



Transport for London Gender Pay Gap Report 2019

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1. About this report

1.1. Purpose

- 1.1.1. The purpose of this report is to comply with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 and the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 on gender pay gap reporting (together 'the Regulations'), together with the additional reporting requested by the Mayor. In addition, this report supports Transport for London's (TfL's) objective to be open and transparent regarding our pay.
- 1.1.2. The Mayor's manifesto contained a commitment to publish a gender pay audit for the Greater London Authority (GLA) and its functional bodies including TfL, with a requirement that work should be undertaken to narrow any gaps identified.
- 1.1.3. In addition to producing this Gender Pay Gap Report, we complete equal pay auditing that enables us to identify any pay anomalies at a functional level and create local action plans to address these.

1.2. What is the gender pay gap?

- 1.2.1. The gender pay gap is an equality measure that shows the difference in average earnings across all jobs between women and men employed by the same employer.
- 1.2.2. The gender pay gap does not show difference in pay for comparable jobs as in 'equal pay'.

1.3. How is the gender pay gap measured?

- 1.3.1. The Regulations stipulate that employers with 250 or more employees are required to publish data for each employing entity using the appropriate snapshot date.
- 1.3.2. Public sector employers must use the snapshot date of 31 March and private sector employers the snapshot date of 5 April to collate the data for the report.
- 1.3.3. The Regulations stipulate the following six metrics must be published:
 - The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
 - The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
 - The difference between the mean bonus paid to male relevant employees and that of female relevant employees
 - The difference between the median bonus paid to male relevant employees and that of female relevant employees



- The proportion of male and female relevant employees who were paid bonus pay
- The proportion of male and female relevant employees in the lower, lower middle, upper middle and upper quartile payband

1.3.4. In addition to the regulatory requirements, the Mayor requires the GLA and other functional bodies to produce a wider set of data for all employing entities including those with less than 250 employees.

1.3.5. The additional metrics are:

- The difference in the mean hourly rate of pay for part-time and full-time full-pay relevant employees by gender
- The difference in the median hourly rate of pay for part-time and full-time full-pay relevant employees by gender
- The difference between the mean hourly rate of pay of full-pay relevant men and that of full-pay relevant women employees by grade
- The difference between the median hourly rate of pay of full-pay relevant men and that of full-pay relevant women employees by grade
- The number of full-pay relevant men and women in equally sized salary groups based on the spread of pay
- The number of full-pay relevant men and women in £10k salary bands

1.4. About TfL

1.4.1. TfL is a statutory corporation regulated under local government finance rules. We are governed by the Greater London Authority Act and have three main subsidiary companies incorporated under the Companies Act 2006. ¹

1.4.2. Our subsidiary companies are:

- London Transport Insurance (Guernsey) Limited
- TfL Trustee Company Limited
- Transport Trading Limited (Transport Trading Limited also has a number of subsidiary companies)

1.4.3. TfL discharges its public functions through its subsidiaries, we are a public sector organisation and the subsidiary companies are private limited companies or a registered charity (London Transport Museum).

1.4.4. This report will contain data relating to both the public sector snapshot date of 31 March and the private sector snapshot date of 5 April.

¹ <https://tfl.gov.uk/corporate/about-tfl/how-we-work/corporate-governance/subsidiary-companies>



1.4.5. Not all TfL subsidiary companies have employees. The following subsidiary companies with employees covered under the Regulations and the Mayoral requirements are (in alphabetical order):

- Docklands Light Railway Limited
- London Bus Services Limited
- London Buses Limited
- London River Services Limited
- London Transport Museum Limited
- London Underground Limited
- Rail for London (Infrastructure) Limited
- Transport Trading Limited
- Victoria Coach Station Limited

1.4.6. TfL is an organisation that provides a world-class transport network and we want to be an employer of choice for Londoners. We aim to have a workforce that is as diverse as the city we serve, led by inclusive leaders.

1.5. Methodology

1.5.1. TfL is required to report gender pay gap data not only by employing entity, but also to provide a consolidated TfL view as well as a breakdown by operational and non-operational staff.

1.5.2. The presentation of the data in this report is therefore set out according to the following population groups:

- Consolidated TfL view
- Non-operational roles
- Operational roles
- Ten employing entities

1.5.3. The consolidated TfL view covers all employees of the parent company including both operational and non-operational roles.

1.5.4. Non-operational roles 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.

1.5.5. Operational roles include those on 'spot rate' or 'fixed rate' roles as part of the operational staff pay structure, for example, Station Supervisor, Train Operator, Track Operative, Dial a



Ride driver, Bus Station Controller, Pier Controller. By definition this is the same rate of pay for the role irrespective of gender therefore no differentials exist within each job.

- 1.5.6. In instances where individuals could be identified as part of the payband grouping (less than 5 employees) we have combined pay grades to retain anonymity.
- 1.5.7. 'Employee' includes all permanent and fixed-term employees with a contract of employment with TfL or one of its subsidiary companies. This also includes Board and Committee members who receive an hourly or annual fee for their work at TfL.
- 1.5.8. A 'full-pay relevant employee' is any employee who is employed on the snapshot date and who is paid their usual full basic pay during the relevant pay period. Full-pay relevant employees are included in all gender pay gap calculations.
- 1.5.9. A 'relevant employee' is any employee employed on the snapshot date of a given year. These employees do not receive their usual full basic pay during the relevant pay period, for example, employees on long-term leave or receiving unpaid leave in the period, so are excluded from these figures but are included for the purpose of the bonus pay gap calculations.
- 1.5.10. 'Hourly pay' is calculated by taking basic pay, allowances, shift premium and any bonus earned in the snapshot period and dividing this by the actual number hours of worked in that period. Gross amounts after any salary sacrifice are used.
- 1.5.11. 'Annual basic pay' takes the full-time equivalent annual salary of all full-pay relevant employees and does not include allowances or bonuses. This also includes Board and Committee members who receive an annual fee for their work at TfL which reflects the lower number of hours worked over the year.
- 1.5.12. 'Bonus' includes individual performance related pay, recognition scheme vouchers, long service awards and other one-off bonus payments such as retention bonuses.
- 1.5.13. Bonuses received and attributable to the relevant pay period in which the snapshot date falls are included in the hourly pay calculations. Bonuses paid in the 12 months prior to the relevant snapshot date are included in the bonus figures.
- 1.5.14. TfL awards individual performance related pay in the form of non-consolidated performance awards for our employees in payband 4 and above (senior management). Certain segments of our non-operational payband 2 and 3 employees also participate in an individual performance related pay framework that uses non-consolidated performance awards.
- 1.5.15. 'Mean' is the average value of all figures within the data set.
- 1.5.16. 'Median' is the middle value of all figures in the data set.
- 1.5.17. In this report, we set out the gender pay gap data by a consolidated TfL view, followed by a breakdown by operational and non-operational staff, and then by employing entity (in alphabetical order).



1.5.18. All percentage pay gaps are expressed as women's pay as a percentage of men's pay using the following calculation:

$$\frac{(\text{Men's hourly rate} - \text{Women's hourly rate}) \times 100}{\text{Men's hourly rate}}$$

1.5.19. A positive percentage indicates men are paid more than women and a negative percentage means women are paid more than men.

1.5.20. 'Salary groups' also include the annual salaries or fees of Board and Committee members as well as apprentices. The inclusion of this population differs to the reporting requirements for ratios under Local Government Transparency Code 2015, and therefore explains the different figures reported in the Annual Report and statement of Accounts.

1.5.21. We already publish the names and salaries of employees earning over £150,000 in the Annual Report and Accounts therefore only numbers below this threshold have been redacted.

1.5.22. Please note some records have been redacted where there are less than 5 employees to retain an individual's privacy under Data Protection Legislation. These are shown with the following symbol: <5 (less than 5).

1.5.23. Tables have been redacted to protect anonymity and where an individual's actual salary may be identified we have written Redacted.



2. Summary

2.1. The table below shows the consolidated TfL median and mean hourly gender pay gap and bonus gap in line with the public sector snapshot date of 31 March 2019.

Table 1 – Summary of consolidated TfL gender pay and bonus gaps

	Hourly pay	Bonus
Median	19.5%	-22.6%
Mean	9.7%	6.0%

2.2. The table below summarises the median and mean hourly pay gap for each of TfL's employing entities as detailed in the relevant sections of this report.

Table 2 – Summary of all employing entity gender pay gaps

	Median % pay gap	Mean % pay gap
Consolidated TfL	19.5%	9.7%
Non-operational	17.6%	13.5%
Operational	19.8%	11.5%
Docklands Light Railway	23.8%	11.8%
London Bus Services	7.4%	-2.2%
London Buses	1.7%	0.8%
London River Services ²	-	-
London Transport Museum	4.2%	2.8%
London Underground	18.5%	12.0%
Rail for London (Infrastructure)	-4.3%	1.7%
Transport for London	12.2%	8.6%
Transport Trading	2.9%	12.6%
Victoria Coach Station	18.9%	14.1%

2.3. Analysis of our pay gaps shows that this is primarily not linked to how we set pay, the pay gaps above are mainly a feature of having:

- Proportionately fewer women in higher paid senior roles
- Proportionately more men in operational roles that are more highly paid than other roles at a similar level because of shift and unsocial working allowance that are combined into the salary
- A gender imbalance and lower numbers of senior women in the smaller employing entities
- Fewer women in the transport and engineering sector as a whole

² As at 5 April there are no women employed within London River Services therefore no pay gaps can be reported.



2.4. 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. We believe that the reduction in our mean and median pay gaps 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.

Table 3 – Proportion of women in each Payband 2018 vs 2019

	2018 representation of women	2019 representation of women	Change
Board	56.0%	63.0%	7.0%
Director	25.5%	29.4%	3.9%
Band 5	27.8%	27.8%	0.0%
Band 4	27.7%	31.1%	3.4%
Band 3	26.4%	27.8%	1.4%
Band 2	26.9%	27.5%	0.6%
Band 1	57.6%	57.9%	0.3%
Graduates	36.6%	33.0%	-3.6%
Apprentices	24.5%	25.3%	0.8%

2.5. 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.

2.6. 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 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.

2.7. 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 in to customer services assistant (CSA) roles, while 1.4 per cent went into engineering. In comparison, of all men hired into operational roles, 60.7 per cent went in to CSA positions and 26.5 per cent went into engineering.

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



2.9. The figures below show the proportion of men and women receiving a bonus. The proportions have decreased compared to previous years as the LU operational bonus was withdrawn ahead of the performance year.

Figure 1 – Summary of consolidated TfL proportion of men and women receiving a bonus



2.10. The table below shows the distribution of men and women across TfL in four equally sized quartiles.

Table 4 – Summary of consolidated TfL pay quartiles

	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Men	65.5%	74.1%	84.0%	83.6%
Women	34.5%	25.9%	16.0%	16.4%

2.11. Addressing the gender pay gap is not a simple issue, it can be caused by different reasons and may be unconnected to pay inequity, but rather to the representation of women in an organisation and the opportunities women receive.

2.12. At TfL, we recognise our gender imbalance and are working with the Mayor to ensure that our organisation – especially at senior level – is more representative of the city we serve.

2.13. The majority of our 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 talent pipeline to maximising opportunities to retain talented women.

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

Mike Brown MVO, Commissioner

Tricia Wright, Chief People Officer

3. Consolidated TfL view

The following tables show the gender pay gap figures for all 26,587 TfL employees as at the 31 March 2019 snapshot date.

The overall gender split is 76.3 per cent men and 23.7 per cent women.

The difference in pay gap between the annual pay rates and the hourly pay rates is a reflection of the allowances and bonus that need to be incorporated under the hourly rates which does not necessarily reflect the true position.

The difference between the median and mean pay gaps within TfL reflects the different nature of the distribution of women's and men's pay within TfL. For women, the mean hourly rate is impacted by a longer 'tail' of highly paid outliers. For men, we see the converse: the mean rate for men is impacted by a longer 'tail' of lower paid outliers.

The bonus gap figures have changed significantly since last year as the performance bonus scheme in London Underground was withdrawn ahead of the 2018/19 performance year. Around 14,000 people were eligible to receive this payment in previous years.

Our paybands and associated pay ranges are broad which accommodates a distribution of job size, a varied range of roles, occupations and different market rates. Within band 2 we have a group of employees that have a shift allowance consolidated into their pay base therefore meaning that the pay comparison basis for this group is not the same. Within operational grades there is typically a higher proportion of men in the higher paying spot rate roles, for example, Train Operators and a greater proportion of women in the lower paid spot rate roles e.g. Customer Service Assistant.

3.1. Annual pay rates

The table below shows the median and mean comparison between the annual basic salary for full-pay relevant men and women.

Table 5 – Consolidated TfL overall annual pay rates

	Men	Women	% pay gap
Median	£50,069	£41,810	16.5%
Mean	£50,641	£45,370	10.4%



3.2. Hourly pay rates

The table below shows the overall median and mean comparison between the hourly rates of pay for full-pay relevant men and women.

Table 6 – Consolidated TfL overall hourly pay rates

	Men	Women	% pay gap
Median	£29.18	£23.49	19.5%
Mean	£28.20	£25.47	9.7%

3.3. Hourly pay rates (part-time and full-time)

The table below shows the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out between full-time and part-time.

Table 7 – Consolidated TfL hourly pay rates

	Hourly pay full-time median	Hourly pay part-time median	Hourly pay full-time mean	Hourly pay part-time mean
Men	£29.33	£20.86	£28.42	£24.07
Women	£24.24	£21.34	£25.81	£23.71
Pay gap	17.4%	-2.3%	9.2%	1.5%

3.4. Single figure bonus* pay gap

The table below shows the median and mean comparison between the bonuses paid to all relevant men and women.

Table 8 – Consolidated TfL single figure bonus pay gap

	Bonus men	Bonus women	Bonus % pay gap
Median	£473.00	£580.00	-22.6%
Mean	£1,190.78	£1,119.32	6.0%

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



3.5. Proportion of employees receiving bonuses

The table below shows the proportion of relevant men and women receiving bonuses.

Table 9 – Consolidated TfL proportion of employees receiving bonuses

	Men	Women
Proportion of employees receiving bonus	30.8%	44.9%

3.6. Gender pay gap by payband

The tables below show the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out by payband.

Table 10 – Consolidated TfL median gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay median	No of employees	Hourly pay median	No of employees	
Board	£132.98	10	£133.92	17	-0.7%
Director	£99.63	36	£82.68	15	17.0%
Band 5	£55.89	148	£53.06	57	5.1%
Band 4	£41.68	670	£40.03	303	4.0%
Band 3	£32.03	3,023	£29.05	1,166	9.3%
Band 2	£28.19	3,660	£21.66	1,385	23.2%
Band 1	£16.79	461	£17.25	635	-2.8%
Graduates	£14.78	59	£18.62	29	-25.9%
Apprentices	£11.08	195	£11.54	66	-4.2%
Operational	£27.42	10,396	£22.00	1,970	19.8%



Table 11 – Consolidated TfL mean gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay mean	No of employees	Hourly pay mean	No of employees	
Board	£132.99	10	£120.83	17	9.1%
Director	£112.95	36	£85.12	15	24.6%
Band 5	£58.93	148	£56.90	57	3.4%
Band 4	£42.73	670	£41.07	303	3.9%
Band 3	£32.69	3,023	£29.90	1,166	8.5%
Band 2	£28.10	3,660	£23.03	1,385	18.0%
Band 1	£17.99	461	£17.85	635	0.8%
Graduates	£16.44	59	£17.10	29	-4.1%
Apprentices	£11.47	195	£11.70	66	-2.0%
Operational	£26.00	10,396	£23.02	1,970	11.5%

3.7. Distribution by quartiles

The tables below show the median and mean distribution of full-pay relevant men and women in each of the pay quartiles.

Table 12 – Consolidated TfL median distribution by quartiles

	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%

Table 13 – Consolidated TfL mean distribution by quartiles

	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%

3.8. Distribution by salary groups

The table below shows the distribution of full-pay relevant men and women in each of the equally sized salary groups based on the spread of pay.

Table 14 – Consolidated TfL distribution by salary groups

	Salary grouping			
	1	2	3	4
Range	£12,000 - £97,986	£97,987 - £183,972	£183,973 - £269,958	£269,959 - £355,944
Men	18,423	146	10	2
Women	5,565	46	2	-

The difference between the lowest and highest salary is £343,944. When divided equally this represents a £85,986 range per salary group.



3.9. Distribution by deciles

The table below shows the distribution of full-pay relevant men and women in £10,000 salary bands.

Table 15 – Consolidated TfL distribution by deciles

Decile	Women	Men
£10k - £20k	26	126
£20k - £30k	577	1,079
£30k - £40k	1,813	3,586
£40k - £50k	1,143	3,363
£50k - £60k	1,321	6,620
£60k - £70k	387	2,214
£70k - £80k	191	981
£80k - £90k	73	345
£90k - £100k	37	135
£100k - £110k	9	38
£110k - £120k	10	28
£120k - £130k	8	18
£130k - £140k	8	13
£140k - £150k	<5	7
£150k - £160k	2	3
£160k - £170k	3	5
£170k - £180k		7
£180k - £190k		2
£200k - £210k		1
£210k - £220k		1
£220k - £230k	2	1
£230k - £240k		3
£240k - £250k		1
£250k - £260k		1
£260k - £270k		1
£280k - £290k		1
£350k - £360k		1



4. Non-operational roles

The following tables show the gender pay gap figures for the 12,355 employees in non-operational roles as at the 31 March 2019 snapshot date.

Non-operational roles do not have a fixed rate for the role. Example roles are within human resources, finance, engineering, property development and customer contact centres.

The overall gender split is 68.9 per cent men and 31.1 per cent women.

While the hourly pay rates show a pay gap, our more comprehensive audit analysis has shown that when we group employees into similar roles then the pay gap reduces significantly. The reason for this is that the headline figures do not take into account the differences in market rates payable for different roles and specialisms.

As there was no operational performance bonus paid to those in 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 levels vary by grade, the mean figure is impacted by the higher proportion of men in senior management levels.

Our paybands and associated pay ranges for non-operational roles are broad which accommodates a distribution of job size, a varied range of roles, occupations and different market rates. Within band 2 we have a group of employees that have a shift allowance consolidated into their pay base therefore meaning that the pay comparison basis for this group is not the same.

3.1. Hourly pay rates

The table below shows the overall median and mean comparison between the hourly rates of pay for full-pay relevant men and women.

Table 16 – Non-operational overall hourly pay rates

	Hourly pay men	Hourly pay women	Hourly pay % pay gap
Median	£30.00	£24.73	17.6%
Mean	£30.97	£26.79	13.5%



3.2. Hourly pay rates (part-time and full-time)

The table below shows the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out between full-time and part-time.

Table 17 – Non-operational hourly pay rates

	Hourly pay full-time median	Hourly pay part-time median	Hourly pay full-time mean	Hourly pay part-time mean
Men	£30.01	£29.50	£30.96	£31.85
Women	£24.75	£24.64	£26.85	£26.30
Pay gap	17.5%	16.5%	13.3%	17.4%

3.3. Single figure bonus pay gap

The table below shows the median and mean comparison between the bonuses paid to relevant men and women.

Table 18 – Non-operational single figure bonus pay gap

	Bonus men	Bonus women	Bonus % pay gap
Median	£727.00	£713.00	1.9%
Mean	£1,716.13	£1,372.91	20.0%

3.4. Proportion of employees receiving bonuses

The table below shows the proportion of relevant men and women receiving bonuses.

Table 19 – Non-operational proportion of employees receiving bonuses

	Men	Women
Proportion of employees receiving bonus	49.9%	59.5%



3.5. Gender pay gap by payband

The tables below show the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out by payband.

Table 20 – Non-operational median gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay median	No of employees	Hourly pay median	No of employees	
Board	£132.98	10	£133.92	17	-0.7%
Director	£99.63	36	£82.68	15	17.0%
Band 5	£55.89	148	£53.06	57	5.1%
Band 4	£41.68	670	£40.03	303	4.0%
Band 3	£32.03	3,023	£29.05	1,166	9.3%
Band 2	£28.19	3,660	£21.66	1,385	23.2%
Band 1	£16.79	461	£17.25	635	-2.8%
Graduates	£14.78	59	£18.62	29	-25.9%
Apprentices	£11.08	195	£11.54	66	-4.2%

Table 21 – Non-operational mean gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay mean	No of employees	Hourly pay mean	No of employees	
Board	£132.99	10	£120.83	17	9.1%
Director	£112.95	36	£85.12	15	24.6%
Band 5	£58.93	148	£56.90	57	3.4%
Band 4	£42.73	670	£41.07	303	3.9%
Band 3	£32.69	3,023	£29.90	1,166	8.5%
Band 2	£28.10	3,660	£23.03	1,385	18.0%
Band 1	£17.99	461	£17.85	635	0.8%
Graduates	£16.44	59	£17.10	29	-4.1%
Apprentices	£11.47	195	£11.70	66	-2.0%



3.6. Distribution by quartiles

The tables below show the distribution of full-pay relevant men and women in each of the pay quartiles.

Table 22 – Non-operational median distribution by quartiles

	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%

Table 23 – Non-operational mean distribution by quartiles

	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%

3.7. Distribution by salary groups

The table below shows the distribution of full-pay relevant men and women in each of the equally sized salary groups based on the spread of pay.

Table 24 – Non-operational distribution by salary groups

	Salary grouping			
	1	2	3	4
Range	£12,000 - £97,986	£97,987 - £183,972	£183,973 - £269,958	£269,959 - £355,944
Men	8,027	146	10	2
Women	3,595	46	2	-

The difference between the lowest and highest salary is £343,944, when divided equally this represents a £85,986 range per salary group.



3.8. Distribution by deciles

The table below shows the distribution of full-pay relevant men and women in £10,000 salary bands.

Table 25 – Non-operational distribution by deciles

Decile	Women	Men
£10k - £20k	26	100
£20k - £30k	318	402
£30k - £40k	1098	1250
£40k - £50k	768	1188
£50k - £60k	740	2292
£60k - £70k	351	1604
£70k - £80k	187	749
£80k - £90k	73	335
£90k - £100k	37	133
£100k - £110k	9	38
£110k - £120k	10	28
£120k - £130k	8	18
£130k - £140k	8	13
£140k - £150k	<5	7
£150k - £160k	2	3
£160k - £170k	3	5
£170k - £180k		7
£180k - £190k		2
£200k - £210k		1
£210k - £220k		1
£220k - £230k	2	1
£230k - £240k		3
£240k - £250k		1
£250k - £260k		1
£260k - £270k		1
£280k - £290k		1
£350k - £360k		1



4. Operational roles

The following tables show the gender pay gap figures for the 14,232 employees in operational roles as at the 31 March 2019 snapshot date.

Operational roles include those of 'spot rate' or 'fixed rate' roles as part of the operational staff pay structure, for example, Station Supervisor, Train Operator, Customer Service Assistant, Track Operative, Dial a Ride Driver, Bus Station Controller, Pier Controller.

The overall gender split is 82.7 per cent men and 17.3 per cent women.

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.

The pay gap identified within the operational staff employee group is primarily down to the wide variety of jobs within London Underground and the differing spot rates these roles attract. The pay gap is also influenced by the greater proportion of men in operational roles, which attract higher salaries.

4.1. Hourly pay rates

The table below shows the overall median and mean comparison between the hourly rates of pay for full-pay relevant men and women.

Table 26 – Operational overall hourly pay rates

	Hourly pay men	Hourly pay women	Hourly pay % pay gap
Median	£27.42	£22.00	19.8%
Mean	£26.00	£23.02	11.5%

4.2. Hourly pay rates (part-time and full-time)

The table below shows the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out between full-time and part-time.

Table 27 – Operational hourly pay rates

	Hourly pay full-time median	Hourly pay part-time median	Hourly pay full-time mean	Hourly pay part-time mean
Men	£27.50	£18.36	£26.26	£22.85
Women	£22.00	£18.36	£23.54	£21.42
Pay gap	20.0%	0.0%	10.4%	6.2%



4.3. Single figure bonus pay gap

The table below shows the median and mean comparison between the bonuses paid to relevant men and women.

Table 28 – Operational single figure bonus pay gap

	Bonus men	Bonus women	Performance bonus % pay gap
Median	£50.00	£25.00	50.0%
Mean	£74.28	£53.24	28.3%

4.4. Proportion of employees receiving bonuses

The table below shows the proportion of relevant men and women receiving bonuses.

Table 29 – Operational proportion of employees receiving bonuses

	Men	Women
Proportion of employees receiving bonus	17.0%	22.1%

4.5. Gender pay gap by employee group

The tables below show the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out by employee group.

Table 30 – Operational median gender pay gap by employee group

	Men		Women		Hourly pay % pay gap
	Hourly pay median	No of employees	Hourly pay median	No of employees	
Operational staff	£28.75	8,989	£18.36	1,528	36.1%
Supervisors	£22.52	982	£23.29	370	-3.4%
Managers	£32.48	421	£29.56	70	9.0%

Table 31 – Operational mean gender pay gap by employee group

	Men		Women		Hourly pay % pay gap
	Hourly pay men mean	No of employees	Hourly pay women mean	No of employees	
Operational staff	£26.08	8,989	£22.29	1,528	14.5%
Supervisors	£24.17	982	£24.47	370	-1.2%
Managers	£32.99	421	£30.19	70	8.5%



4.6. Distribution by quartiles

The tables below show the median and mean distribution of full-pay relevant men and women in each of the pay quartiles.

Table 32 – Operational median distribution by quartiles

	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%

Table 33 – Operational mean distribution by quartiles

	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%

4.7. Distribution by salary groups

The table below shows the distribution of full-pay relevant men and women in each of the equally sized salary groups based on the spread of pay

Table 34 – Operational distribution by salary groups

	Salary grouping			
	1	2	3	4
Range	£19,941 - £38,701	£38,702 - £57,460	£57,461 - £76,220	£76,221 - £94,979
Men	2,852	6,461	1,060	23
Women	939	952	78	<5

The difference between the lowest and highest salary is £ 75,038, when divided equally this represents a £ 18,759.50 range per salary group.



4.8. Distribution by deciles

The table below shows the distribution of full-pay relevant men and women in £10,000 salary bands.

Table 35 – Operational distribution by deciles

Decile	Women	Men
£10k - £20k		26
£20k - £30k	259	677
£30k - £40k	715	2336
£40k - £50k	375	2175
£50k - £60k	581	4328
£60k - £70k	36	610
£70k - £80k	<5	232
£80k - £90k		10
£90k - £100k		<5



5. Docklands Light Railway Limited

The following tables show the gender pay gap figures for the 24 employees in Docklands Light Railway Limited (DLR) as at the 5 April 2019 snapshot date.

Docklands Light Railway Limited owns the land on which the DLR is built and is responsible for the operation of the railway.

The overall gender split is 70.8 per cent men and 29.2 per cent women.

DLR is a small organisation and its structure does not reflect the normal hierarchy within a larger organisation. The higher proportion of men in the group impacts the median pay gap between men and women. The roles in this area are primarily concerned with managing the commercial operations of the DLR.

The bonus gap is greatly influenced by the demographics of DLR and the number of men in the group.

5.1. Hourly pay rates

The table below shows the overall median and mean comparison between the hourly rates of pay for full-pay relevant men and women.

Table 36 – Docklands Light Railway overall hourly pay rates

	Hourly pay men	Hourly pay women	Hourly pay % pay gap
Median	£33.36	£25.43	23.8%
Mean	£34.69	£30.60	11.8%

5.2. Hourly pay rates (part-time and full-time)

The table below shows the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out between full-time and part-time.³

Table 37 – Docklands Light Railway hourly pay rates

	Hourly pay full-time median	Hourly pay part-time median	Hourly pay full-time mean	Hourly pay part-time mean
Men	£33.36		£34.69	
Women	£29.02	£18.22	£33.08	£18.22
Pay gap	13.0%		4.6%	

³ There are no part-time male employees employed by Docklands Light Railway



5.3. Single figure bonus pay gap

The table below shows the median and mean comparison between the bonuses paid to relevant men and women.

Table 38 – Docklands Light Railway single figure bonus pay gap

	Bonus men	Bonus women	Bonus % pay gap
Median	£2,024.50	£923.00	54.4%
Mean	£2,115.33	£1,533.33	27.5%

5.4. Proportion of employees receiving bonuses

The table below shows the proportion of men and women receiving bonuses.

Table 39 – Docklands Light Railway proportion of employees receiving bonuses

	Men	Women
Proportion of employees receiving bonus	70.6%	85.7%

5.5. Gender pay gap by payband

The tables below show the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out by payband.

Table 40 – Docklands Light Railway median gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay median	No of employees	Hourly pay median	No of employees	
Band 5		-	Redacted	<5	
Band 4	£42.93	5		-	
Band 1, 2 & 3	£29.57	12	£32.05	5	-8.4%



Table 41 – Docklands Light Railway mean gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay mean	No of employees	Hourly pay mean	No of employees	
Band 5		-	Redacted	<5	
Band 4	£41.76	5		-	
Band 1, 2 & 3	£31.74	12	£24.29	5	23.5%

5.6. Distribution by quartiles

The tables below show the median and mean distribution of full-pay relevant men and women in each of the pay quartiles.

Table 42 – Docklands Light Railway median distribution by quartiles

	Men		Women		Pay gap
	Median hourly pay	Proportion of employees	Median hourly pay	Proportion of employees	
Upper	£43.00	83.3%	£62.17	16.7%	-44.6%
Upper middle	£34.92	80.0%	£35.08	20.0%	-0.5%
Lower middle	£30.12	83.3%	£29.02	16.7%	3.6%
Lower	£27.86	50.0%	£18.22	50.0%	34.6%

Table 43 – Docklands Light Railway mean distribution by quartiles

	Men		Women		Pay gap
	Mean hourly pay	Proportion of employees	Mean hourly pay	Proportion of employees	
Upper	£43.08	83.3%	£62.17	16.7%	-44.3%
Upper middle	£35.38	80.0%	£35.08	20.0%	0.8%
Lower middle	£29.87	83.3%	£29.02	16.7%	2.8%
Lower	£27.81	50.0%	£19.11	50.0%	31.3%

5.7. Distribution by salary groups

The table below shows the distribution of full-pay relevant men and women in each of the equally sized salary groups based on the spread of pay.

Table 44 – Docklands Light Railway distribution by salary groups

	Salary grouping			
	1	2	3	4
Range	£31,561 - £52,421	£52,422 - £73,281	£73,282 - £94,140	£94,141 - £115,000
Men	<5	9	<5	-
Women	<5	<5	-	<5

The difference between the lowest and highest salary is £83,439, when divided equally this represents a £20,860 range per salary group.

5.8. Distribution by deciles

The table below shows the distribution of full-pay relevant men and women in £10,000 salary bands.

Table 45 – Docklands Light Railway distribution by deciles

Decile	Women	Men
£30k - £40k	<5	
£50k - £60k	<5	8
£60k - £70k	<5	<5
£70k - £80k		6
£110k - £120k	<5	

6. London Bus Services Limited

The following tables show the gender pay gap figures for the 270 employees in London Bus Services Limited as at the 5 April 2019 snapshot date.

London Bus Services Limited is responsible for regulating the London bus network, including planning bus routes and setting bus service levels. The company also monitors service quality. It is responsible for providing bus infrastructure and for certain support services regarding the bus network.

The overall gender split is 75.6 per cent men and 24.4 per cent women.

London Bus Services is a small organisation and its structure does not represent the normal hierarchy within a larger organisation.

The mean bonus gap is impacted by the greater proportion of male operational staff who do not receive performance based bonuses.

6.1. Hourly pay rates

The table below shows the overall median and mean comparison between the hourly rates of pay for full-pay relevant men and women.

Table 46 – London Bus Services overall hourly pay rates

	Hourly pay men	Hourly pay women	Hourly pay % pay gap
Median	£21.66	£20.05	7.4%
Mean	£22.74	£23.26	-2.2%

6.2. Hourly pay rates (part-time and full-time)

The table below shows the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out between full-time and part-time.

Table 47 – London Bus Services hourly pay rates

	Hourly pay full-time median	Hourly pay part-time median	Hourly pay full-time mean	Hourly pay part-time mean
Men	£21.66	£27.02	£22.70	£27.02
Women	£20.05	£20.55	£23.43	£20.90
Pay gap	7.4%	23.9%	-3.2%	22.7%



6.3. Single figure bonus pay gap

The table below shows the median and mean comparison between the bonuses paid to relevant men and women.

Table 48 – London Bus Services single figure bonus pay gap

	Bonus men	Bonus women	Bonus % pay gap
Median	£595.00	£607.50	-2.1%
Mean	£830.74	£1,508.83	-81.6%

6.4. Proportion of employees receiving bonuses

The table below shows the proportion of relevant men and women receiving bonuses.

Table 49 – London Bus Services proportion of employees receiving bonuses

	Men	Women
Proportion of employees receiving bonus	44.6%	60.6%

6.5. Gender pay gap by payband

The tables below show the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out by payband.

Table 50 – London Bus Services median gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay median	No of employees	Hourly pay median	No of employees	
Band 5	Redacted	<5	Redacted	<5	1.1%
Band 4	£42.05	<5	£38.33	<5	8.8%
Band 3	£27.86	28	£26.46	8	5.0%
Band 2	£21.06	37	£19.13	25	9.2%
Band 1	£18.04	<5	£15.58	<5	13.6%
Operational	£21.66	116	£20.05	17	7.4%



Table 51 – London Bus Services mean gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay mean	No of employees	Hourly pay mean	No of employees	
Band 5	Redacted	<5	Redacted	<5	1.1%
Band 4	£41.31	<5	£38.32	<5	7.2%
Band 3	£27.76	28	£27.12	8	2.3%
Band 2	£21.24	37	£19.62	25	7.6%
Band 1	£18.04	<5	£15.58	<5	13.6%
Operational	£21.21	116	£20.13	17	5.1%

6.6. Distribution by quartiles

The tables below show the median and mean distribution of full-pay relevant men and women in each of the pay quartiles.

Table 52 – London Bus Services median distribution by quartiles

	Men		Women		Pay gap
	Median hourly pay	Proportion of employees	Median hourly pay	Proportion of employees	
Upper	£26.89	77.0%	£28.54	23.0%	-6.2%
Upper middle	£21.66	88.5%	£22.64	11.5%	-4.5%
Lower middle	£20.05	80.3%	£20.05	19.7%	0.0%
Lower	£20.03	61.3%	£18.17	38.7%	9.3%

Table 53 – London Bus Services mean distribution by quartiles

	Men		Women		Pay gap
	Mean hourly pay	Proportion of employees	Mean hourly pay	Proportion of employees	
Upper	£28.88	77.0%	£34.82	23.0%	-20.6%
Upper middle	£21.80	88.5%	£22.55	11.5%	-3.4%
Lower middle	£20.53	80.3%	£20.25	19.7%	1.3%
Lower	£19.36	61.3%	£18.22	38.7%	5.9%

6.7. Distribution by salary groups

The table below shows the distribution of full-pay relevant men and women in each of the equally sized salary groups based on the spread of pay.

Table 54 – London Bus Services distribution by salary groups

	Salary grouping			
	1	2	3	4
Range	£21,513 - £52,385	£52,386 - £83,257	£83,258 - £114,128	£114,129 - £145,000
Men	176	11	<5	-
Women	50	5	<5	<5

The difference between the lowest and highest salary is £123,487, when divided equally this represents a £30,872 range per salary group.

6.8. Distribution by deciles

The table below shows the distribution of full-pay relevant men and women in £10,000 salary bands.

Table 55 – London Bus Services distribution by deciles

Decile	Women	Men
£20k - £30k	<5	
£30k - £40k	41	89
£40k - £50k	7	81
£50k - £60k	<5	12
£60k - £70k	<5	<5
£70k - £80k	<5	<5
£90k - £100k	<5	<5
£140k - £150k	<5	



7. London Buses Limited

The following tables show the gender pay gap figures for the 441 employees in London Buses Limited as at the 5 April 2019 snapshot date.

London Buses Limited is responsible for London Dial-a-Ride, which provides door-to-door transport for disabled people.

The overall gender split is 69.8 per cent men and 30.2 per cent women.

London Buses is a small organisation with a large proportion of operational staff therefore its structure does not represent the normal hierarchy within a larger organisation.

The proportion of employees receiving bonuses is low due to the large proportion of employees in operational roles who do not received performance based bonuses.

7.1. Hourly pay rates

The table below shows the overall median and mean comparison between the hourly rates of pay for full-pay relevant men and women.

Table 56 – London Buses overall hourly pay rates

	Hourly pay men	Hourly pay women	Hourly pay % pay gap
Median	£17.56	£17.26	1.7%
Mean	£17.47	£17.34	0.8%

7.2. Hourly pay rates (part-time and full-time)

The table below shows the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out between full-time and part-time.

Table 57 – London Buses hourly pay rates

	Hourly pay full-time median	Hourly pay part-time median	Hourly pay full-time mean	Hourly pay part-time mean
Men	£17.81	£14.07	£17.58	£14.43
Women	£17.81	£14.15	£17.58	£16.33
Pay gap	0.0%	-0.6%	0.0%	-13.2%



7.3. Single figure bonus pay gap

The table below shows the median and mean comparison between the bonuses paid to relevant men and women.

Table 58 – London Buses single figure bonus pay gap

	Bonus men	Bonus women	Bonus % pay gap
Median	£523.50	£493.00	5.8%
Mean	£777.91	£772.47	0.7%

7.4. Proportion of employees receiving bonuses

The table below shows the proportion of relevant men and women receiving bonuses.

Table 59 – London Buses proportion of employees receiving bonuses

	Men	Women
Proportion of employees receiving bonus	10.4%	11.3%

7.5. Gender pay gap by payband

The tables below show the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out by payband.

Table 60 – London Buses median gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay median	No of employees	Hourly pay median	No of employees	
Band 3, 4 & 5	£26.75	9	£31.79	<5	-18.8%
Band 2	£20.68	16	£22.50	7	-8.8%
Band 1	£14.51	<5	£16.14	12	-11.2%
Operational	£17.45	265	£17.26	103	1.1%



Table 61 – London Buses mean gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay mean	No of employees	Hourly pay mean	No of employees	
Band 3,4 & 5	£30.71	9	£31.58	<5	-2.8%
Band 2	£21.12	16	£22.71	7	-7.5%
Band 1	£14.80	<5	£15.97	12	-7.9%
Operational	£16.84	265	£16.58	103	1.6%

7.6. Distribution by quartiles

The tables below show the median and mean distribution of full-pay relevant men and women in each of the pay quartiles.

Table 62 – London Buses median distribution by quartiles

	Men		Women		Pay gap
	Median hourly pay	Proportion of employees	Median hourly pay	Proportion of employees	
Upper	£19.70	60.0%	£19.58	40.0%	0.6%
Upper middle	£17.81	81.9%	£17.81	18.1%	0.0%
Lower middle	£17.17	77.1%	£16.70	22.9%	2.7%
Lower	£14.50	61.0%	£13.53	39.0%	6.7%

Table 63 – London Buses mean distribution by quartiles

	Men		Women		Pay gap
	Mean hourly pay	Proportion of employees	Mean hourly pay	Proportion of employees	
Upper	£21.52	60.0%	£21.04	40.0%	2.2%
Upper middle	£17.80	81.9%	£17.79	18.1%	0.1%
Lower middle	£16.67	77.1%	£16.43	22.9%	1.4%
Lower	£14.07	61.0%	£13.87	39.0%	1.5%

7.7. Distribution by salary groups

The table below shows the distribution of full-pay relevant men and women in each of the equally sized salary groups based on the spread of pay.

Table 64 – London Buses distribution by salary groups

	Salary grouping			
	1	2	3	4
Range	£24,235 - £41,907	£41,908 - £59,579	£59,580 - £77,250	£77,251 - £94,922
Men	279	13	<5	<5
Women	118	6	<5	-

The difference between the lowest and highest salary is £70,687, when divided equally this represents a £17,672 range per salary group.

7.8. Distribution by deciles

The table below shows the distribution of full-pay relevant men and women in £10,000 salary bands.

Table 65 – London Buses distribution by deciles

Decile	Women	Men
£20k - £30k	91	245
£30k - £40k	27	32
£40k - £50k	5	14
£50k - £60k	<5	<5
£60k - £70k	<5	<5
£70k - £80k	<5	
£90k - £100k		<5



8. London River Services Limited

The following tables show the gender pay gap figures for the 12 employees in London River Services Limited as at the 5 April 2019 snapshot date.

London River Services Limited operates and manages eight piers on the River Thames. It licenses boat services using those piers and subsidises multi-stop commuter services provided by a private operator.

The overall gender split is 100.0 per cent men and 0.0 per cent women.

London River Services is a small organisation with a large proportion of operational staff therefore its structure does not represent the normal hierarchy within a larger organisation.

As at 5 April there are no women employed within London River Services therefore no pay gaps can be reported.

8.1. Hourly pay rates

The table below shows the overall median and mean comparison between the hourly rates of pay for full-pay relevant men and women.

Table 66 – London River Services overall hourly pay rates

	Hourly pay men mean	Hourly pay women mean	Hourly pay % pay gap
Median	£20.44		
Mean	£21.84		

8.2. Hourly pay rates (part-time and full-time)

The table below shows the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out between full-time and part-time.

Table 67 – London River Services hourly pay rates

	Hourly pay full-time median	Hourly pay part-time median	Hourly pay full-time mean	Hourly pay part-time mean
Men	£20.44		£21.84	
Women				
Pay gap				



8.3. Single figure bonus pay gap

The table below shows the median and mean comparison between the bonuses paid to relevant men and women.

Table 68 – London River Services single figure bonus pay gap

	Bonus men	Bonus women	Bonus % pay gap
Median	£672.00		
Mean	£588.00		

8.4. Proportion of employees receiving bonuses

The table below shows the proportion of relevant men and women receiving bonuses.

Table 69 – London River Services proportion of employees receiving bonuses

	Men	Women
Proportion of employees receiving bonus	25.0%	

8.5. Gender pay gap by payband

The tables below show the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out by payband.

Table 70 – London River Services median gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay median	No of employees	Hourly pay median	No of employees	
Band 5		-		-	
Band 4		-		-	
Band 2 & 3	£28.26	<5		-	
Band 1		-		-	
Operational	£20.44	9		-	



Table 71 – London River Services mean gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay mean	No of employees	Hourly pay mean	No of employees	
Band 5		-		-	
Band 4		-		-	
Band 2 & 3	£28.26	<5		-	
Band 1		-		-	
Operational	£20.42	9		-	

8.6. Distribution by quartiles

The tables below show the median and mean distribution of full-pay relevant men and women in each of the pay quartiles.

Table 72 – London River Services median distribution by quartiles

	Men		Women		Pay gap
	Median hourly pay	Proportion of employees	Median hourly pay	Proportion of employees	
Upper	£25.48	100.0%	-	0.0%	-
Upper middle	£20.44	100.0%	-	0.0%	-
Lower middle	£20.44	100.0%	-	0.0%	-
Lower	£20.44	100.0%	-	0.0%	-

Table 73 – London River Services mean distribution by quartiles

	Men		Women		Pay gap
	Mean hourly pay	Proportion of employees	Mean hourly pay	Proportion of employees	
Upper	£26.28	100.0%	-	0.0%	-
Upper middle	£20.44	100.0%	-	0.0%	-
Lower middle	£20.44	100.0%	-	0.0%	-
Lower	£19.75	100.0%	-	0.0%	-



8.7. Distribution by salary groups

The table below shows the distribution of full-pay relevant men and women in each of the equally sized salary groups based on the spread of pay.

Table 74 – London River Services distribution by salary groups

	Salary grouping			
	1	2	3	4
Range	Redacted	Redacted	Redacted	Redacted
Men	9	<5	-	<5
Women	-	-	-	-

8.8. Distribution by deciles

The table below shows the distribution of full-pay relevant men and women in £10,000 salary bands.

Table 75 – London River Services distribution by deciles

Decile	Women	Men
£30k - £40k		9
£40k - £50k		<5
£50k - £60k		<5



9. London Transport Museum Limited

The following tables show the gender pay gap figures for the 108 employees in London Transport Museum Limited as at the 5 April 2019 snapshot date.

London Transport Museum Limited was incorporated in 2008 and has charitable status. It runs the London Transport Museum in Covent Garden.

The overall gender split is 38.0 per cent men and 62.0 per cent women.

London Transport Museum is a small organisation responsible for the day-to-day running of the museum with both front of house and back office staff.

The bonus gap is impacted by the greater proportion of women in lower banded roles either not being eligible for performance awards or receiving lower percentage awards than higher grades.

9.1. Hourly pay rates

The table below shows the overall median and mean comparison between the hourly rates of pay for full-pay relevant men and women.

Table 76 – London Transport Museum overall hourly pay rates

	Hourly pay men	Hourly pay women	Hourly pay % pay gap
Median	£18.86	£18.07	4.2%
Mean	£20.91	£20.33	2.8%

9.2. Hourly pay rates (part-time and full-time)

The table below shows the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out between full-time and part-time.

Table 77 – London Transport Museum hourly pay rates

	Hourly pay full-time median	Hourly pay part-time median	Hourly pay full-time mean	Hourly pay part-time mean
Men	£18.86	£29.64	£20.51	£25.92
Women	£18.26	£17.98	£20.15	£21.02
Pay gap	3.2%	39.3%	1.7%	18.9%

9.3. Single figure bonus pay gap

The table below shows the median and mean comparison between the bonuses paid to relevant men and women.

Table 78 – London Transport Museum single figure bonus pay gap

	Bonus men	Bonus women	Bonus % pay gap
Median	£1,249.00	£961.00	23.1%
Mean	£1,446.61	£1,224.00	15.4%

9.4. Proportion of employees receiving bonuses

The table below shows the proportion of relevant men and women receiving bonuses.

Table 79 – London Transport Museum proportion of employees receiving bonuses

	Men	Women
Proportion of employees receiving bonus	56.1%	53.7%

9.5. Gender pay gap by payband

The tables below show the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out by payband.

Table 80 – London Transport Museum median gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay median	No of employees	Hourly pay median	No of employees	
Band 4 & 5	£34.06	<5	£41.99	<5	-23.3%
Band 3	£24.42	8	£26.11	12	-6.9%
Band 2	£18.86	19	£18.07	31	4.2%
Band 1	£15.11	10	£15.71	17	-4.0%

Table 81 – London Transport Museum mean gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay mean	No of employees	Hourly pay mean	No of employees	
Band 4 & 5	£38.79	<5	£42.06	<5	-8.4%
Band 3	£25.83	8	£25.76	12	0.3%
Band 2	£19.49	19	£18.22	31	6.5%
Band 1	£14.32	10	£15.21	17	-6.2%

9.6. Distribution by quartiles

The tables below show the median and mean distribution of full-pay relevant men and women in each of the pay quartiles.

Table 82 – London Transport Museum median distribution by quartiles

	Men		Women		Pay gap
	Median hourly pay	Proportion of employees	Median hourly pay	Proportion of employees	
Upper	£27.43	42.3%	£27.60	57.7%	-0.6%
Upper middle	£19.25	50.0%	£19.55	50.0%	-1.6%
Lower middle	£16.97	30.8%	£16.84	69.2%	0.8%
Lower	£14.10	30.8%	£15.43	69.2%	-9.4%

Table 83 – London Transport Museum mean distribution by quartiles

	Men		Women		Pay gap
	Mean hourly pay	Proportion of employees	Mean hourly pay	Proportion of employees	
Upper	£30.06	42.3%	£30.68	57.7%	-2.1%
Upper middle	£19.97	50.0%	£20.30	50.0%	-1.7%
Lower middle	£17.05	30.8%	£17.10	69.2%	-0.3%
Lower	£13.74	30.8%	£14.94	69.2%	-8.7%

9.7. Distribution by salary groups

The table below shows the distribution of full-pay relevant men and women in each of the equally sized salary groups based on the spread of pay.

Table 84 – London Transport Museum distribution by salary groups

	Salary grouping			
	1	2	3	4
Range	£19,950 - £37,626	£37,627 - £55,302	£55,303 - £72,977	£72,978 - £90,653
Men	27	9	<5	<5
Women	44	16	<5	<5

The difference between the lowest and highest salary is £70,703, when divided equally this represents a £17,676 range per salary group.

9.8. Distribution by deciles

The table below shows the distribution of full-pay relevant men and women in £10,000 salary bands.

Table 85 – London Transport Museum distribution by deciles

Decile	Women	Men
£10k - £20k	<5	<5
£20k - £30k	18	6
£30k - £40k	26	19
£40k - £50k	11	6
£50k - £60k	<5	<5
£60k - £70k	<5	<5
£70k - £80k	<5	
£80k - £90k	<5	
£90k - £100k		<5

10. London Underground Limited

The following tables show the gender pay gap figures for the 17,234 employees in London Underground Limited as at the 5 April 2019 snapshot date.

London Underground Limited (LU) is responsible for operating the London Underground train network and owns (in whole or in part) more than 250 stations.

The overall gender split is 82.4 per cent men and 17.6 per cent women.

The demographics of LU are very different to TfL and the pay gaps are largely influenced by the greater proportion of men, especially as many of them are in the higher paid roles.

The part-time pay gaps within LU are minimal due to the fact that the majority of part-time employees work in similar roles as part of the spot rate population where there is a fixed rate for the role.

The bonus gap values are different to previous years as no LU LCH bonus was paid out to the operational population, the median values now reflect the value of the most commonly awarded recognition award. The mean bonus gap is influenced by the larger proportion of men in more senior roles eligible for performance awards which represent a percentage of salary with higher levels of award.

The pay gaps within band 2 are a result of part of the population receiving an element of shift allowance consolidated into their base pay so the basis for comparison is not the same. The pay gap within the operational roles is due to the wide variety of roles and the prevalence of men in the higher paid operational roles.

10.1. Hourly pay rates

The table below shows the overall median and mean comparison between the hourly rates of pay for full-pay relevant men and women.

Table 86 – London Underground overall hourly pay rates

	Hourly pay men	Hourly pay women	Hourly pay % pay gap
Median	£29.71	£24.21	18.5%
Mean	£28.18	£24.80	12.0%



10.2. Hourly pay rates (part-time and full-time)

The table below shows the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out between full-time and part-time.

Table 87 – London Underground hourly pay rates

	Hourly pay full-time median	Hourly pay part-time median	Hourly pay full-time mean	Hourly pay part-time mean
Men	£29.98	£18.37	£28.49	£23.25
Women	£26.81	£18.36	£25.46	£21.97
Pay gap	10.6%	0.0%	10.6%	5.5%

10.3. Single figure bonus pay gap

The table below shows the median and mean comparison between the bonuses paid to relevant men and women.

Table 88 – London Underground single figure bonus pay gap

	Bonus men	Bonus women	Bonus % pay gap
Median	£50.00	£50.00	0.0%
Mean	£233.58	£170.04	27.2%

10.4. Proportion of employees receiving bonuses

The table below shows the proportion of relevant men and women receiving bonuses.

Table 89 – London Underground proportion of employees receiving bonuses

	Men	Women
Proportion of employees receiving bonus	19.1%	24.7%

10.5. Gender pay gap by payband

The tables below show the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out by payband.

Table 90 – London Underground median gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay median	No of employees	Hourly pay median	No of employees	
Director	£87.61	<5	£87.61	1	0.0%
Band 5	£53.67	24	£52.24	5	2.7%
Band 4	£44.90	79	£39.96	21	11.0%
Band 3	£35.60	691	£31.87	141	10.5%
Band 2	£32.41	2,162	£27.65	394	14.7%
Band 1	£19.49	89	£19.87	207	-1.9%
Apprentices	£12.21	10	£12.21	8	0.0%
Operational	£28.72	9,666	£22.00	1,750	23.4%

Table 91 – London Underground mean gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay mean	No of employees	Hourly pay mean	No of employees	
Director	£97.57	<5	£87.61	1	10.2%
Band 5	£55.22	24	£53.26	5	3.5%
Band 4	£45.68	79	£41.88	21	8.3%
Band 3	£35.93	691	£32.43	141	9.7%
Band 2	£32.40	2,162	£28.25	394	12.8%
Band 1	£20.16	89	£20.07	207	0.5%
Apprentices	£12.45	10	£12.27	8	1.4%
Operational	£26.53	9,666	£23.71	1,750	10.6%

10.6. Distribution by quartiles

The tables below show the median and mean distribution of full-pay relevant men and women in each of the pay quartiles.

Table 92 – London Underground median distribution by quartiles

	Men		Women		Pay gap
	Median hourly pay	Proportion of employees	Median hourly pay	Proportion of employees	
Upper	£34.95	90.8%	£33.59	9.2%	3.9%
Upper middle	£30.13	86.4%	£30.13	13.6%	0.0%
Lower middle	£26.81	84.7%	£26.81	15.3%	0.0%
Lower	£18.36	71.8%	£18.36	28.2%	0.0%

Table 93 – London Underground mean distribution by quartiles

	Men		Women		Pay gap
	Mean hourly pay	Proportion of employees	Mean hourly pay	Proportion of employees	
Upper	£36.08	90.8%	£35.32	9.2%	2.1%
Upper middle	£30.09	86.4%	£30.07	13.6%	0.1%
Lower middle	£26.06	84.7%	£25.57	15.3%	1.9%
Lower	£18.36	71.8%	£18.44	28.2%	-0.5%

10.7. Distribution by salary groups

The table below shows the distribution of full-pay relevant men and women in each of the equally sized salary groups based on the spread of pay.

Table 94 – London Underground distribution by salary groups

	Salary grouping			
	1	2	3	4
Range	£19,941 - £64,956	£64,957 - £109,971	£109,972 - £154,985	£154,986 - £200,000
Men	11,178	1,539	5	2
Women	2,406	120	-	1

The difference between the lowest and highest salary is £180,059, when divided equally this represents a £45,015 range per salary group.

10.8. Distribution by deciles

The table below shows the distribution of full-pay relevant men and women in £10,000 salary bands.

Table 95 – London Underground distribution by deciles

Decile	Women	Men
£10k - £20k		26
£20k - £30k	139	358
£30k - £40k	846	2153
£40k - £50k	563	2440
£50k - £60k	785	5503
£60k - £70k	145	1442
£70k - £80k	34	585
£80k - £90k	7	160
£90k - £100k	6	41
£100k - £110k	<5	9
£110k - £120k		<5
£120k - £130k		<5
£140k - £150k		<5
£160k - £170k	1	1
£200k - £210k		1



11. Rail for London (Infrastructure) Limited

The following tables show the gender pay gap figures for the 238 employees in Rail for London (Infrastructure) Limited as at the 5 April 2019 snapshot date.

Rail for London (Infrastructure) Limited (RfLI) is a wholly owned subsidiary of Transport Trading Ltd. It will be the infrastructure manager for the Elizabeth line central operating section and will grant access to rail operators.

The overall gender split is 84.0 per cent men and 16.0 per cent women.

11.1. Hourly pay rates

The table below shows the overall median and mean comparison between the hourly rates of pay for full-pay relevant men and women.

Table 96 – Rail for London (Infrastructure) Limited overall hourly pay rates

	Hourly pay men	Hourly pay women	Hourly pay % pay gap
Median	£24.75	£25.82	-4.3%
Mean	£26.43	£25.99	1.7%

11.2. Hourly pay rates (part-time and full-time)

The table below shows the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out between full-time and part-time.

Table 97 – Rail for London (Infrastructure) Limited hourly pay rates

	Hourly pay full-time median	Hourly pay part-time median	Hourly pay full-time mean	Hourly pay part-time mean
Men	£24.75		£26.43	
Women	£25.29	£32.82	£25.79	£32.82
Pay gap	-2.2%		2.4%	



11.3. Single figure bonus pay gap

The table below shows the median and mean comparison between the bonuses paid to relevant men and women.

Table 98 – Rail for London (Infrastructure) Limited single figure bonus pay gap

	Bonus men	Bonus women	Bonus % pay gap
Median	£661.00	£570.00	13.8%
Mean	£1,263.06	£1,188.33	5.9%

11.4. Proportion of employees receiving bonuses

The table below shows the proportion of relevant men and women receiving bonuses.

Table 99 – Rail for London (Infrastructure) Limited proportion of employees receiving bonuses

	Men	Women
Proportion of employees receiving bonus	26.0%	39.5%

11.5. Gender pay gap by payband

The tables below show the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out by payband.

Table 100 – Rail for London (Infrastructure) Limited median gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay men median	No of employees	Hourly pay women median	No of employees	
Band 5	£59.87	<5		-	
Band 4	£44.12	10	£42.46	<5	3.8%
Band 3	£31.52	71	£31.55	12	-0.1%
Band 2	£24.02	98	£22.36	20	6.9%
Band 1		-		-	
Operational		-		-	

Table 101 – Rail for London (Infrastructure) Limited mean gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay men mean	No of employees	Hourly pay women mean	No of employees	
Band 5	£59.87	<5		-	
Band 4	£43.73	10	£42.46	<5	2.9%
Band 3	£31.82	71	£31.44	12	1.2%
Band 2	£22.66	98	£21.73	20	4.1%
Band 1		-		-	
Operational		-		-	

11.6. Distribution by quartiles

The tables below show the median and mean distribution of men and women in each of the pay quartiles.

Table 102 – Rail for London (Infrastructure) Limited median distribution by quartiles

	Men		Women		Pay gap
	Median hourly pay	Proportion of employees	Median hourly pay	Proportion of employees	
Upper	£34.49	84.7%	£32.82	15.3%	4.8%
Upper middle	£27.91	82.8%	£27.48	17.2%	1.5%
Lower middle	£24.63	94.8%	£24.75	5.2%	-0.5%
Lower	£16.23	78.0%	£19.16	22.0%	-18.1%

Table 103 – Rail for London (Infrastructure) Limited mean distribution by quartiles

	Men		Women		Pay gap
	Mean hourly pay	Proportion of employees	Mean hourly pay	Proportion of employees	
Upper	£37.25	84.7%	£34.84	15.3%	6.5%
Upper middle	£27.89	82.8%	£27.74	17.2%	0.5%
Lower middle	£24.18	94.8%	£24.17	5.2%	0.1%
Lower	£15.85	78.0%	£18.94	22.0%	-19.5%

11.7. Distribution by salary groups



The table below shows the distribution of men and women in each of the equally sized salary groups based on the spread of pay.

Table 104 – Rail for London (Infrastructure) Limited distribution by salary groups

	Salary grouping			
	1	2	3	4
Range	£19,268 - £44,751	£44,752 - £70,234	£70,235 - £95,717	£95,718 - £121,200
Men	149	39	9	<5
Women	24	9	<5	-

The difference between the lowest and highest salary is £101,932, when divided equally this represents a £25,483 range per salary group.

11.8. Distribution by deciles

The table below shows the distribution of men and women in £10,000 salary bands.

Table 105 – Rail for London (Infrastructure) Limited distribution by deciles

Decile	Women	Men
£10k - £20k	<5	18
£20k - £30k	<5	18
£30k - £40k	15	83
£40k - £50k	11	38
£50k - £60k	<5	14
£60k - £70k		15
£70k - £80k	<5	6
£80k - £90k	<5	5
£90k - £100k		<5
£120k - £130k		<5



12. Transport for London

The following tables show the gender pay gap figures for the 7,630 employees in Transport for London as at the 31 March 2019 snapshot date.

TfL consists primarily of the corporate functions such as finance, human resources and marketing as well as areas of our Surface Transport business area including Road Space Management and Enforcement & On-Street Operations.

The overall gender split is 64.6 per cent men and 35.4 per cent women.

The overall pay gaps exist due to the broad spectrum of roles covered within this employing entity and the different skills and market salaries each role commands.

The bonus gaps are influenced by the greater proportion of men in the higher paybands who have a greater performance bonus potential than those in the lower paybands where there are a greater number of women. The proportion of employees receiving bonuses however shows that more women receive bonuses than men reiterating the point above about the different bonus earnings potential by payband.

12.1. Hourly pay rates

The table below shows the overall median and mean comparison between the hourly rates of pay for full-pay relevant men and women.

Table 106 – Transport for London overall hourly pay rates

	Hourly pay men	Hourly pay women	Hourly pay % pay gap
Median	£28.15	£24.71	12.2%
Mean	£29.48	£26.96	8.6%



12.2. Hourly pay rates (part-time and full-time)

The table below shows the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out between full-time and part-time.

Table 107 – Transport for London hourly pay rates

	Hourly pay full-time median	Hourly pay part-time median	Hourly pay full-time mean	Hourly pay part-time mean
Men	£28.16	£27.94	£29.47	£30.00
Women	£24.55	£25.99	£26.91	£27.33
Pay gap	12.8%	7.0%	8.7%	8.9%

12.3. Single figure bonus pay gap

The table below shows the median and mean comparison between the bonuses paid to relevant men and women.

Table 108 – Transport for London single figure bonus pay gap

	Bonus men	Bonus women	Bonus % pay gap
Median	£802.00	£745.00	7.1%
Mean	£1,805.43	£1,446.11	19.9%

12.4. Proportion of employees receiving bonuses

The table below shows the proportion of relevant men and women receiving bonuses.

Table 109 – Transport for London proportion of employees receiving bonuses

	Men	Women
Proportion of employees receiving bonus	62.2%	67.4%



12.5. Gender pay gap by payband

The tables below show the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out by payband.

Table 110 – Transport for London median gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay men median	No of employees	Hourly pay women median	No of employees	
Board	£140.97	9	£133.92	17	5.0%
Director	£99.71	31	£83.24	11	16.5%
Band 5	£56.55	108	£53.94	48	4.6%
Band 4	£41.07	532	£40.17	248	2.2%
Band 3	£31.00	2,130	£28.81	946	7.1%
Band 2	£21.39	1,258	£20.79	843	2.8%
Band 1	£16.32	221	£16.51	280	-1.2%
Graduates	£14.78	59	£18.62	29	-25.9%
Apprentices	£11.08	164	£11.30	55	-2.0%
Operational	£21.28	303	£18.86	92	11.4%

Table 111 – Transport for London mean gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay men mean	No of employees	Hourly pay women mean	No of employees	
Board	£134.11	9	£120.83	17	9.9%
Director	£115.37	31	£86.66	11	24.9%
Band 5	£59.63	108	£57.15	48	4.2%
Band 4	£42.15	532	£41.01	248	2.7%
Band 3	£31.85	2,130	£29.57	946	7.2%
Band 2	£21.94	1,258	£21.09	843	3.8%
Band 1	£18.05	221	£17.04	280	5.6%
Graduates	£16.44	59	£17.10	29	-4.1%
Apprentices	£11.31	164	£11.59	55	-2.5%
Operational	£20.02	303	£18.29	92	8.7%



12.6. Distribution by quartiles

The tables below show the median and mean distribution of men and women in each of the pay quartiles.

Table 112 – Transport for London median distribution by quartiles

	Men		Women		Pay gap
	Median hourly pay	Proportion of employees	Median hourly pay	Proportion of employees	
Upper	£38.88	74.6%	£39.42	25.4%	-1.4%
Upper middle	£29.89	69.2%	£29.35	30.8%	1.8%
Lower middle	£23.28	61.3%	£23.66	38.7%	-1.6%
Lower	£17.97	55.4%	£18.24	44.6%	-1.5%

Table 113 – Transport for London mean distribution by quartiles

	Men		Women		Pay gap
	Mean hourly pay	Proportion of employees	Mean hourly pay	Proportion of employees	
Upper	£43.32	74.6%	£44.61	25.4%	-3.0%
Upper middle	£30.05	69.2%	£29.63	30.8%	1.4%
Lower middle	£23.56	61.3%	£23.74	38.7%	-0.8%
Lower	£16.94	55.4%	£17.51	44.6%	-3.4%

12.7. Distribution by salary groups

The table below shows the distribution of men and women in each of the equally sized salary groups based on the spread of pay.

Table 114 – Transport for London distribution by salary groups

	Salary grouping			
	1	2	3	4
Range	£12,000 - £97,986	£97,987 - £183,972	£183,973 - £269,958	£269,959 - £355,944
Men	4,617	112	8	2
Women	2,498	39	2	-

The difference between the lowest and highest salary is £343,944, when divided equally this represents a £85,986 range per salary group.

12.8. Distribution by deciles

The table below shows the distribution of men and women in £10,000 salary bands.

Table 115 – Transport for London distribution by deciles

Decile	Women	Men
£10k - £20k	23	79
£20k - £30k	231	312
£30k - £40k	776	1,114
£40k - £50k	521	749
£50k - £60k	506	1,039
£60k - £70k	222	726
£70k - £80k	138	372
£80k - £90k	57	161
£90k - £100k	27	83
£100k - £110k	8	27
£110k - £120k	9	24
£120k - £130k	8	14
£130k - £140k	6	9
£140k - £150k	<5	6
£150k - £160k	1	3
£160k - £170k	2	4
£170k - £180k		6
£180k - £190k		1
£210k - £220k		1
£220k - £230k	2	1
£230k - £240k		3
£240k - £250k		1
£250k - £260k		1
£260k - £270k		1
£280k - £290k		1
£350k - £360k		1



13. Transport Trading Limited

The following tables show the gender pay gap figures for the 584 employees in Transport Trading Limited as at the 5 April 2019 snapshot date.

Transport Trading Limited is the holding company for all the operating transport companies owned by us. It also carries out certain other trading activities. It receives the revenues from the sales of Travelcards in connection with all forms of transport operated by us. By law, we cannot carry out certain activities except through a limited liability company which is a subsidiary of ours or which we formed or joined with others in forming.

The overall gender split is 56.5 per cent men and 43.5 per cent women.

The pay gaps within Transport Trading are due to the diverse nature of roles undertaken by employees in this entity. We have a large population of men and women in our contact centre operations looking after customer queries related to travel enquiries and Oyster cards compared to more teams dominated by men within the commercial development business area responsible for our commercial revenue streams such as advertising deals and property development.

The difference in these roles and the band at which these operate explains the bonus gap figures as those within the contact centre would receive lower monetary amounts of performance awards compared to those in higher bands within commercial development as they are based s on a percentage of salary.

13.1. Hourly pay rates

The table below shows the overall median and mean comparison between the hourly rates of pay for full-pay relevant men and women.

Table 116 – Transport Trading overall hourly pay rates

	Hourly pay men	Hourly pay women	Hourly pay % pay gap
Median	£20.26	£19.67	2.9%
Mean	£26.33	£23.01	12.6%



13.2. Hourly pay rates (part-time and full-time)

The table below shows the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out between full-time and part-time.

Table 117 – Transport Trading hourly pay rates

	Hourly pay full-time median	Hourly pay part-time median	Hourly pay full-time mean	Hourly pay part-time mean
Men	£20.50	£18.24	£26.40	£23.95
Women	£19.75	£18.52	£23.51	£21.00
Pay gap	3.6%	-1.5%	11.0%	12.3%

13.3. Single figure bonus pay gap

The table below shows the median and mean comparison between the bonuses paid to relevant men and women.

Table 118 – Transport Trading single figure bonus pay gap

	Bonus men	Bonus women	Bonus % pay gap
Median	£1,036.00	£951.00	8.2%
Mean	£4,793.01	£1,865.94	61.1%

13.4. Proportion of employees receiving bonuses

The table below shows the proportion of relevant men and women receiving bonuses.

Table 119 – Transport Trading proportion of employees receiving bonuses

	Men	Women
Proportion of employees receiving bonus	63.3%	54.7%



13.5. Gender pay gap by payband

The tables below show the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out by payband.

Table 120 – Transport Trading median gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay median	No of employees	Hourly pay median	No of employees	
Director	£101.30	<5	£78.30	<5	22.7%
Band 4 & 5	£44.88	49	£41.07	25	8.5%
Band 3	£30.75	73	£29.60	42	3.7%
Band 2	£20.50	68	£20.07	63	2.1%
Band 1	£16.69	131	£16.44	112	1.5%
Apprentices	£12.21	<5	£11.89	<5	2.7%

Table 121 – Transport Trading mean gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay mean	No of employees	Hourly pay mean	No of employees	
Director	£106.66	<5	£78.30	<5	26.6%
Band 4 & 5	£45.07	49	£42.95	25	4.7%
Band 3	£30.76	73	£30.30	42	1.5%
Band 2	£20.87	68	£20.49	63	1.8%
Band 1	£16.79	131	£16.48	112	1.9%
Apprentices	£11.66	<5	£11.89	<5	-1.9%



13.6. Distribution by quartiles

The tables below show the median and mean distribution of full-pay relevant men and women in each of the pay quartiles.

Table 122 – Transport Trading median distribution by quartiles

	Men		Women		Pay gap
	Median hourly pay	Proportion of employees	Median hourly pay	Proportion of employees	
Upper	£37.78	66.7%	£37.59	33.3%	0.5%
Upper middle	£24.27	52.4%	£22.50	47.6%	7.3%
Lower middle	£18.37	57.3%	£18.54	42.7%	-1.0%
Lower	£15.93	51.4%	£15.69	48.6%	1.5%

Table 123 – Transport Trading mean distribution by quartiles

	Men		Women		Pay gap
	Mean hourly pay	Proportion of employees	Mean hourly pay	Proportion of employees	
Upper	£42.57	66.7%	£40.26	33.3%	5.4%
Upper middle	£24.07	52.4%	£23.47	47.6%	2.5%
Lower middle	£18.52	57.3%	£18.60	42.7%	-0.4%
Lower	£14.90	51.4%	£14.59	48.6%	2.0%

13.7. Distribution by salary groups

The table below shows the distribution of full-pay relevant men and women in each of the equally sized salary groups based on the spread of pay.

Table 124 – Transport Trading distribution by salary groups

	Salary grouping			
	1	2	3	4
Range	£19,268 - £60,701	£60,702 - £102,134	£102,135 - £143,567	£143,568 - £185,000
Men	260	57	8	2
Women	207	37	<5	1

The difference between the lowest and highest salary is £165,732, when divided equally this represents a £41,433 range per salary group.



13.8. Distribution by deciles

The table below shows the distribution of full-pay relevant men and women in £10,000 salary bands.

Table 125 – Transport Trading distribution by deciles

Decile	Women	Men
£10k - £20k	<5	<5
£20k - £30k	86	120
£30k - £40k	77	66
£40k - £50k	24	34
£50k - £60k	18	34
£60k - £70k	16	25
£70k - £80k	13	9
£80k - £90k	6	20
£90k - £100k	<5	7
£100k - £110k		<5
£110k - £120k		<5
£120k - £130k		<5
£130k - £140k	<5	<5
£150k - £160k	1	
£170k - £180k		1
£180k - £190k		1



14. Victoria Coach Station Limited

The following tables show the gender pay gap figures for the 71 employees in Victoria Coach Station Limited as at the 5 April 2019 snapshot date.

Victoria Coach Station Limited operates Victoria Coach Station, which is responsible for providing an arrival and departures facility for coaches in London.

The overall gender split is 70.4 per cent men and 29.6 per cent women.

Victoria Coach Station is a small organisation with a large proportion of operational staff therefore its structure does not represent the normal hierarchy within a larger organisation.

Of the employees within Victoria Coach Station only 8 employees received a bonus, which include lower value recognition awards, in the 12 months prior to the snapshot date. As a result, the bonus gap figures are influenced by the higher proportion of males in this population who received a percentage based bonus due to the differing eligibility for operational and non-operational roles.

14.1. Hourly pay rates

The table below shows the overall median and mean comparison between the hourly rates of pay for full-pay relevant men and women.

Table 126 – Victoria Coach Station overall hourly pay rates

	Hourly pay men	Hourly pay women	Hourly pay % pay gap
Median	£19.16	£15.55	18.9%
Mean	£19.61	£16.84	14.1%

14.2. Hourly pay rates (part-time and full-time)

The table below shows the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out between full-time and part-time.

Table 127 – Victoria Coach Station hourly pay rates

	Hourly pay full-time median	Hourly pay part-time median	Hourly pay full-time mean	Hourly pay part-time mean
Men	£19.16		£19.61	
Women	£15.61	£15.55	£16.94	£15.55
Pay gap	18.5%		13.7%	



14.3. Single figure bonus pay gap

The table below shows the median and mean comparison between the bonuses paid to relevant men and women.

Table 128 – Victoria Coach Station single figure bonus pay gap

	Bonus men	Bonus women	Bonus % pay gap
Median	£551.00	£50.00	90.9%
Mean	£1,071.17	£50.00	95.3%

14.4. Proportion of employees receiving bonuses

The table below shows the proportion of relevant men and women receiving bonuses.

Table 129 – Victoria Coach Station proportion of employees receiving bonuses

	Men	Women
Proportion of employees receiving bonus	12.0%	9.5%

14.5. Gender pay gap by payband

The tables below show the median and mean comparison between the hourly rates of pay for full-pay relevant men and women split out by payband.

Table 130 – Victoria Coach Station median gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay median	No of employees	Hourly pay median	No of employees	
Band 5		-		-	
Band 4	Redacted	<5		-	
Band 2 & 3	Redacted	7	Redacted	<5	-1.2%
Band 1	£19.07	<5	£18.77	<5	1.6%
Operational	£19.00	34	£15.07	11	20.7%



Table 131 – Victoria Coach Station mean gender pay gap by payband

	Men		Women		Hourly pay % pay gap
	Hourly pay mean	No of employees	Hourly pay mean	No of employees	
Band 5		-		-	
Band 4	Redacted	<5		-	
Band 2 & 3	Redacted	7	Redacted	<5	-0.4%
Band 1	£18.52	<5	£18.76	<5	-1.3%
Operational	£18.37	34	£15.75	11	14.2%

14.6. Distribution by quartiles

The tables below show the median and mean distribution of full-pay relevant men and women in each of the pay quartiles.

Table 132 – Victoria Coach Station median distribution by quartiles

	Men		Women		Pay gap
	Median hourly pay	Proportion of employees	Median hourly pay	Proportion of employees	
Upper	£23.09	86.7%	£22.35	13.3%	3.2%
Upper middle	£20.21	93.3%	£19.39	6.7%	4.1%
Lower middle	£15.55	60.0%	£15.78	40.0%	-1.5%
Lower	£15.07	62.5%	£15.07	37.5%	0.0%

Table 133 – Victoria Coach Station mean distribution by quartiles

	Men		Women		Pay gap
	Mean hourly pay	Proportion of employees	Mean hourly pay	Proportion of employees	
Upper	£25.03	86.7%	£22.35	13.3%	10.7%
Upper middle	£19.89	93.3%	£19.39	6.7%	2.5%
Lower middle	£16.40	60.0%	£16.36	40.0%	0.3%
Lower	£15.07	62.5%	£15.07	37.5%	0.0%

14.7. Distribution by salary groups

The table below shows the distribution of full-pay relevant men and women in each of the equally sized salary groups based on the spread of pay.

Table 134 – Victoria Coach Station distribution by salary groups

	Salary grouping			
	1	2	3	4
Range	Redacted	Redacted	Redacted	Redacted
Men	40	<5	<5	<5
Women	15	-	-	-

14.8. Distribution by deciles

The table below shows the distribution of full-pay relevant men and women in £10,000 salary bands.

Table 135 – Victoria Coach Station distribution by deciles

Decile	Women	Men
£20k - £30k	11	22
£30k - £40k	<5	22
£40k - £50k		<5
£60k - £70k		<5



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5 Endeavour Square
London
E20 1JN

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