

TfL Gender Pay Gap Report

March 2016 data



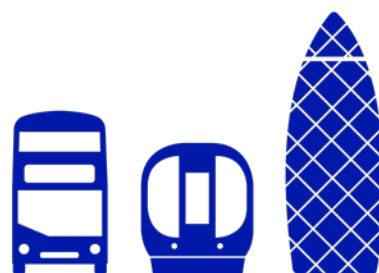
EVERY JOURNEY MATTERS

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1 About the Report

The Mayor's manifesto contained a commitment to publish a gender pay audit for the Greater London Authority (GLA) and its functional bodies including Transport for London (TfL), with a requirement that work is undertaken to narrow any gaps.

The aim of this report is to be open and transparent regarding our overall Gender Pay Gap figures. This report complies with the request of the Mayor as well as complying with the current draft regulations on Gender Pay Gap Reporting for Public Sector employers due to come into force in 2017. The mandatory Gender Pay Gap Reporting regulations stipulate that companies with more than 250 employees need to publish a defined list of figures showing the difference between the median and average pay of their male and female employees annually.

In addition to producing the Mayor's Gender Pay Gap Audit, TfL completes a comprehensive Equal Pay Audit every two years that enables us to identify any pay anomalies at a functional level and create local action plans to address these.

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

1. Pan TfL
2. Non Operational Roles
3. Operational Roles

Pan TfL covers all employees in a wide variety of roles on both fixed rates and non fixed rates.

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 also more scope for inequity between different groups of employees.

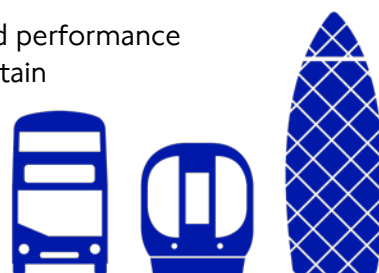
Operational roles includes those on 'spot rate' or 'fixed rate' roles as part of the operational staff pay structure e.g. Station Supervisor, Train Operator, Track Operative, Dial a Ride driver, Bus Station Controller, Pier Controller. By definition this is the same rate of pay for the role irrespective of gender therefore no differentials exist within each job.

The data presented in this report represents the gender pay data for Transport for London as at 31 March 2016. The data has been broken down by both full-time and part-time staff. We have used the full time equivalent (FTE) salary for the purpose of all comparisons. The median figures represent the middle value within the data set. The mean figures represent the average value within the data set.

As at 31 March 2016 TfL employed 27,687 people in permanent or fixed term contract roles.

The overall gender split within TfL's workforce is 77 per cent men and 23 per cent women.

TfL uses individual performance related pay in the form of non-consolidated performance awards for its population in payband 4 and above (senior management). Certain segments of TfL's non-operational payband 2 and 3 population also participate in an individual performance related pay framework that uses non-consolidated performance awards. London Underground



also uses a performance bonus scheme for all employees below senior management based on its operational performance (Lost Customer Hours). All such performance award payments paid in the 12 months to 31 March 2016 have been used in the report.

All percentage pay gaps are expressed as female pay as a percentage of male pay using the following calculation:

$$\frac{(\text{Male hourly rate} - \text{Female hourly rate})}{\text{Male hourly rate}}$$

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

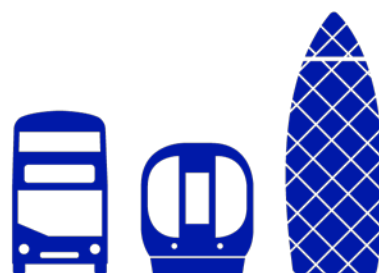
Quartile information has been produced in line with the Business in the Community¹ guidance on calculating quartiles to ensure proportionate distribution of men and women where the same hourly rate of pay cuts across quartiles.

The pay gaps identified are a reflection of the demographics of TfL and our overall under-representation of women at higher levels, and therefore in higher paid roles, within the organisation. We recognise our gender imbalance in certain areas and our Action on Equality Scheme² seeks to address this.

Work is underway to address pay gaps identified as well as ensuring any actions required are aligned with the TfL Action on Equality Scheme.

¹ http://gender.bitc.org.uk/sites/default/files/bitc_toolkit_1_measuring_your_pay_gap_final.pdf

² <https://tfl.gov.uk/cdn/static/cms/documents/action-on-equality-tfls-commitments-to-2020.pdf>



2 Pan TfL

The following tables show the gender pay gap figures for the 27,687 employees pan TfL.

The overall gender split is 77.0 per cent men and 23.0 per cent women.

2.1 Hourly pay rates

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

Table 1 - Pan TfL overall hourly pay rates

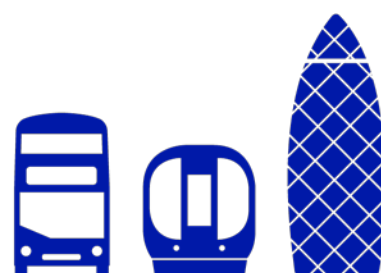
	Male	Female	% Pay Gap
Median Hourly Pay	£26.75	£21.10	21.1%
Mean Hourly Pay	£25.95	£23.15	10.8%

2.2 Hourly pay rates (part time and full time)

The table below shows the median and mean comparison between the hourly rates of pay for men and women split out between Full Time and Part Time.

Table 2 - Pan TfL hourly pay rates

	Hourly Pay Full Time Median	Hourly Pay Part Time Median	Hourly Pay Full Time Mean	Hourly Pay Part Time Mean
Male	£26.75	£16.54	£26.13	£20.62
Female	£21.61	£18.50	£23.38	£21.81
Pay Gap	19.2%	-11.8%	10.5%	-5.7%



2.3 Hourly pay rates including Performance Awards

The table below shows the median and mean comparison between the hourly rates of pay for men and women including Performance Awards split out between Full Time and Part Time.

Table 3 - Pan TfL hourly pay rates incl. Performance Awards

	Hourly Pay Full Time Median	Hourly Pay Part Time Median	Hourly Pay Full Time Mean	Hourly Pay Part Time Mean
Male	£27.03	£16.81	£26.53	£20.84
Female	£21.98	£18.57	£23.79	£22.17
Pay Gap	18.7%	-10.4%	10.3%	-6.3%

Once non-consolidated performance payments are factored in most of the overall figures improve. TfL pays Performance Awards and LCH performance bonuses across the majority of TfL's paybands and grades.

2.4 Single figure Performance Award pay gap

The table below shows the median and mean comparison between the Performance Awards paid to men and women.

Table 4 - Pan TfL single figure Performance Award pay gap

	Performance Award Male	Performance Award Female	Performance Award % Pay Gap
Median	£500.00	£500.00	0.0%
Mean	£868.57	£1,030.05	-18.6%

In July 2015 the LCH Performance bonus paid out to London Underground employees was £500. This group represents more than half the total Pan TfL population therefore explaining why the figure is consistent across both men and women.



2.5 Gender pay gap by payband

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

Table 5 - Pan TfL median gender pay gap by payband

	Male		Female		Hourly Pay % Pay Gap
	Hourly Pay Male Median	No of Employees	Hourly Pay Female Median	No of Employees	
Director	£86.20	48	£87.91	9	-2.0%
Band 5	£54.92	188	£54.95	50	-0.1%
Band 4	£40.40	794	£38.72	290	4.2%
Band 3	£30.22	3,280	£28.09	1,235	7.1%
Band 2	£24.82	3,608	£20.46	1,523	17.6%
Band 1	£15.90	668	£16.33	859	-2.7%
Operational	£25.09	12,735	£19.86	2,400	20.9%

Table 6 - Pan TfL mean gender pay gap by payband

	Male		Female		Hourly Pay % Pay Gap
	Hourly Pay Mean	No of Employees	Hourly Pay Mean	No of Employees	
Director	£93.94	48	£89.85	9	4.4%
Band 5	£56.99	188	£56.77	50	0.4%
Band 4	£41.25	794	£39.80	290	3.5%
Band 3	£30.96	3,280	£28.79	1,235	7.0%
Band 2	£25.99	3,608	£21.41	1,523	17.6%
Band 1	£16.50	668	£16.74	859	-1.5%
Operational	£23.47	12,735	£20.68	2,400	11.9%

TfL's 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.



2.6 Distribution by quartiles

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

Table 7 - Pan TfL median distribution by quartiles

	Male		Female		Pay Gap
	Median hourly pay	No of employees	Median hourly pay	No of employees	
Quartile 1	£16.53	4,563	£16.53	2,359	0.0%
Quartile 2	£22.10	5,085	£21.37	1,837	3.3%
Quartile 3	£27.29	5,872	£27.29	1,050	0.0%
Quartile 4	£33.39	5,801	£33.33	1,120	0.2%

Table 8 - Pan TfL mean distribution by quartiles

	Male		Female		Pay Gap
	Mean hourly pay	No of employees	Mean hourly pay	No of employees	
Quartile 1	£16.11	4,563	£16.36	2,359	-1.6%
Quartile 2	£22.37	5,085	£21.91	1,837	2.1%
Quartile 3	£27.25	5,872	£27.21	1,050	0.1%
Quartile 4	£35.52	5,801	£35.69	1,120	-0.5%

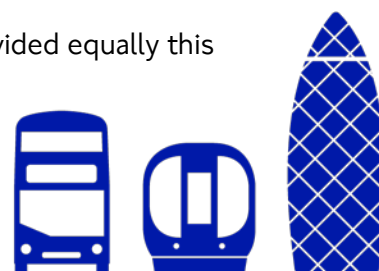
2.7 Distribution by salary groups

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 9 - Pan TfL distribution by salary groups

	Salary Grouping			
	1	2	3	4
Range	£16,219 - £101,150	£101,151 - £186,082	£186,083 - £271,013	£271,014 - £355,944
M	21,173	139	5	4
F	6,332	31	3	-

The difference between the lowest and highest salary is £339,725, when divided equally this represents a £84,931 range per salary group.



2.8 Distribution by deciles

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

Table 10 - Pan TfL distribution by deciles

Decile	Female	Male	Grand Total
£10k - £20k	44	220	264
£20k - £30k	660	968	1,628
£30k - £40k	2,705	5,838	8,543
£40k - £50k	1,619	7,394	9,013
£50k - £60k	742	3,713	4,455
£60k - £70k	330	1,941	2,271
£70k - £80k	152	738	890
£80k - £90k	49	235	284
£90k - £100k	27	112	139
£100k - £110k	13	53	66
£110k - £120k	9	35	44
£120k - £130k	7	17	24
£130k - £140k	2	15	17
£140k - £150k	2	10	12
£150k - £160k		5	5
£160k - £170k	2	5	7
£170k - £180k		9	9
£180k - £190k		4	4
£190k - £200k	1		1
£200k - £210k	1	1	2
£220k - £230k	1		1
£230k - £240k		2	2
£250k - £260k		2	2
£270k - £280k		3	3
£350k - £360k		1	1
Grand Total	6,366	21,321	27,687



3 Non Operational Roles

The following tables show the gender pay gap figures for the 12,552 employees in Non Operational roles.

Non Operational roles do not have a fixed rate for the role. Example roles are within Human Resources, Finance, Engineering, Property Development, Customer Contact Centres.

The overall gender split is 68.4 per cent men and 31.6 per cent women.

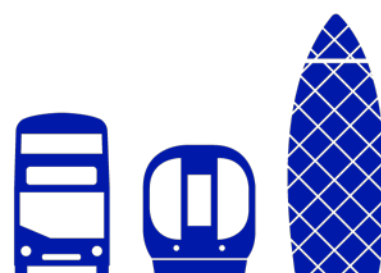
3.1 Hourly pay rates (part time and full time)

The table below shows the median and mean comparison between the hourly rates of pay for men and women split out between Full Time and Part Time.

Table 11 - 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
Male	£29.19	£30.22	£29.60	£31.18
Female	£22.54	£23.24	£24.53	£25.57
Pay Gap	22.8%	23.1%	17.1%	18.0%

Whilst the figures above 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.



3.2 Hourly pay rates including Performance Awards

The table below shows the median comparison between the hourly rates of pay for men and women including Performance Awards split out between Full Time and Part Time.

Table 12 - Non Operational hourly pay rates incl. Performance Awards

	Hourly Pay Full Time Median	Hourly Pay Part Time Median	Hourly Pay Full Time Mean	Hourly Pay Part Time Mean
Male	£29.52	£30.59	£30.24	£31.79
Female	£23.09	£23.71	£25.05	£26.14
Pay Gap	21.8%	22.5%	17.2%	17.8%

3.3 Single figure Performance Award pay gap

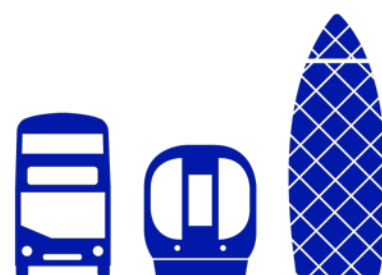
The table below shows the median and mean comparison between the Performance Awards paid to men and women.

Table 13 - Non Operational single figure Performance Award pay gap

	Performance Award Male	Performance Award Female	Performance Award % Pay Gap
Median	£500.00	£500.00	0.0%
Mean	£1,457.71	£1,376.07	5.6%

The median Performance Award values are influenced by a high proportion (46.8%) of employees working within London Underground in non spot rate roles who are eligible to receive the LCH performance bonus of £500.

The mean Performance Award figure factors in the variance in Performance Awards paid throughout the remaining non operational population. This is because the percentage of performance award payable varies depending on payband and performance rating.



3.4 Gender pay gap by payband

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

Table 14 - Non Operational median gender pay gap by payband

	Male		Female		Hourly Pay % Pay Gap
	Hourly Pay Male Median	No of Employees	Hourly Pay Female Median	No of Employees	
Director	£86.20	48	£87.91	9	-2.0%
Band 5	£54.92	188	£54.95	50	-0.1%
Band 4	£40.40	794	£38.72	290	4.2%
Band 3	£30.22	3,280	£28.09	1,235	7.1%
Band 2	£24.82	3,608	£20.46	1,523	17.6%
Band 1	£15.90	668	£16.33	859	-2.7%

Table 15 - Non Operational mean gender pay gap by payband

	Male		Female		Hourly Pay % Pay Gap
	Hourly Pay Male Mean	No of Employees	Hourly Pay Female Mean	No of Employees	
Director	£93.94	48	£89.85	9	4.4%
Band 5	£56.99	188	£56.77	50	0.4%
Band 4	£41.25	794	£39.80	290	3.5%
Band 3	£30.96	3,280	£28.79	1,235	7.0%
Band 2	£25.99	3,608	£21.41	1,523	17.6%
Band 1	£16.50	668	£16.74	859	-1.5%

TfL's 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.



3.5 Distribution by quartiles

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

Table 16 - Non Operational median distribution by quartiles

	Male		Female		Pay Gap
	Median hourly pay	No of employees	Median hourly pay	No of employees	
Quartile 1	£17.07	1,536	£17.51	1,602	-2.6%
Quartile 2	£24.40	2,027	£23.84	1,111	2.3%
Quartile 3	£30.19	2,434	£29.96	704	0.8%
Quartile 4	£38.12	2,589	£38.11	549	0.0%

Table 17 - Non Operational mean distribution by quartiles

	Male		Female		Pay Gap
	Mean hourly pay	No of employees	Mean hourly pay	No of employees	
Quartile 1	£17.14	1,536	£17.43	1,602	-1.7%
Quartile 2	£24.15	2,027	£23.72	1,111	1.8%
Quartile 3	£30.20	2,434	£29.95	704	0.8%
Quartile 4	£40.76	2,589	£40.76	549	0.0%

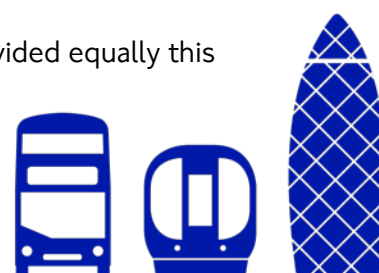
3.6 Distribution by salary groups

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 18 - Non Operational distribution by salary groups

	Salary Grouping			
	1	2	3	4
Range	£17,163 - £101,858	£101,859 - £186,554	£186,555 - £271,249	£271,250 - £355,944
M	8,446	131	5	4
F	3,932	31	3	-

The difference between the lowest and highest salary is £338,781, when divided equally this represents a £84,695 range per salary group.

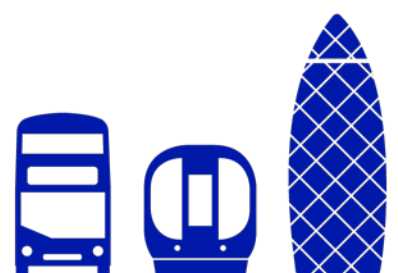


3.7 Distribution by deciles

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

Table 19 - Non Operational distribution by deciles

Decile	Female	Male	Grand Total
£10k - £20k	18	43	61
£20k - £30k	499	493	992
£30k - £40k	1,362	1,404	2,766
£40k - £50k	879	1,735	2,614
£50k - £60k	620	2,161	2,781
£60k - £70k	322	1,503	1,825
£70k - £80k	152	738	890
£80k - £90k	49	235	284
£90k - £100k	27	112	139
£100k - £110k	13	53	66
£110k - £120k	9	35	44
£120k - £130k	7	17	24
£130k - £140k	2	15	17
£140k - £150k	2	10	12
£150k - £160k		5	5
£160k - £170k	2	5	7
£170k - £180k		9	9
£180k - £190k		4	4
£190k - £200k	1		1
£200k - £210k	1	1	2
£220k - £230k	1		1
£230k - £240k		2	2
£250k - £260k		2	2
£270k - £280k		3	3
£350k - £360k		1	1
Grand Total	3,966	8,586	12,552



4 Operational Roles

The following tables show the gender pay gap figures for the 15,135 employees in Operational roles.

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

The overall gender split is 84.1 per cent men and 15.9 per cent women.

4.1 Hourly pay rates (part time and full time)

The table below shows the median and mean comparison between the hourly rates of pay for men and women split out between Full Time and Part Time.

Table 20 - Operational hourly pay rates

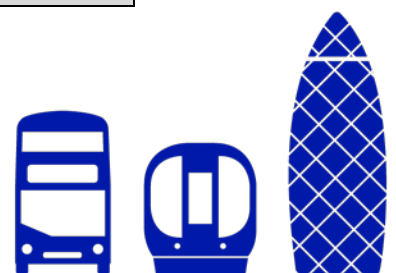
	Hourly Pay Full Time Median	Hourly Pay Part Time Median	Hourly Pay Full Time Mean	Hourly Pay Part Time Mean
Male	£25.41	£16.54	£23.72	£18.32
Female	£19.86	£16.54	£21.29	£18.18
Pay Gap	21.9%	0.0%	10.2%	0.7%

4.2 Hourly pay rates including performance bonus

The table below shows the median and mean comparison between the hourly rates of pay for men and women including performance bonus split out between Full Time and Part Time.

Table 21 - Operational hourly pay rates incl. performance bonus

	Hourly Pay Full Time Median	Hourly Pay Part Time Median	Hourly Pay Full Time Mean	Hourly Pay Part Time Mean
Male	£25.69	£16.54	£23.95	£18.45
Female	£20.13	£16.80	£21.49	£18.34
Pay Gap	21.6%	-1.6%	10.3%	0.6%



4.3 Single figure performance bonus pay gap

The table below shows the median and mean comparison between the performance bonus paid to men and women.

Table 22 - Operational single figure performance bonus pay gap

	Performance Bonus Male	Performance Bonus Female	Performance Bonus % Pay Gap
Median	£500.00	£500.00	0.0%
Mean	£487.93	£480.40	1.5%

4.4 Gender pay gap by employee subgroup

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

Table 23 - Operational median gender pay gap by employee subgroup

	Male		Female		Hourly Pay % Pay Gap
	Hourly Pay Male Median	No of Employees	Hourly Pay Female Median	No of Employees	
Operational Staff	£24.59	11,363	£16.54	2,134	32.7%
Supervisors	£26.75	1,372	£25.09	266	6.2%

Table 24 - Operational mean gender pay gap by employee subgroup

	Male		Female		Hourly Pay % Pay Gap
	Hourly Pay Male Mean	No of Employees	Hourly Pay Female Mean	No of Employees	
Operational Staff	£23.29	11,363	£20.02	2,134	14.0%
Supervisors	£27.04	1,372	£26.33	266	2.6%

The pay gap identified within the Operational Staff payband is primarily down to the wide variety of jobs within London Underground and the differing spot rates these roles attract.



4.5 Distribution by quartiles

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

Table 25 - Operational median distribution by quartiles

	Male		Female		Pay Gap
	Median hourly pay	No of employees	Median hourly pay	No of employees	
Quartile 1	£16.53	2,781	£16.53	1,003	0.0%
Quartile 2	£20.00	3,145	£19.86	639	0.7%
Quartile 3	£26.81	3,385	£27.29	399	-1.8%
Quartile 4	£28.17	3,424	£27.29	359	3.1%

Table 26 - Operational mean distribution by quartiles

	Male		Female		Pay Gap
	Mean hourly pay	No of employees	Mean hourly pay	No of employees	
Quartile 1	£15.64	2,781	£15.92	1,003	-1.8%
Quartile 2	£20.78	3,145	£20.15	639	3.0%
Quartile 3	£26.56	3,385	£26.75	399	-0.7%
Quartile 4	£29.26	3,424	£28.20	359	3.6%

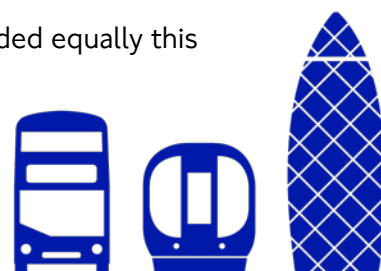
4.6 Distribution by salary groups

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 27 - Operational distribution by salary groups

	Salary Grouping			
	1	2	3	4
Range	£16,219 - £29,455	£29,456 - £42,691	£42,692 - £55,927	£55,928 - £69,163
M	648	4,863	6,601	623
F	187	1,357	840	16

The difference between the lowest and highest salary is £52,944, when divided equally this represents a £13,236 range per salary group.

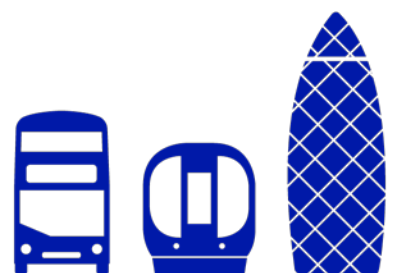


4.7 Distribution by deciles

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

Table 28 - Operational distribution by deciles

Decile	Female	Male	Grand Total
£10k - £20k	26	177	203
£20k - £30k	161	475	636
£30k - £40k	1,343	4,434	5,777
£40k - £50k	740	5,659	6,399
£50k - £60k	122	1,552	1,674
£60k - £70k	8	438	446
Grand Total	2,400	12,735	15,135





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