

# Transport for London Gender Pay Gap Report 2021

MAYOR OF LONDON



**TRANSPORT  
FOR LONDON**  
EVERY JOURNEY MATTERS

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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 undertake pay disparity analysis following any organisational restructuring that enables us to identify any pay anomalies at a functional level and create 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. <sup>1</sup>

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.

<sup>1</sup> <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
- TTL Properties 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.

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 2021.

2.2. We are pleased to report our median gender pay gap has decreased since last year, with just a small increase in our mean pay gap

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

	2021		2020	
	Hourly pay	Bonus	Hourly pay	Bonus
<b>Median</b>	18.1%	-10.2%	18.8%	-15.6%
<b>Mean</b>	9.8%	-9.4%	9.4%	5.0%

2.3. 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	18.1%	9.8%
Non-operational	15.6%	13.3%
Operational	19.8%	10.6%
Docklands Light Railway	26.3%	11.8%
London Bus Services	3.6%	2.0%
London Buses	3.1%	0.9%
London River Services	11.3%	13.0%
London Transport Museum	2.6%	-1.0%
London Underground	18.1%	11.2%
Rail for London (Infrastructure)	0.0%	5.3%
Transport for London	9.2%	7.9%
Transport Trading	2.2%	5.8%
TTL Properties	2.8%	25.1%
Victoria Coach Station	22.8%	10.1%

2.4. Our operational mean and median gender pay gap figures have decreased since 2020 too, but there has been an increase in the mean non-operational gender pay gap, which has been impacted by decreases in the proportion of women in Board and Director level roles since 2020.





2.5. 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

2.6. We have increased the proportion of women across most pay bands since last year, but the biggest changes can be seen when we look at the differences since we first started reporting in 2017. The table below shows the proportion of women by different pay bands in non-operational business areas and shows the change between 2020 and 2021, and also since 2017. The most significant increases over that time are at director and apprentice levels. We can see that since 2017, the number of women in senior management roles (Band 4, Band 5, Director and Board) has increased by 15.1 per cent, from 26.5 per cent to 32.1 per cent

**Table 3 – Proportion of women in each Payband 2017 to 2021**

	2017 proportion of women	2018 proportion of women	2019 proportion of women	2020 proportion of women	2021 proportion of women	Change 20 to 21	Change 17 to 21
Board	52.2%	56.0%	63.0%	63.0%	51.5%	-11.5%	-0.7%
Director	18.8%	25.5%	29.4%	32.7%	31.1%	-1.6%	12.3%
Band 5	24.1%	27.8%	27.8%	27.4%	27.6%	0.2%	3.5%
Band 4	26.7%	27.7%	31.1%	31.6%	32.4%	0.8%	5.7%
Band 3	26.8%	26.4%	27.8%	28.1%	28.3%	0.2%	1.5%
Band 2	27.1%	26.9%	27.5%	26.3%	26.2%	-0.1%	-0.9%
Band 1	56.6%	57.6%	57.9%	57.9%	60.4%	2.5%	3.8%
Graduates	35.3%	36.6%	33.0%	26.7%	32.1%	5.4%	-3.2%
Apprentices	13.2%	24.5%	25.3%	29.6%	28.4%	-1.2%	15.2%

2.7. Our operational population accounts for 51.3 per cent of our total workforce, down from 51.8 per cent last year, despite around 70 operational employees from Woolwich Ferry being brought across to TfL on a Transfer of Undertakings and Protection of Earnings (TUPE) basis in 2020. Our analysis shows that women working in operational roles are more likely to be employed in the lower paid grades. This occupational segregation has a significant impact on our overall median gender pay levels.

2.8. The median operational salary is £52,330 for men and £38,789 for women. Unfortunately, the median salary for women has gone down by 1.1 per cent while the median salary for men has increased by 5.5 per cent. This has not led to an increase in the pay gaps, but has slowed us closing the median gap further.



- 2.9. Occupational segregation continues to be seen through the analysis of our new hires and promotions between 2020 and 2021. There were only 22 women hired into operational roles over the year, including those who were brought across via TUPE, with 4.6 per cent going into customer service assistant roles and none into train operator or engineering roles.
- 2.10. The majority of women joiners (86.4 per cent) joined in operations officer or Woolwich Ferry operational roles within Surface Transport. In comparison, there were 146 men hired in operational roles, including those who were brought across via TUPE. Of these, 1.4 per cent went into customer service assistant roles, 1.4 per cent into train operator roles and 28.8 per cent into engineering roles. The remaining 64.4 per cent joined in operations officer or Woolwich Ferry operational roles within Surface Transport.
- 2.11. Looking at internal movements, there were 141 women who moved into or within operational roles in 2021, with 31.2 per cent going into customer service assistant roles, 47.5 per cent into train operator roles and none into engineering roles. This compares to 423 men moving roles with only 17.5 per cent going into customer service assistant roles, 42.1 per cent into train operator roles and 15.4 per cent into engineering roles. In terms of all internal movements, the proportion of women who moved from a customer service assistant role to a train operator role was 1.1 per cent, compared to two per cent of men. This occupational segregation is still high on our agenda to address.
- 2.12. The coronavirus pandemic has impacted our graduate and apprentice schemes resulting in delayed starts and some delayed completions. All 2020 graduate and apprentice offers were honoured with start dates delayed to January and April 2021. Consequently, the figures captured as at March 2021 do not give a like-for-like comparison to March 2020, as they exclude our April delayed starts. When comparing all 2020 delayed starts in comparison to 2019, we have an increase in the percentage of women newly hired on to our apprenticeship schemes. This has also been the case for our graduate hires.
- 2.13. The figures below show the proportion of men and women receiving a bonus.

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

	Proportion receiving a bonus
Men	35.9%
Women	50.2%

- 2.14. The 2019/20 performance award payments for senior management were deferred to June 2021, when they usually would have been paid in the snapshot date period. This has reduced the mean bonus figures since last year, with a positive shift towards women as there are a greater proportion of men in senior management who did not receive performance awards in the period.
- 2.15. 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**

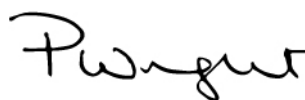
	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Men	65.0%	73.6%	83.4%	82.6%
Women	35.0%	26.4%	16.6%	17.4%

- 2.16. Addressing the gender pay gap is not a simple issue, it can be caused by different reasons and is more often caused by the under-representation of women in senior positions than any pay inequity.
- 2.17. At TfL, we recognise that as part of the transport sector we will have an ongoing challenge to address the gender imbalance in our workforce and are working with the Mayor to ensure that our organisation – especially at senior level, and across all areas of diversity – is more representative of the city we serve.
- 2.18. Our Pay gap action plan will continue to focus on increasing the proportion of women across all levels. Our activity will be sustainable, scalable and continue to be rooted in evidence-based decision making and collaborative working. We recognise an integral part of delivering and embedding long-term change is through greater visibility and accountability of progress.

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



Andy Byford, Commissioner



Tricia Wright, Chief People Officer



### 3. Consolidated TfL view

The following tables show the gender pay gap figures for all 26,104 TfL employees as at the 31 March 2021 snapshot date.

The overall gender split is 76 per cent men and 24 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 give an accurate picture of the pay gap.

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.

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 Annual Salary	£55,485	£43,287	22.0%
Mean Annual Salary	£47,292	£52,968	10.7%



### 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 Hourly Pay	£30.42	£24.91	18.1%
Mean Hourly Pay	£29.59	£26.69	9.8%

### 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	£30.62	£20.54	£29.80	£24.85
Women	£25.92	£22.48	£27.07	£24.72
Pay Gap	15.4%	-9.5%	9.1%	0.5%

### 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	£500.00	£551.00	-10.2%
Mean	£664.65	£726.82	-9.4%

\* 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	35.9%	50.2%

### 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	£125.00	16	£125.00	17	0.0%
Director	£104.12	31	£87.71	14	15.8%
Band 5	£55.83	139	£53.96	53	3.4%
Band 4	£42.16	682	£41.07	327	2.6%
Band 3	£32.85	3,123	£30.13	1,232	8.3%
Band 2	£31.03	4,080	£22.67	1,447	26.9%
Band 1	£16.98	376	£17.61	573	-3.7%
Graduates	£14.78	38	£14.78	18	0.0%
Apprentices	£12.49	207	£12.45	82	0.3%
Operational	£29.75	9,484	£20.17	1,861	32.2%



**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	£130.79	16	£114.60	17	12.4%
Director	£124.15	31	£93.22	14	24.9%
Band 5	£58.41	139	£58.21	53	0.3%
Band 4	£43.09	682	£42.02	327	2.5%
Band 3	£33.56	3,123	£31.02	1,232	7.6%
Band 2	£30.17	4,080	£24.59	1,447	18.5%
Band 1	£18.34	376	£18.36	573	-0.1%
Graduates	£15.26	38	£14.12	18	7.44%
Apprentices	£12.65	207	£12.25	82	3.1%
Operational	£27.43	9,484	£23.95	1,861	12.7%

### 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	£37.26	82.6%	£37.70	17.4%	-1.2%
Upper middle	£31.78	83.4%	£31.78	16.6%	0.0%
Lower middle	£25.27	73.6%	£25.84	26.4%	-2.2%
Lower	£19.37	65.0%	£19.37	35.0%	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	£39.87	82.6%	£41.09	17.4%	-3.1%
Upper middle	£31.49	83.4%	£31.33	16.6%	0.5%
Lower middle	£25.83	73.6%	£25.40	26.4%	1.7%
Lower	£18.63	65.0%	£18.45	35.0%	1.0%

### 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	£16,000 - £100,751	£100,752 - £185,502	£185,503 - £270,253	£270,254 - £355,000
Men	19,268	101	8	4
Women	6,034	36	3	

The difference between the lowest and highest salary is £339,000. When divided equally this represents a £84,750 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	15	8
£20k - £30k	511	976
£30k - £40k	1,939	3,699
£40k - £50k	969	2,679
£50k - £60k	1,649	6,924
£60k - £70k	542	2,807
£70k - £80k	251	1,534
£80k - £90k	100	434
£90k - £100k	42	164
£100k - £110k	8	39
£110k - £120k	6	24
£120k - £130k	8	14
£130k - £140k	9	17
£140k - £150k	<5	5
£150k - £160k	2	2
£160k - £170k	1	2
£170k - £180k	1	4
£180k - £190k	2	5
£200k - £210k		2
£220k - £230k	2	2
£230k - £240k	1	2
£250k - £260k		1
£270k - £280k		1
£260k - £270k		2
£280k - £290k		1
£350k - £360k		1



## 4. Non-operational roles

The following tables show the gender pay gap figures for the 12,707 employees in non-operational roles as at the 31 March 2021 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 69.4 per cent men and 30.6 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.

Bonuses will vary annually due to the performance outcomes of the business and performance rating. The mean bonus gap has reduced from 15.1 per cent in 2020 to 0.6 per cent in 2021 owing to the deferral of senior management bonuses. Performance awards were still paid to band 2 and 3 employees within this population, with the median figure for women disproportionately affected by the women in senior management not receiving bonuses.

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	£31.88	£26.91	15.6%
Mean	£32.38	£28.08	13.3%



### 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	£31.92	£29.58	£32.40	£31.12
Women	£26.94	£26.07	£28.20	£27.09
Pay gap	15.6%	11.9%	13.0%	12.9%

### 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	£708.00	£635.00	10.3%
Mean	£855.97	£861.18	0.6%

### 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	59.0%	67.1%



### 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	£125.00	16	£125.00	17	0.0%
Director	£104.12	31	£87.71	14	15.8%
Band 5	£55.83	139	£53.96	53	3.4%
Band 4	£42.16	682	£41.07	327	2.6%
Band 3	£32.85	3,123	£30.13	1,232	8.3%
Band 2	£31.03	4,080	£22.67	1,447	26.9%
Band 1	£16.98	376	£17.61	573	-3.7%
Graduates	£14.78	38	£14.78	18	0.0%
Apprentices	£12.49	207	£12.45	82	0.3%

**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	£130.79	16	£114.60	17	12.4%
Director	£124.15	31	£93.22	14	24.9%
Band 5	£58.41	139	£58.21	53	0.3%
Band 4	£43.09	682	£42.02	327	2.5%
Band 3	£33.56	3,123	£31.02	1,232	7.6%
Band 2	£30.17	4,080	£24.59	1,447	18.5%
Band 1	£18.34	376	£18.36	573	-0.1%
Graduates	£15.26	38	£14.12	18	7.4%
Apprentices	£12.65	207	£12.25	82	3.1%



### 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	£38.16	80.6%	£38.08	19.4%	0.2%
Upper middle	£31.15	75.9%	£30.88	24.1%	0.9%
Lower middle	£26.56	62.0%	£25.60	38.0%	3.6%
Lower	£18.50	52.6%	£18.64	47.4%	-0.8%

**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	£40.68	80.6%	£41.85	19.4%	-2.9%
Upper middle	£31.18	75.9%	£30.94	24.1%	0.8%
Lower middle	£25.98	62.0%	£25.44	38.0%	2.1%
Lower	£17.71	52.6%	£18.06	47.0%	-2.0%

### 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	£16,000 - £100,751	£100,752 - £185,502	£185,503 - £270,253	£270,254 - £355,000
Men	8,579	101	8	4
Women	3,724	36	3	

The difference between the lowest and highest salary is £339,000, when divided equally this represents a £88,750 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	15	8
£20k - £30k	250	386
£30k - £40k	998	1,218
£40k - £50k	726	977
£50k - £60k	852	2,182
£60k - £70k	481	2,071
£70k - £80k	244	1,097
£80k - £90k	100	433
£90k - £100k	42	164
£100k - £110k	8	39
£110k - £120k	6	24
£120k - £130k	8	14
£130k - £140k	9	17
£140k - £150k	<5	5
£150k - £160k	2	2
£160k - £170k	1	2
£170k - £180k	1	4
£180k - £190k	2	5
£200k - £210k		2
£220k - £230k	2	2
£230k - £240k	1	2
£250k - £260k		1
£270k - £280k		1
£260k - £270k		2
£280k - £290k		1
£350k - £360k		1



## 4. Operational roles

The following tables show the gender pay gap figures for the 13,397 employees in operational roles as at the 31 March 2021 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 81.9 per cent men and 18.1 per cent women.

The median bonus figure reflects the value of the recognition awards paid..

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 that the skills required for 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	£28.66	£22.99	19.8%
Mean	£27.33	£24.44	10.6%

### 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	£28.92	£19.37	£27.58	£23.69
Women	£23.21	£19.37	£24.93	£22.89
Pay gap	19.8%	0.0%	9.6%	3.4%



### 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	£30.00	£30.00	0.0%
Mean	£128.23	£125.34	2.2%

### 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	17.4%	23.1%

### 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	£29.75	9,484	£20.17	1,861	32.2%
Supervisors	£24.62	1,167	£27.08	445	-10.0%
Managers	£35.85	38	£33.12	4	7.6%

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	£27.43	9,484	£23.95	1,861	12.7%
Supervisors	£26.14	1,167	£26.42	445	-1.1%
Managers	£36.87	38	£32.59	4	11.6%





## 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	£35.89	89.9%	£34.52	10.1%	3.8%
Upper middle	£31.78	87.0%	£31.78	13.0%	0.0%
Lower middle	£25.60	84.5%	£24.35	15.5%	4.9%
Lower	£19.37	72.5%	£19.37	27.5%	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	£37.21	89.9%	£35.71	10.1%	4.0%
Upper middle	£31.62	87.0%	£31.67	13.0%	-0.2%
Lower middle	£25.73	84.5%	£25.31	15.5%	1.6%
Lower	£19.03	89.9%	£18.86	10.1%	0.9%

## 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	£20,961 - £37,117	£37,118 - £53,274	£53,275 - £69,430	£69,431 - £85,583
Men	2,738	3,092	4,421	438
Women	1,135	519	649	7

The difference between the lowest and highest salary is £64,622, when divided equally this represents a £16,155 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
£20k - £30k	261	590
£30k - £40k	941	2,481
£40k - £50k	243	1,702
£50k - £60k	797	4,742
£60k - £70k	61	736
£70k - £80k	7	437
£80k - £90k		<5



## 5. Docklands Light Railway Limited

The following tables show the gender pay gap figures for the 10 employees in Docklands Light Railway Limited (DLR) as at the 5 April 2021 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 60 per cent men and 40 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 pay and bonus gaps are greatly influenced by the demographics of DLR and its small size.

### 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	£34.49	£25.41	26.3%
Mean	£37.30	£32.89	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.

**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	£34.49	-	£37.30	-
Women	£25.41	-	£32.89	-
Pay gap	26.3%	-	11.8%	-



### 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	£948.00	£929.50	2.0%
Mean	£1152.40	£929.50	19.3%

### 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	83.3%	50.0%

### 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	Redacted	<5			
Band 3	£33.59	5	Redacted	<5	16.2%
Band 2			Redacted	<5	
Band 1			Redacted	<5	



**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	Redacted	<5			
Band 3	£35.20	5	Redacted	<5	20.0%
Band 2			Redacted	<5	
Band 1			Redacted	<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	£46.89	66.7%	£62.17	33.3%	32.6%
Upper Middle	£34.49			100.0%	
Lower Middle	£30.53			100.0%	
Lower			£22.67		

**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	£46.89	66.7%	£62.17	33.3%	-32.6%
Upper Middle	£34.49	100.0%			
Lower Middle	£30.53	100.0%			
Lower			£23.13	100.0%	



## 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	£33,919 - £54,190	£54,191 - £744,61	£74,462 - £94,732	£94,733. - £115,000
Men	<5	<5	<5	
Women	<5			<5

The difference between the lowest and highest salary is £81,081, when divided equally this represents a £20,270 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	
£40k - £50k	<5	
£50k - £60k	<5	<5
£60k - £70k		<5
£70k - £80k		<5
£110k - £120k	<5	



## 6. London Bus Services Limited

The following tables show the gender pay gap figures for the 288 employees in London Bus Services Limited as at the 5 April 2021 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 70.5 per cent men and 29.5 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	£22.31	£21.52	3.6%
Mean	£23.95	£23.48	2.0%

### 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	£22.31	£40.79	£23.78	£40.79
Women	£21.69	£19.37	£23.52	£22.52
Pay gap	2.8%	52.5%	1.1%	44.8%



### 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	£550.50	£573.00	-4.1%
Mean	£587.67	£787.19	-34.0%

### 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	53.2%	55.3%

### 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			
Band 4	£43.04	3	£38.52	5	10.5%
Band 3	£28.77	29	£28.80	12	-0.1%
Band 2	£21.75	35	£20.92	30	3.8%
Band 1	Redacted	<5	Redacted	<5	10.7%
Operational	£22.31	131	£21.32	32	4.5%





**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			
Band 4	£42.80	3	£38.48	5	10.1%
Band 3	£29.60	29	£29.19	12	1.4%
Band 2	£21.95	35	£20.80	30	5.2%
Band 1	Redacted	<5	Redacted	<5	10.7%
Operational	£22.40	131	£22.00	32	1.8%

## 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	£28.12	70.4%	£29.02	29.6%	3.2%
Upper middle	£22.31	83.2%	£23.22	16.8%	4.0%
Lower middle	£21.05	56.3%	£21.36	43.8%	1.5%
Lower	£20.65	64.3%	£19.64	35.7%	-4.9%

**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	£30.64	70.4%	£30.78	29.6%	-0.5%
Upper middle	£22.85	83.2%	£23.48	16.8%	-2.8%
Lower middle	£21.20	56.3%	£21.36	43.8%	-0.8%
Lower	£20.28	64.3%	£19.36	35.7%	4.5%

## 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	£27,540 - £45,971	£45,972 - £64,403	£64,404 - £82,835	£82,836 - £101,263
Men	151	43	5	<5
Women	59	17	5	

The difference between the lowest and highest salary is £73,723, when divided equally this represents a £18,430 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	50	79
£40k - £50k	14	81
£50k - £60k	9	33
£60k - £70k	<5	<5
£70k - £80k	<5	<5
£90k - £100k		<5
£100k - £110k		<5
£140k - £150k		



## 7. London Buses Limited

The following tables show the gender pay gap figures for the 433 employees in London Buses Limited as at the 5 April 2021 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 69.3 per cent men and 30.7 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 receive 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	£18.26	£17.70	3.1%
Mean	£17.98	£17.82	0.9%

### 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	£18.26	£14.97	£18.05	£16.19
Women	£18.26	£14.76	£18.12	£16.55
Pay gap	0.0%	1.4%	-0.4%	-2.3%



### 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	£486.00	£176.50	63.7%
Mean	£579.00	£381.69	34.1%

### 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	13.0%	12.0%

### 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 5	<5	Redacted			
Band 4	<5	Redacted	Redacted	<5	-1.4%
Band 3	£27.29	7	Redacted	<5	-1.8%
Band 2	£21.59	15	£21.88	8	-1.3%
Band 1	£14.64	5	£16.68	12	-13.9%
Operational	£18.26	268	£17.70	106	3.1%



**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 5	Redacted	<5			
Band 4	Redacted	<5	Redacted	<5	-1.4%
Band 3	£27.58	7	Redacted	<5	-0.8%
Band 2	£22.76	15	£22.37	8	1.7%
Band 1	£15.10	5	£16.39	12	-8.6%
Operational	£17.35	268	£17.08	106	1.5%

## 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	£20.91	58.8%	£20.19	41.2%	3.4%
Upper middle	£18.26	84.6%	£18.26	15.4%	0.0%
Lower middle	£17.60	67.0%	£17.29	33.0%	1.8%
Lower	£14.97	64.8%	£13.88	35.2%	7.3%

**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	£22.74	58.8%	£21.65	41.2%	4.8%
Upper middle	£18.26	84.6%	£18.26	15.4%	0.0%
Lower middle	£17.07	67.0%	£17.01	33.0%	0.3%
Lower	£14.57	64.8%	£14.27	35.2%	2.0%

## 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	£20,026 - £38,869	£38,870 - £57,713	£57,714 - £76,557	£76,558 - £95,397
Men	279	17	<5	<5
Women	121	7	<5	

The difference between the lowest and highest salary is £75,371, when divided equally this represents a £18,842 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	90	247
£30k - £40k	31	32
£40k - £50k	6	12
£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 90 employees in London River Services Limited as at the 5 April 2021 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 87.8 per cent men and 12.2 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. The bonus gaps are impacted by some women transferring into operational roles within London River Services from other parts of TfL where a performance award was paid in the previous 12 months.

### 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	£20.08	£17.81	11.3%
Mean	£22.31	£19.41	13.0%

### 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	£20.08	-	£22.31	-
Women	£17.81	-	£19.41	-
Pay gap	11.3%	-	13.0%	-

### 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	£30.00	£984.00	-3180.0%
Mean	£601.46	£984.00	-63.6%

### 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	16.5%	18.2%

### 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	Redacted	<5			
Band 4	Redacted	<5			
Band 3	Redacted	<5			
Band 2	Redacted	<5			
Band 1			Redacted	<5	
Operational	£16.99	52	£17.37	8	-2.2%





**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	Redacted	<5			
Band 4	Redacted	<5			
Band 3	Redacted	<5			
Band 2	Redacted	<5			
Band 1			Redacted	<5	
Operational	£18.68	52	£17.44	8	6.6%

## 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	£28.90	90.5%	£31.65	9.5%	-9.5%
Middle Upper	£21.65	87.0%	£17.99	13.0%	16.9%
Middle Lower	£17.32	76.9%	£17.61	23.1%	-1.7%
Lower	£15.49	88.5%	£12.50	11.5%	19.3%

**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	£35.14	90.5%	£31.65	9.5%	9.9%
Middle Upper	£21.69	87.0%	£19.27	13.0%	11.2%
Middle Lower	£17.28	76.9%	£17.45	23.1%	-1.0%
Lower	£14.45	88.5%	£13.37	11.5%	7.5%



## 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	£20,961 - £46,971	£46,972 - £72,982	£72,983 - £98,993	£98,994 - £125,000
Men	59	11	<5	<5
Women	9	<5		

The difference between the lowest and highest salary is £104,039, when divided equally this represents a £26,009 range per salary group.

## 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
£20k - £30k	6	13
£30k - £40k	<5	32
£40k - £50k	<5	19
£50k - £60k	<5	<5
£60k - £70k		<5
£80k - £90k		<5
£120k - £130k		<5



## 9. London Transport Museum Limited

The following tables show the gender pay gap figures for the 113 employees in London Transport Museum Limited as at the 5 April 2021 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 37.2 per cent men and 62.8 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 mean 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	£19.12	£18.62	2.6%
Mean	£20.86	£21.05	-1.0%

### 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	£19.25	£14.46	£21.65	£14.09
Women	£19.16	£17.72	£21.48	£19.69
Pay gap	0.4%	-22.5%	0.8%	-39.7%



### 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	£1,400.00	£1,554.00	-11.0%
Mean	£1,509.73	£1,523.59	-0.9%

### 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	61.9%	62.0%

### 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 5	Redacted	<5			
Band 4	Redacted	<5	Redacted	<5	-23.4%
Band 3	£25.19	7	£26.84	14	-6.6%
Band 2	£19.16	17	£18.54	29	3.3%
Band 1	£15.44	11	£15.71	16	-1.8%



**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 5	Redacted	<5			
Band 4	Redacted	<5	Redacted	<5	-23.8%
Band 3	£25.92	7	£26.28	14	-1.4%
Band 2	£19.34	17	£18.92	29	2.2%
Band 1	£14.99	11	£15.18	16	-1.3%

## 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	£28.31	36.0%	£27.47	64.0%	3.0%
Upper middle	£19.48	46.2%	£20.87	53.8%	-7.1%
Lower middle	£17.87	29.2%	£17.70	70.8%	0.9%
Lower	£15.20	38.5%	£15.36	61.5%	-1.1%

**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	£30.53	36.0%	£30.61	64.0%	-0.3%
Upper middle	£20.34	46.2%	£21.22	53.8%	-4.3%
Lower middle	£17.93	29.2%	£17.74	70.8%	1.1%
Lower	£14.81	38.5%	£14.87	61.5%	-0.4%

## 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	£21,200 - £38,734	£38,735 - £56,269	£56,270 - £73,803	£73,804 - £91,333
Men	27	8	<5	<5
Women	40	19	<5	<5

The difference between the lowest and highest salary is £70,133, when divided equally this represents a £17,533 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
£20k - £30k	17	9
£30k - £40k	24	19
£40k - £50k	13	5
£50k - £60k	5	<5
£60k - £70k	<5	<5
£80k - £90k	<5	
£90k - £100k		<5



# 10. London Underground Limited

The following tables show the gender pay gap figures for the 16,749 employees in London Underground Limited as at the 5 April 2021 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 81.8 per cent men and 18.2 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 low 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 but they are influenced by the differing proportions between men and women in higher paid roles.

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	£31.22	£25.58	18.1%
Mean	£29.77	£26.43	11.2%



## 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	£31.41	£19.37	£30.06	£24.20
Women	£28.28	£19.85	£27.13	£23.47
Pay gap	10.0%	-2.5%	9.8%	3.0%

## 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	£30.00	£30.00	0.0%
Mean	£85.31	£77.35	9.3%

## 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	19.6%	26.7%





## 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	£112.49	<5	£91.03	<5	19.1%
Band 5	£52.95	23	£51.59	6	2.6%
Band 4	£44.98	74	£46.54	23	-3.5%
Band 3	£37.15	691	£34.85	148	6.2%
Band 2	£34.52	2,587	£31.15	489	9.7%
Band 1	£20.03	69	£20.63	199	-3.0%
Apprentices	£13.47	89	£12.95	17	3.8%
Operational	£30.63	8,713	£20.46	1,598	33.2%

**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	£146.20	<5	£91.03	<5	37.7%
Band 5	£57.07	23	£52.45	6	8.1%
Band 4	£45.87	74	£44.22	23	3.6%
Band 3	£37.68	691	£34.55	148	8.3%
Band 2	£34.63	2,587	£30.80	489	11.1%
Band 1	£20.92	69	£20.88	199	0.2%
Apprentices	£13.49	89	£12.97	17	3.9%
Operational	£28.13	8,713	£24.79	1,598	11.8%

## 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	£36.87	88.1%	£35.11	11.9%	4.8%
Upper middle	£31.78	86.6%	£31.78	13.4%	0.0%
Lower middle	£28.28	84.7%	£28.28	15.3%	0.0%
Lower	£19.37	70.1%	£19.37	29.9%	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	£38.15	88.1%	£36.95	11.9%	3.2%
Upper middle	£31.81	86.6%	£31.80	13.4%	0.0%
Lower middle	£27.63	84.7%	£27.33	15.3%	1.1%
Lower	£19.81	70.1%	£19.85	29.9%	-0.2%

## 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	£21,250 - £65,937	£65,938 - £110,625	£110,626 - £155,312	£155,313 - £200,000
Men	11,565	1,807	6	3
Women	2,743	169	<5	

The difference between the lowest and highest salary is £178,750, when divided equally this represents a £44,687 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
£20k - £30k	156	373
£30k - £40k	954	2,182
£40k - £50k	442	1,802
£50k - £60k	995	5,679
£60k - £70k	250	1,933
£70k - £80k	101	1,138
£80k - £90k	15	234
£90k - £100k	9	73
£100k - £110k	<5	10
£110k - £120k		<5
£120k - £130k		<5
£130k - £140k	<5	<5
£180k - £190k		2
£200k - £210k		1



# 11. Rail for London (Infrastructure) Limited

The following tables show the gender pay gap figures for the 270 employees in Rail for London (Infrastructure) Limited as at the 5 April 2021 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 84.8 per cent men and 15.2 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	£26.57	£26.56	0.0%
Mean	£28.59	£27.09	5.3%

## 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	£26.57	-	£28.59	-
Women	£26.57	£22.54	£27.32	£22.54
Pay gap	0.0%	-	4.4%	-



### 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	£936.00	£590.00	37.0%
Mean	£983.74	£717.83	27.0%

### 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	76.4%	87.8%

### 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	Redacted	<5			
Band 4	Redacted	10	Redacted	<5	-10.7%
Band 3	£32.07	88	£32.35	13	-0.9%
Band 2	£25.00	122	£23.02	23	7.9%
Band 1					
Apprentices	Redacted	6	Redacted	<5	2.9%



**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	Redacted	<5			
Band 4	Redacted	10	Redacted	<5	-0.8%
Band 3	£32.51	88	£32.23	13	0.9%
Band 2	£24.59	122	£23.00	23	6.5%
Band 1					
Apprentices	Redacted	6	Redacted	<5	7.8%

## 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	£36.10	83.1%	£36.09	16.9%	0.0%
Upper middle	£28.68	87.0%	£28.52	13.0%	0.6%
Lower middle	£25.41	92.1%	£26.56	7.9%	-4.5%
Lower	£22.71	77.1%	£20.18	22.9%	11.2%

**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	£39.16	83.1%	£38.22	16.9%	2.4%
Upper middle	£29.48	87.0%	£29.02	13.0%	1.6%
Lower middle	£25.65	92.1%	£25.92	7.9%	-1.1%
Lower	£21.05	77.1%	£19.29	22.9%	8.4%

## 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	£20,026 - £45,624	£45,625 - £71,221	£71,222 - £96,819	£96,820 - £122,412
Men	171	45	9	<5
Women	28	11	<5	

The difference between the lowest and highest salary is £102,386, when divided equally this represents a £25,596 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
£20k - £30k	<5	10
£30k - £40k	20	122
£40k - £50k	7	50
£50k - £60k	7	17
£60k - £70k	<5	15
£70k - £80k	<5	9
£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 7,492 employees in Transport for London as at the 31 March 2021 snapshot date.

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

The overall gender split is 64.8 per cent men and 35.2 per cent women.

The overall pay gaps exist due to the broad spectrum of roles covered within this employing entity, the impact of occupational segregation and the need to adopt differing market salaries to attract talent.

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.

### 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	£29.12	£26.44	9.2%
Mean	£30.38	£28.00	7.9%





## 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	£29.13	£28.09	£30.40	£29.53
Women	£26.28	£27.20	£27.96	£28.26
Pay gap	9.8%	3.2%	8.0%	4.3%

## 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	£788.00	£709.00	10.0%
Mean	£1,045.47	£967.88	7.4%

## 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	79.1%	77.2%



## 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	£150.38	11	£125.00	17	16.9%
Director	£113.10	25	£93.19	12	17.6%
Band 5	£55.84	98	£54.21	44	2.9%
Band 4	£41.51	551	£41.02	256	1.2%
Band 3	£31.72	2,191	£29.81	984	6.0%
Band 2	£21.90	1,258	£21.33	811	2.6%
Band 1	£16.70	173	£16.84	238	-0.8%
Graduates	£14.78	37	£14.78	18	0.0%
Apprentices	£11.51	107	£11.85	58	-2.9%
Operational	£21.51	278	£20.77	97	3.4%

**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	£134.40	11	£114.60	17	14.7%
Director	£122.01	25	£95.71	12	21.6%
Band 5	£58.16	98	£58.30	44	-0.2%
Band 4	£42.61	551	£41.96	256	1.5%
Band 3	£32.46	2,191	£30.53	984	5.9%
Band 2	£22.35	1,258	£21.53	811	3.7%
Band 1	£18.35	173	£17.38	238	5.3%
Graduates	£14.81	37	£14.12	18	4.7%
Apprentices	£12.01	107	£12.05	58	-0.3%
Operational	£20.55	278	£20.22	97	1.6%



## 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
	Mean hourly pay	Proportion of employees	Mean hourly pay	Proportion of employees	
Upper	£39.44	74.0%	£40.27	26.0%	2.1%
Upper middle	£30.90	68.7%	£30.50	31.3%	-1.3%
Lower middle	£24.39	61.7%	£24.65	38.3%	1.1%
Lower	£19.15	56.1%	£18.86	43.9%	-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	£43.73	74.0%	£46.04	26.0%	-5.3%
Upper middle	£31.13	68.7%	£30.79	31.3%	1.1%
Lower middle	£24.65	61.7%	£24.77	38.3%	-0.5%
Lower	£18.16	56.1%	£18.16	43.9%	-0.0%

## 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	£16,000 - £100,751	£100,752 - £185,502	£185,503 - £270,253	£270,254 - £355,000
Men	4,654	71	7	<5
Women	2,502	31	<5	

The difference between the lowest and highest salary is £339,000, when divided equally this represents a £84,750 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	14	8
£20k - £30k	175	263
£30k - £40k	751	1,103
£40k - £50k	453	642
£50k - £60k	606	1,149
£60k - £70k	253	822
£70k - £80k	131	370
£80k - £90k	72	182
£90k - £100k	31	80
£100k - £110k	7	26
£110k - £120k	5	21
£120k - £130k	8	9
£130k - £140k	7	10
£140k - £150k	<5	5
£150k - £160k	1	1
£160k - £170k	1	2
£170k - £180k	1	3
£180k - £190k	2	2
£200k - £210k		1
£220k - £230k	2	2
£230k - £240k	1	2
£260k - £270k		1
£280k - £290k		1
£290k - £300k		2
£350k - £360k		1



# 13. Transport Trading Limited

The following tables show the gender pay gap figures for the 407 employees in Transport Trading Limited as at the 5 April 2021 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 44.2 per cent men and 55.8 per cent women.

## 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	£19.72	£19.29	2.2%
Mean	£23.67	£22.29	5.8%

## 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	£19.72	£16.97	£23.72	£21.99
Women	£19.40	£16.98	£23.06	£19.76
Pay gap	1.6%	0.0%	2.8%	10.2%



### 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	£650.00	£558.50	14.1%
Mean	£842.92	£782.63	7.7%

### 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	68.7%	61.1%

### 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			Redacted	<5	
Band 5	Redacted	<5	Redacted	<5	7.5%
Band 4	£41.92	16	£37.23	10	11.2%
Band 3	£31.35	49	£30.56	28	2.5%
Band 2	£21.68	43	£20.61	45	4.9%
Band 1	£16.82	112	£16.82	90	0.0%



**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			Redacted	<5	
Band 5	Redacted	<5	Redacted	<5	7.8%
Band 4	£41.42	16	£40.09	10	3.2%
Band 3	£31.66	49	£31.07	28	1.9%
Band 2	£21.36	43	£20.85	45	2.4%
Band 1	£17.35	112	£16.73	90	3.6%

### 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	£33.73	62.0%	£33.80	38.0%	0.2%
Upper middle	£22.26	53.0%	£21.71	47.0%	-2.5%
Lower middle	£18.52	53.2%	£18.02	46.8%	-2.7%
Lower	£16.32	55.7%	£15.69	44.3%	-3.9%

**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	£36.35	38.0%	£36.87	62.0%	-1.4%
Upper middle	£22.82	47.0%	£21.95	53.0%	3.8%
Lower middle	£18.34	46.8%	£17.89	53.2%	2.5%
Lower	£15.61	44.3%	£14.96	55.7%	4.2%



## 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	£22,236 - £54,428	£54,429 - £86,620	£86,621 - £118,812	£118,813 - £151,000
Men	171	48	6	
Women	147	25	<5	<5

The difference between the lowest and highest salary is £128,764, when divided equally this represents a £32,191 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
£20k - £30k	35	36
£30k - £40k	88	100
£40k - £50k	15	28
£50k - £60k	16	28
£60k - £70k	15	14
£70k - £80k	<5	10
£80k - £90k	<5	<5
£90k - £100k	<5	<5
£100k - £110k		<5
£110k - £120k		<5
£130k - £140k	<5	
£150k - £160k	1	





## 14. TTL Properties Limited

The following tables show the gender pay gap figures for the 182 employees in TTL Properties Limited as at the 5 April 2021 snapshot date.

TTL Properties Limited manages the commercial development business area responsible for our commercial revenue streams such as advertising deals and property development

The overall gender split is 56.0 per cent men and 44.0 per cent women.

TTL Properties Limited is a small organisation with specialist roles in property development therefore its structure does not represent the normal hierarchy within a larger organisation.

### 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 – TTL Properties overall hourly pay rates**

	Hourly pay men	Hourly pay women	Hourly pay % pay gap
Median	£35.59	£34.59	2.8%
Mean	£43.39	£32.51	25.1%

### 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 – TTL Properties hourly pay rates**

	Hourly pay full-time median	Hourly pay part-time median	Hourly pay full-time mean	Hourly pay part-time mean
Men	£35.59	£36.29	£43.55	£36.29
Women	£34.93	£24.34	£33.32	£28.43
Pay gap	1.9%	32.9%	23.5%	21.7%



### 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 – TTL Properties single figure bonus pay gap**

	Bonus men	Bonus women	Bonus % pay gap
Median	£867.50	£601.00	30.7%
Mean	£1,147.48	£800.94	30.2%

### 14.4. Proportion of employees receiving bonuses

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

**Table 129 – TTL Properties proportion of employees receiving bonuses**

	Men	Women
Proportion of employees receiving bonus	52.9%	63.8%

### 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 – TTL Properties 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	Redacted	<5			
Band 5	£71.18	5			
Band 4	£46.54	22	£41.20	24	11.5%
Band 3	£32.02	52	£31.67	31	1.1%
Band 2	£20.89	6	£22.41	12	-7.3%
Band 1			£16.81	5	
Apprentices			Redacted	<5	



**Table 131 – TTL Properties 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	Redacted	<5			
Band 5	£70.63	5			
Band 4	£46.01	22	£42.04	24	8.6%
Band 3	£31.81	52	£32.16	31	-1.1%
Band 2	£21.88	6	£22.41	12	-2.4%
Band 1			£17.30	5	
Apprentices			Redacted	<5	

## 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 – TTL Properties median distribution by quartiles**

	Men		Women		Pay gap
	Median hourly pay	Proportion of employees	Median hourly pay	Proportion of employees	
Upper	£52.02	71.4%	£43.94	28.6%	15.5%
Upper middle	£36.15	45.2%	£37.78	54.8%	-4.5%
Lower middle	£31.75	63.4%	£30.12	36.6%	5.2%
Lower	£26.83	45.2%	£22.40	54.8%	16.5%

**Table 133 – TTL Properties mean distribution by quartiles**

	Men		Women		Pay gap
	Mean hourly pay	Proportion of employees	Mean hourly pay	Proportion of employees	
Upper	£68.75	71.4%	£44.85	28.6%	34.8%
Upper middle	£37.37	45.2%	£38.07	54.8%	-1.9%
Lower middle	£31.59	63.4%	£30.96	36.6%	2.0%
Lower	£25.53	45.2%	£21.54	54.8%	15.6%

## 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 – TTL Properties distribution by salary groups**

	Salary grouping			
	1	2	3	4
Range	£20,615 - £61,712	£61,713 - £102,810	£102,811 - £143,907	£143,908 - £185,000
Men	49	36	6	
Women	38	35		<5

The difference between the lowest and highest salary is £164,385, when divided equally this represents a £41,096 range per salary group.

## 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 – TTL Properties distribution by deciles**

Decile	Women	Men
£20k - £30k	<5	
£30k - £40k	7	5
£40k - £50k	15	10
£50k - £60k	11	22
£60k - £70k	17	23
£70k - £80k	11	<5
£80k - £90k	8	13
£90k - £100k	<5	<5
£110k - £120k		<5
£120k - £130k		<5
£130k - £140k		<5
£150k - £160k		1



# 15. Victoria Coach Station Limited

The following tables show the gender pay gap figures for the 64 employees in Victoria Coach Station Limited as at the 5 April 2021 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 62.5 per cent men and 37.5 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.

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.

## 15.1. 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 136 – Victoria Coach Station overall hourly pay rates**

	Hourly pay men	Hourly pay women	Hourly pay % pay gap
Median	£21.03	£16.24	22.8%
Mean	£20.91	£18.80	10.1%

## 15.2. 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 137 – 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	£21.03		£20.91	
Women	£16.27	£16.18	£18.92	£16.18
Pay gap	22.6%		9.6%	



### 15.3. Single figure bonus pay gap

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

**Table 138 – Victoria Coach Station single figure bonus pay gap**

	Bonus men	Bonus women	Bonus % pay gap
Median	£30.00	£30.00	0.0%
Mean	£491.00	£292.88	40.4%

### 15.4. Proportion of employees receiving bonuses

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

**Table 139 – Victoria Coach Station proportion of employees receiving bonuses**

	Men	Women
Proportion of employees receiving bonus	22.0%	33.3%

### 15.5. 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 140 – 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 3	Redacted	<5			
Band 2	Redacted	<5	Redacted	<5	-12.7%
Band 1			Redacted	<5	
Operational	£21.03	35	£16.18	17	23.1%



**Table 141 – 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 3	Redacted	<5			
Band 2	Redacted	<5	Redacted	<5	-12.5%
Band 1			Redacted	<5	
Operational	£19.99	35	£17.66	17	11.7%

## 15.6. 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 142 – Victoria Coach Station median distribution by quartiles**

	Men		Women		Pay gap
	Median hourly pay	Proportion of employees	Median hourly pay	Proportion of employees	
Upper	£24.78	62.5%	£23.66	37.5%	4.5%
Upper middle	£21.03	84.2%	£21.03	15.8%	0.0%
Lower middle	£18.67	16.7%	£16.27	83.3%	12.8%
Lower	£16.18	56.5%	£16.18	43.5%	0.0%

**Table 143 – Victoria Coach Station mean distribution by quartiles**

	Men		Women		Pay gap
	Mean hourly pay	Proportion of employees	Mean hourly pay	Proportion of employees	
Upper	£27.64	62.5%	£23.76	37.5%	14.0%
Upper middle	£20.89	84.2%	£20.94	15.8%	-0.3%
Lower middle	£18.67	16.7%	£17.22	83.3%	7.7%
Lower	£15.95	56.5%	£15.98	43.5%	-0.2%



## 15.7. 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 144 – Victoria Coach Station distribution by salary groups**

	Salary grouping			
	1	2	3	4
Range	£28,628 - £38,557	£38,558 - £48,486	£48,487 - £58,415	£58,416 - £68,340
Men	37	<5	<5	<5
Women	24			

The difference between the lowest and highest salary is £39712, when divided equally this represents a £9,928 range per salary group.

## 15.8. Distribution by deciles

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

**Table 145 – Victoria Coach Station distribution by deciles**

Decile	Women	Men
£20k - £30k	17	18
£30k - £40k	7	20
£50k - £60k		<5
£60k - £70k		<5





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