6%
mean (average)

A bonus includes individual performance-related payments (performance awards), Make a Difference recognition scheme vouchers, long-service awards and other one-off payments that employees have been awarded during the year.

The bonus gaps are significantly different from last year, as the performance bonus scheme in London Underground was no longer applicable within the 2017/18 performance year. Around 14,000 people were eligible to receive this payment in previous years.

Non-operational employees

Pay*
Our non-operational hourly pay rates

£30.00
median (middle)

£30.97
mean (average)

17.6%
median (middle)
gender pay gap

13.5%
mean (average)
gender pay gap

£24.73
median (middle)

£26.79
mean (average)

Non-operational positions do not have a fixed rate for the role. Within this group, employees' pay is more flexible, with room for rewarding individual contribution and skills, and there is potentially more scope for inequity between different groups of employees.

Example roles are within human resources, finance, engineering, property development and customer contact centres.

* TfL median and mean gender pay and bonus gap figures for non-operational employees based on hourly rates of pay at 31 March 2019

Pay quartiles
Median gender pay gap

Quartile	Men		Women		Pay gap (%)
	Median hourly pay (£)	Proportion of employees (%)	Median hourly pay (£)	Proportion of employees (%)	
Upper	39.42	80.4	39.66	19.6	-0.6
Upper middle	31.77	80.4	31.35	19.6	1.3
Lower middle	26.33	63.2	25.82	36.8	1.9
Lower	18.62	53.0	18.62	47.0	0.0

Mean gender pay gap

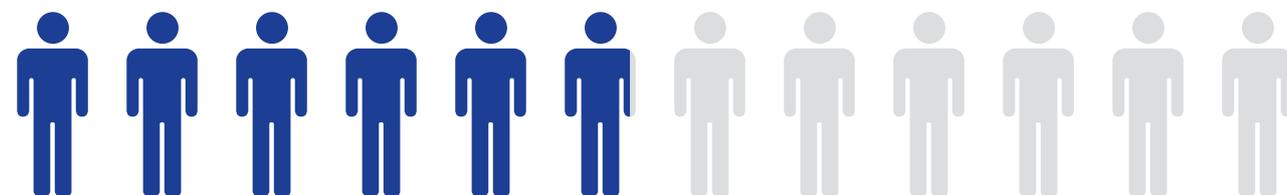| Quartile	Men		Women		Pay gap (%)
	Mean hourly pay (£)	Proportion of employees (%)	Mean hourly pay (£)	Proportion of employees (%)	
Upper	42.88	80.4	45.01	19.6	-5.0
Upper middle	31.63	80.4	31.47	19.6	0.5
Lower middle	26.06	63.2	25.55	36.8	2.0
Lower	17.78	53.0	18.18	47.0	-2.3

Bonuses*
Proportion of employees who received a bonus
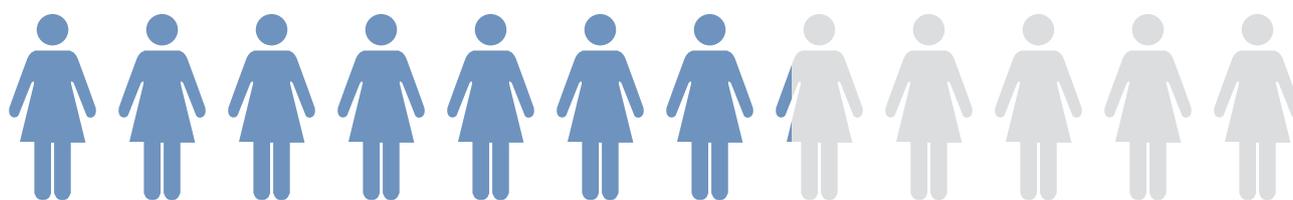
59.5%
women

49.9%
men

■ ■ Received a bonus   ■ Did not receive a bonus

*   Bonuses paid in the 12 months up to 31 March 2019

Bonus gap

1.9%
median (middle)

20%
mean (average)

As there was no operational performance bonus paid to those on non-spot rates within London Underground, the bonus figures are more representative of the percentage-based performance award schemes in place across the non-operational population. As the percentage values vary by grade, the mean figure is impacted by the higher proportion of men in senior management levels.

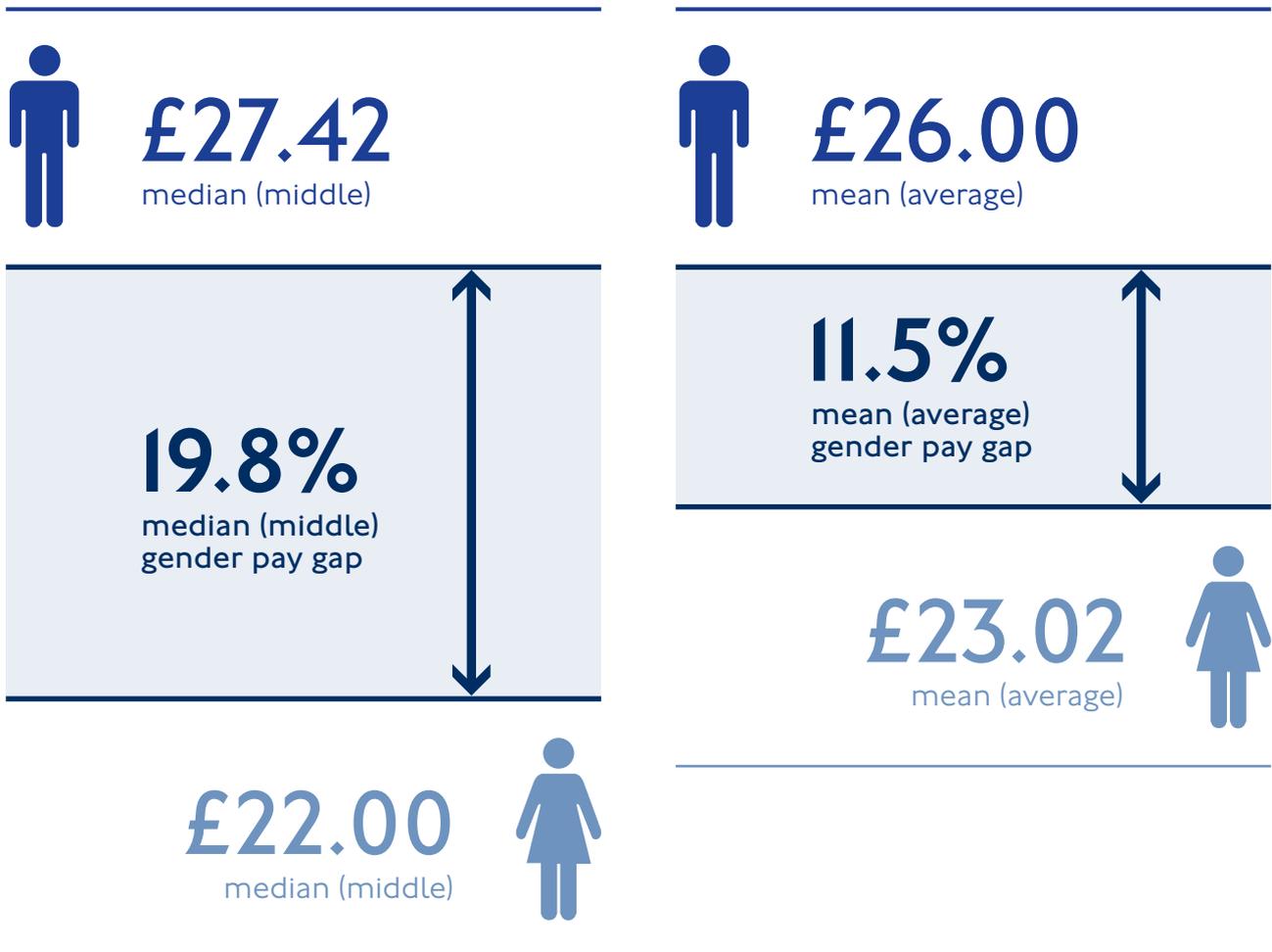## Headcount
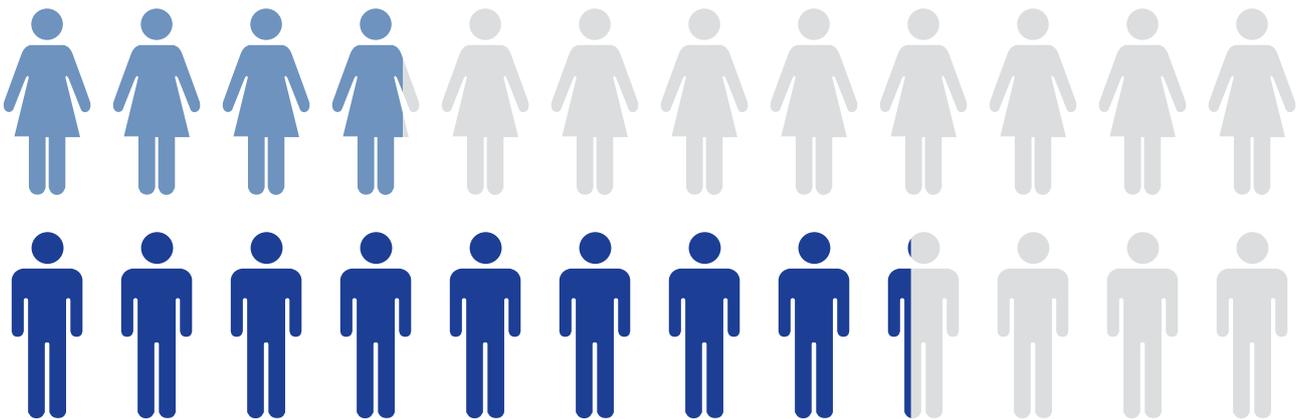
12,355
employees

31.1%
women

68.9%
men

Operational employees

Pay*
Our operational hourly pay rates

£27.42
median (middle)

£26.00
mean (average)

19.8%
median (middle)
gender pay gap

11.5%
mean (average)
gender pay gap

£23.02
mean (average)

£22.00
median (middle)

Operational roles include those of spot rate or fixed rate roles as part of the operational staff pay structure. This includes station supervisors, train operators, customer service assistants, track operatives, Dial-a-Ride drivers, bus station controllers and pier controllers.

By definition this is the same rate of pay for the role irrespective of gender therefore no differentials exist within each job.

* TfL median and mean gender pay and bonus gap figures for operational employees based on hourly rates of pay at 31 March 2019

Pay quartiles
Median gender pay gap

Quartile	Men		Women		Pay gap (%)
	Median hourly pay (£)	Proportion of employees (%)	Median hourly pay (£)	Proportion of employees (%)	
Upper	31.37	90.2	30.13	9.8	4.0
Upper middle	30.13	88.7	30.13	11.3	0.0
Lower middle	22.15	84.5	22.00	15.5	0.7
Lower	18.36	72.9	18.36	27.1	0.0

Mean gender pay gap

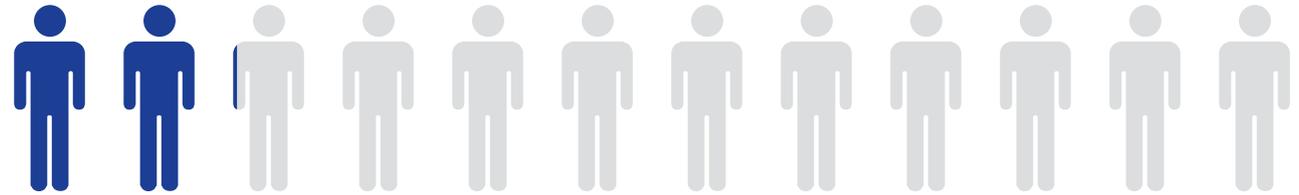| Quartile	Men		Women		Pay gap (%)
	Mean hourly pay (£)	Proportion of employees (%)	Mean hourly pay (£)	Proportion of employees (%)	
Upper	32.72	90.2	31.39	9.8	4.1
Upper middle	29.27	88.7	29.58	11.3	-1.0
Lower middle	22.93	84.5	23.00	15.5	-0.3
Lower	17.26	72.9	17.27	27.1	-0.1

Bonuses*
Proportion of employees who received a bonus
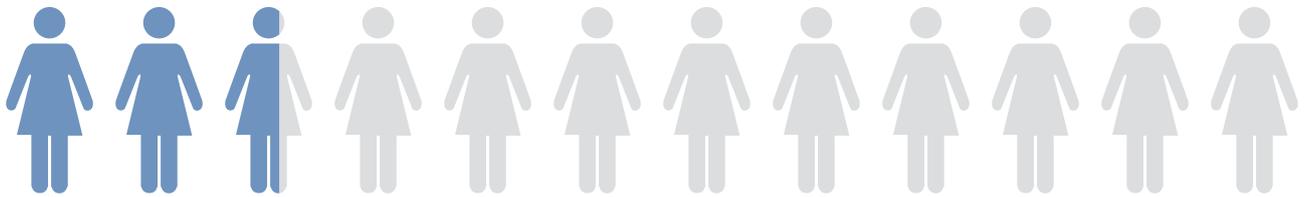
22.1%
women

17%
men

■ ■ Received a bonus   ■ Did not receive a bonus

* Bonuses paid in the 12 months up to 31 March 2019

Bonus gap

50%
median (middle)

28.3%
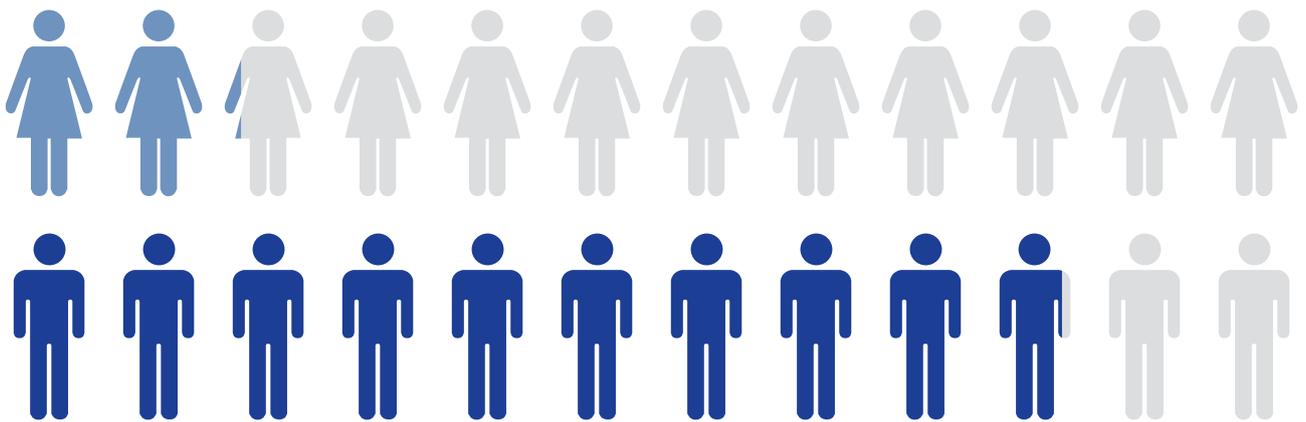mean (average)

As no operational performance-based bonus was paid within London Underground, the bonus figures are significantly different to previous years. The bonus values are representative of the values of recognition and long-service awards paid to this population which are of lower values.

Headcount

14,232
employees

17.3%
women

82.7%
men

What this means

We are pleased to report an increase in the representation of women working at TfL in 2019 compared to 2018. The table below illustrates that this has been across most grades in our non-operational business areas, with the biggest increase at senior levels, which has been a priority area for us. We are particularly pleased with the significant increase in women represented at Director and Board levels compared to last year. In April 2019, our median gender pay gap was 19.5 per cent, having decreased from 21.5 per cent in April 2018. Our mean gender pay gap was 9.7 per cent, which has also decreased from 10.3 per cent compared to last year. We

believe that this is due to the success we had in improving the representation of senior level women, whose higher earnings in leadership roles bring the average up.

However, our operational population represents more than half (53.5 per cent) of our total workforce. Our analysis shows that women working in operational roles are more likely to be employed in the lower paid grades. This has a significant impact on our overall median gender pay levels. For example, the median male operational salary is around £49,000, compared to the median female operational salary of around £38,000.

	2017 proportion of women (%)	2018 proportion of women (%)	2019 proportion of women (%)	Change 18 to 19 (%)
Board	52.2	56.0	63.0	7.0
Director	18.8	25.5	29.4	3.9
Band 5	24.1	27.8	27.8	0.0
Band 4	26.7	27.7	31.1	3.4
Band 3	26.8	26.4	27.8	1.4
Band 2	27.1	26.9	27.5	0.6
Band 1	56.6	57.6	57.9	0.3
Graduates	35.3	36.6	33.0	–3.6
Apprentices	13.2	24.5	25.3	0.8

The proportion of women employed in the lower paid grades has increased over the past year. However, the proportion of women graduates decreased from 36.6 per cent to 33 per cent. We have since reviewed and improved our approach to recruitment and selection to increase these numbers and will continue to monitor the impact of this as we focus on how best to support talented women at TfL.

Occupational segregation can also be seen through analysis of our new hires and promotions between 2018 and 2019. Of all women hired into operational roles, 86.1 per cent went into customer services assistant roles, while 1.4 per cent went into engineering. In comparison, of all men hired into operational roles, 60.7 per cent went into customer services assistant roles, and 26.5 per cent went into engineering.

However, the overall increase in women at TfL demonstrates the effectiveness of our initiatives. This is evident from a reduction in our mean average gender pay gap, which is a result of more women working in higher paid grades within the organisation.

The majority of our Gender Pay Gap Report Action Plan comprises medium to long-term activity to create sustainable change to improve gender diversity. We will continue to use evidence-based decision making to design and deliver our interventions and embed inclusive practices across the entire employee lifecycle from proactively diversifying our talent pipeline to maximising opportunities to retain talented women.

Closing the pay gap

Over the past year, we have put in place a significant number of sustainable and scalable activities to increase the representation of women in our organisation. We are delivering on our ambition to create a more diverse and inclusive organisation, which is more representative of London.

Our scorecard
Our scorecard sets targets to improve the overall representativeness of our organisation, the representativeness of our senior management and the inclusiveness of our workplace shown through the Inclusion Index in our staff engagement survey.

Our senior leaders' performance award relies on progress in meeting our scorecard targets and sees us place diversity and inclusion on the same footing as other priorities, including safety, reliability, customer satisfaction and finances.

Diversity and inclusion dashboards
Over the past year, we have published quarterly dashboards to provide further diversity and inclusion data and insight to senior managers. There are 60 local dashboards that enable us to focus our activity in the right areas and see how effective our actions are in different parts of our organisation. The measures we use cover each stage in the employee lifecycle, for several characteristics covered by the Equality Act. The dashboards are driving local accountability and actions, while demonstrating our commitment to improving transparency. Those action plans are supported with a diversity and inclusion One Stop Shop, which provides the tools needed to target activity in a way that will improve dashboard metrics.

Impact assessments
From July to December 2018, we reviewed our existing equality impact assessment methodology, in partnership with teams across the organisation and the staff network groups. A new process, forms, guidance and training is now being rolled out.

In July 2019, we launched a new Impact Assessment tool to consider and minimise any potential impacts on staff during times of change. The tool uses diversity data to better manage the impacts during and post transformation.

Behavioural insights
We are working with the Behavioural Insights Team, Government Equalities Office and Harvard University to understand how we can address our gender pay gap. The Behavioural Insights Team has researched potential relevant behavioural factors, analysed our data to understand gender differences across our employee lifecycle, reviewed existing research and done additional qualitative research, and developed potential behavioural interventions that we will roll out in 2019/20.

We are working to increase the representation of women across the organisation

London Underground inclusive culture team

This new team has identified London Underground specific diversity and inclusion barriers and is trialling of new initiatives, including work experience pilots, a review of secondment opportunities and targeted recruitment campaigns.

Recruitment

There has been progress with specific targeted recruitment campaigns in Engineering, Finance and Tech and Data.

One of the most successful campaigns was for full-time customer service supervisors, which is seen as a promotion for customer services assistants, where 45.5 per cent of the people hired were female. This was an internal campaign and represents an increase in the proportion of female hires by 15.7 per cent from the last full-time recruitment campaign in 2014.

Our strategy was about making the role accessible to all, letting those who do the role tell their story so that it is relatable. We also developed internal resources so people could learn about the process, hear from colleagues and read hints and tips on the assessment process. We believe this encouraged more to apply.

Interview Panels

We have continued to use diverse and independent interview panels wherever possible, particularly in transformation related selection. This ensures we can bring independence and diversity of thought to our recruitment process.

Anonymised CVs

We ran an anonymised shortlisting pilot last year, resulting in a significant increase in the percentage of women hires. In one pilot, 53 per cent of new hires were women. We will be rolling this programme out across all roles in 2019 once the technical solution has been embedded within our hiring system.

Apprenticeships and graduate programmes

In 2018, 18 per cent of our graduate hires and 20 per cent of our apprentice hires were women. We have since reviewed and improved our approach to recruitment and selection to increase these numbers.

To increase graduate diversity, we will target our work with universities to those who can support our commitment to diversity and inclusion. We are also reviewing the selection methodologies and working closely with our London Underground Operational Culture Team to increase the internal applications for the graduate scheme.

For our apprenticeship programme, we will focus on our attraction approach, including creating a new apprenticeship website and engagement with boroughs. We will also review our selection and assessment methodologies to ensure they are as bias-free as possible.

Leadership Foundation

We have started work on a new Leadership Foundation, which is our ambitious approach to improving leadership using experiential development, peer learning, coaching and work experience and focussing on solving real business priorities.

Inclusive leadership is crucial to managing different people. Our staff network groups and diversity and inclusion leaders will develop the Inclusive Leadership approach and module.

Mentoring

We continue to take steps to ensure that women can access senior, higher paid roles. We are widening access to mentors and coaches as well as carrying on with targeted development programmes to identify the next generation of leaders from typically under-represented groups.

We match people to suitable mentors who have a wealth of knowledge and experience, and who understand the landscape, politics and idiosyncrasies of the business. This gives people a chance to explore individual personal goals and get a different perspective on careers and development opportunities.

Our Time

After our successful involvement in the Mayor's Our Time programme, we are proud to be part of its second year, increasing our involvement and supporting twelve high potential women to be sponsored by senior leaders from across the Greater London Authority. Women from last year have gained promotion and advanced in their careers as a result of the programme.

Women's Staff Network Group

The Women's Staff Network Group is our group for women and gender equality. It is a community that inspires and empowers women to achieve their career and personal aspirations. The group challenges systemic inequality in the workplace and ensures actions are taken to promote gender equality, diversity and inclusion for all staff.

It provides a forum for employees to network, get support and share advice. During 2018/19, the group ran a range of events, including coding workshops, speed mentoring, women's health sessions. There are several sub-groups, including Women in Tech, Females in Transport Engineering and the Parental Community.

We continue to develop ways to ensure our recruitment process is fair and unbiased

Plans for 2019/20

We will develop a new Diversity and Inclusion strategy that sets more challenging ambitions and aspirations, which will be governed to enable transparency and monitoring of our actions.

We will set up an Innovation Lab to look scientifically at eliminating bias in our approach to recruitment, performance and development. We will continue to focus on attracting, developing, promoting and retaining the best talent. Reviews on progress will be regularly reported to the Commissioner and Executive Committee.

We will build on the success of existing initiatives to identify the next generation of women leaders, especially through the Leadership Foundation.

We will use a talent strategy to improve the transparency of career development opportunities for women, as well as help us deliver our organisational priorities more effectively. We will also make better use our business planning priorities to mobilise talent. This will enable a more bias-free, fair and consistent approach to managing, developing and deploying our talent and give us greater visibility of our talent pool and ensure higher levels of consistency and engagement. To ensure we prioritise people with high potential for more senior and critical roles, our new approach will also play a key role in developing fairer and bias-free succession plans.

We will deliver the full roll-out of anonymous shortlisting and use dashboard coaching to help our leaders understand how their decisions and actions can impact our gender pay gap.

We will continue working in collaboration with our staff network groups and community groups, including the Women's Network, to better respond and address issues experienced by staff.

Written statement

We confirm that the data included
in this report is accurate.

Tricia Wright
Chief People Officer

Staynton Brown
Director of Diversity,
Inclusion and Talent

Mike Brown MVO
Commissioner

Having a truly diverse workforce will ensure we can better serve our customers