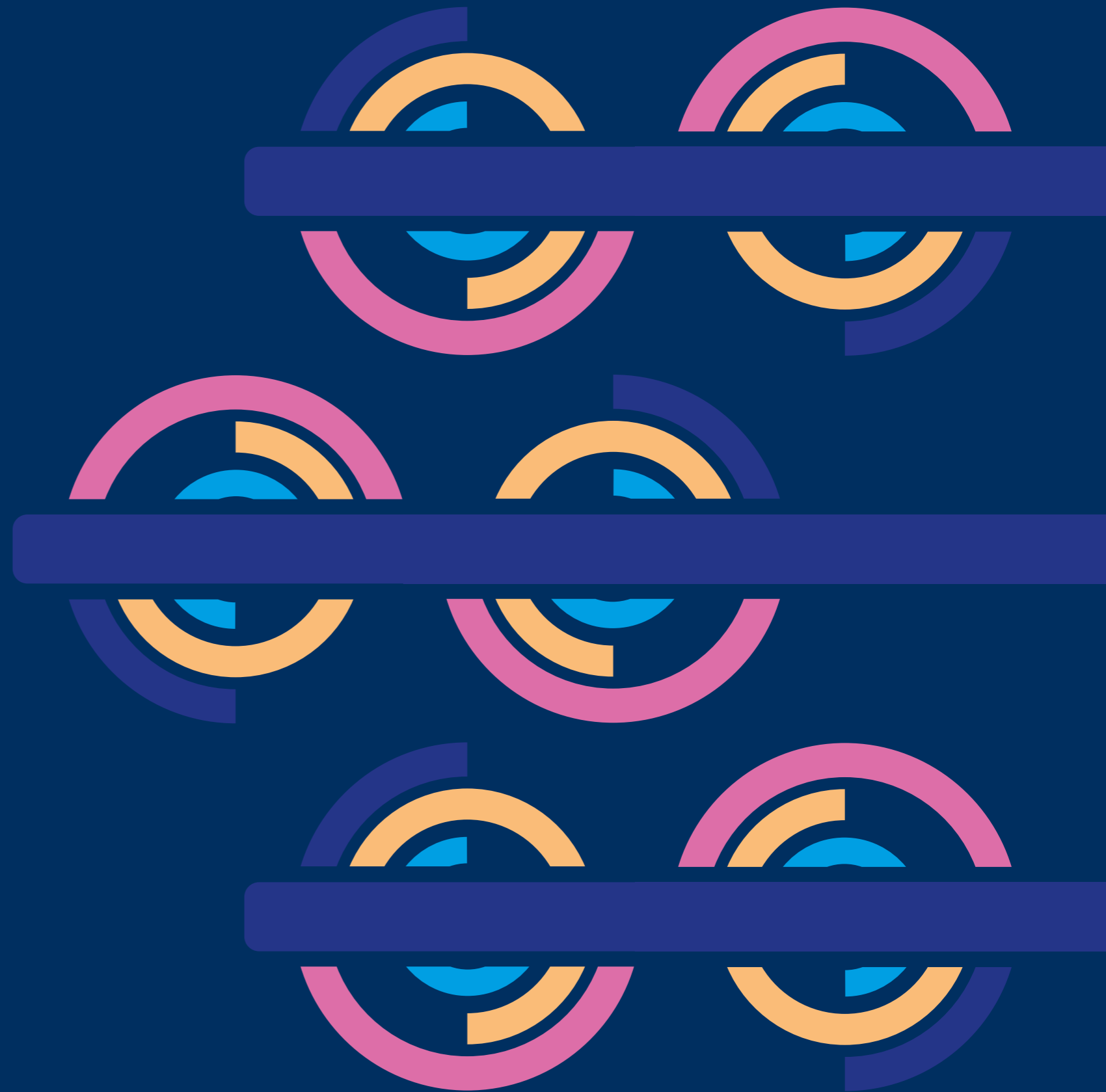


# Transport for London pay gap report 2023

Our breakdown of pay based on  
gender, ethnicity and disability



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In this document, where there are fewer than five people in a given salary range, we have redacted the entry for this, replacing the number with '< 5' meaning there are fewer than five people in this salary range. This is in line with protection legislation

# Commissioner's foreword

## Creating a fairer and inclusive place to work

London is one of the most diverse cities in the world and we need to do all we can to reflect that in our own workforce.

It is only through ensuring that Transport for London (TfL) is a diverse workplace that we can be the kind of world-class employer and transport provider that we need to be for our city. Diversity and inclusion are at the heart of our values. We are creating an organisation that is diverse, inclusive and fair, enabling everyone to thrive and achieve their ambitions. Addressing our pay gaps is fundamental, both to treating everyone fairly, and to attract and retain a workforce as diverse as London.

This year we launched our diversity and inclusion strategy, Action on Inclusion, our long-term promise to our people, setting out how we can create a truly inclusive organisation reflective of the city we serve. The strategy is ambitious and we have established an action plan to ensure that we can deliver on all our commitments by 2030.

As part of our four-year pay gap action plan, which now sits under our overarching Action on Inclusion strategy, there has been a focus on the training and upskilling of our people. This is why we have launched our new online training, Inclusion Matters, to provide colleagues with the resources and understanding of how we can all contribute in making our organisation a more inclusive place for everyone.

To demonstrate our commitment towards creating an inclusive workplace for our people, we have made this training mandatory for everyone in our organisation. As well as this, all Directors and all of our most senior leaders have completed Action on Inclusion briefing sessions. We want to create a workplace culture where everyone feels a sense of belonging and can bring their authentic self to work, and as our talent pool becomes more diverse, it is important that our colleagues truly understand how to create and support inclusion.

In 2023, our median gender pay gap (a better reflection of what a typical man and typical woman earns in TfL) was 14.8 per cent, meaning it has reduced by 1.8 per cent since 2022. Our median ethnicity pay gap (a better reflection of what a typical White, Black, Asian or minority ethnic employee earns in TfL) was 11.8 per cent and our median disability pay gap (a better reflection of what a typical non-disabled and disabled employee earns in TfL) was 5.2 per cent.

I am pleased to see the positive changes in this report like the increase in representation at senior level for Black, Asian and minority ethnic colleagues (17.8 per cent) and a reduction in our upper pay quartile pay gaps (highest earners) since last year. However, while these are ordinarily good markers that would point towards a potential decrease in our pay gaps, particularly the median, we have seen an increase in our median ethnicity pay gap since last year, which we believe has been impacted by the significant and positive



increase in declarations for this year. This has also impacted our median disability pay gap which saw a slight increase since last year. The increase in declarations does, however, provide us with a clearer picture of our actual pay gaps, and we will continue to implement clear and targeted actions to reduce these.

To fully support our people we need a strong culture of good people leadership across the whole of TfL, seeing a shift from line managers to people leaders. To achieve this, we have launched our People Leaders' Framework. This describes what we expect every person responsible for the performance and development of others to

do and is based on five principles including, creating a caring, inclusive, sustainable, and safe working environment.

We continue to do everything we can to reduce pay gaps and ensure we build a TfL that benefits from all the talent in London and drives the positive change that we all want to see.

A handwritten signature in black ink, appearing to read 'Andy Lord', written in a cursive style.

**Andy Lord**  
Transport Commissioner

# Measuring the gap

Our employees and how we measure the pay gaps



# Our workforce population

As of 31 March 2023, we employed 25,939 people:



Almost a quarter of our people are women



Just over a third of our people have declared they are from Black, Asian and minority ethnic backgrounds



Just over three per cent of our staff have declared they have a disability

# Ethnicity declaration

Since 2022, 1,089 new declarations from existing colleagues:

**610**  
 (56 per cent) identified as Black, Asian or minority ethnic  
 Operational – 65%  
 Non-operational – 35%

**708**  
 of new declarations were in operational roles

**381**  
 of new declarations were in non-operational roles

**36**  
 (3.3%) of new declarations were Senior management roles

**508**  
 (46.6%) were in Customer Service Assistant roles or in Train operations

Ethnicity declarations for our workforce (%)

Band	2023
Board	51.9
Director	100
Band 5	95.8
Band 4	89.1
Band 3	89.4
Band 2	88.8
Band 1	90.2
Graduates	95.4
Apprentice	94.3
Managers	97.1
Operational	83.0
Supervisors	92.2
<b>Total</b>	<b>86.7</b>

Breakdown of employees who have declared as Black, Asian or minority ethnic (%)



We are aware that just under 15 per cent of our workforce are yet to share their diversity data with us. Having accurate data is imperative for us to understand what our actual pay gaps are so that we can make informed targeted interventions to address them. In 2023, we were unfortunately made aware of a technical recruitment system error, which meant that 3,000 employees who had been recruited in past years did not have their diversity data uploaded.

This has now been rectified and the data was uploaded at the start of 2023, which increased our ethnicity declaration rate from 82.8 per cent to 86.7 per cent. This mass data upload, along with our Count me in campaign, had an adverse impact on our ethnicity and disability pay gaps. However, despite this, having increased declaration rates is positive in that this additional data gives us a clearer picture of our actual pay gaps.

# Disability declaration

Since 2022, 2,297 new declarations from existing colleagues:

**96**  
 (4.2 per cent) identified as having a disability  
 Operational – 3.1%  
 Non-operational – 4.8%

**889**  
 of new declarations were in operational roles

**1,408**  
 of new declarations were in non-operational roles

**163**  
 (7.1 per cent) of new declarations were Senior management roles

**539**  
 (23.5 per cent) were in Customer Service Assistant roles or in Train operations

Disability declarations for our workforce (%)

Band	2022	2023	Change
Director	75.0	95.1	20.1
Band 5	82.7	91.3	8.6
Band 4	70.7	82.4	11.7
Band 3	63.4	76.7	13.3
Band 2	57.3	67.7	10.4
Band 1	62.7	73.3	10.6
Graduates	94.2	95.4	1.2
Apprentices	75.8	91.5	15.7
Operational	47.8	56.4	8.6
Supervisors	59.9	61.3	1.4
<b>Total</b>	<b>55.5</b>	<b>65.2</b>	<b>9.7</b>

Breakdown of employees who have declared a disability (%)



Increasing disability declarations is a key priority for us, so we can accurately report our disability pay gap data, while also trying to find out where barriers may exist for disabled colleagues so that we can better support our people. In 2022, more than half of our people, 55.5 per cent, had shared their disability diversity data with us. This has now increased to 65.2 per cent this year.

Our operational colleagues have a lower declaration rate than our non-operational colleagues. Some of this can be attributed to working patterns, not knowing the process, or not having the right tools to be able to update personal diversity data. To address this, as part of our recent declaration campaign, Count me in, we developed a simple and easy to use app for operational colleagues and those who did not have access to regular computer systems. We hope this will increase declaration rates in the years ahead.



# Background

## Why we report on pay gaps

Our vision is to build a working environment where everyone feels safe, valued and able to progress to the best of their ability without any limitations. Central to this, is the need to address our pay gaps and any associated barriers that may exist for our people. We are consistently aiming to reflect the diversity of London, and our commitment and work addressing our pay gaps will support us in fulfilling this ambition.

In 2017, under the Equality Act 2010 – Gender Pay Gap Information regulations, all public bodies and private organisations who have 250 employees or more, were required to report on their gender pay gaps. We published our first gender pay gap report in 2016, ahead of the legislative requirement to do so.

In 2018, the Government started consultation on mandatory ethnicity pay gap reporting. While this has not yet been implemented, the Government published guidance in April 2023 for employers that wanted to voluntarily report on their ethnicity pay gap. We have been publishing our ethnicity pay gap since 2018.

We introduced voluntary disability pay reporting in 2021, as part of our ongoing commitment to address barriers that disabled people may face in the workplace.



# Pay gap methodology

## Measuring the overall difference in average pay

We measure the overall percentage difference in the average pay of men and women in two ways, in line with Government regulations.\* This ensures we provide the clearest possible picture. The data we use is based on figures from 1 April 2022 to 31 March 2023. We refer to this as the 2023 report.\*\*

### Mean

The mean pay gap is the difference between the average hourly earnings of the two employee groups of interest. For gender pay gaps, this will mean comparing men with women, for ethnicity pay gaps, this will mean comparing White with Black, Asian and minority ethnic employees and for disability pay gaps this will mean comparing non-disabled with disabled employees.

### Median

The median pay gap is the difference between the midpoints in the ranges of hourly pay of the two employee groups of interest. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary. While the mean measure can be skewed by a small number of high or low earners, the median gives a good idea of how much a typical employee in TfL is paid within each group of interest.

### Quartiles

We use quartiles to rank pay from lowest to highest, dividing our employees into four evenly sized groups.

### Bonuses

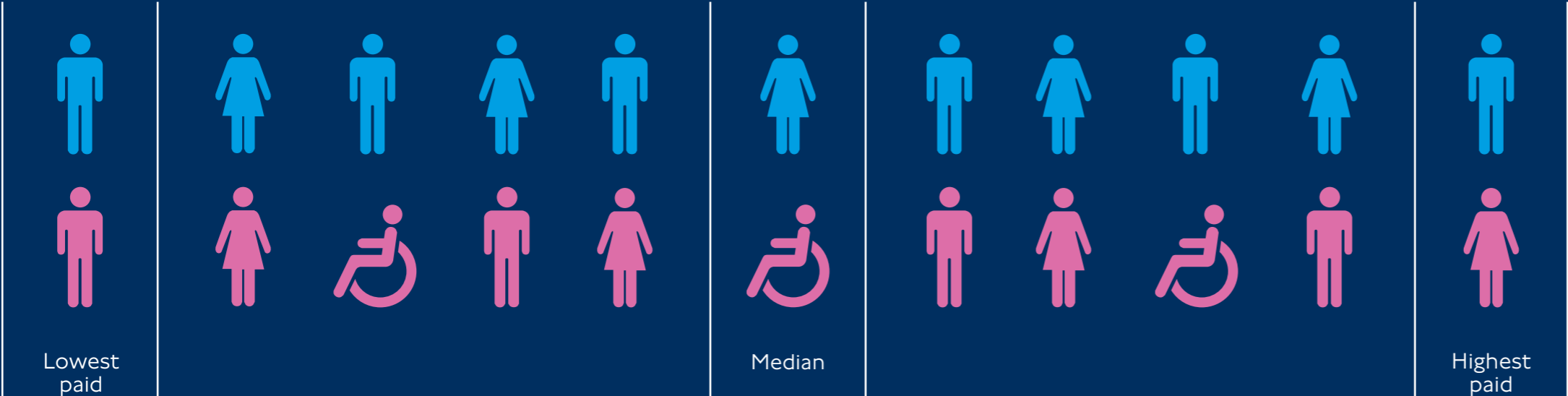
Included in this report are the percentage of the employee groups of interest as defined above, who received bonus pay in the 12 months ending on our snapshot date of 31 March 2023. We also calculate both the median and mean averages for bonus pay for each of the employee groups of interest. Bonus includes individual performance-related payments (performance awards), Make a Difference recognition scheme vouchers and long-service awards.

### Is pay gap the same as equal pay?

A pay gap is an equality measure that shows the difference between a minority group of employees compared with the majority, it is not the same as equal pay. Pay gaps can arise due to a number

of factors, for example, people getting stuck at certain levels of the organisation, some groups having a higher recruitment rate at lower levels, imbalances within promotions, having varied starting salaries for similar jobs, some industries paying higher than others for similar grades and historical variances in pay rises. Equal pay is a legal requirement which is the right for everyone to be paid the same for doing identical or directly comparable work. We complete detailed equal pay audits to understand any potentially unlawful equal pay issues, in line with parameters set by the Equality and Human Rights Commission. Any equal pay concerns that are identified can then be addressed.

### Median gender pay gap



\* [gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers](https://www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers)

\*\* Any comparisons with last year's report (2022) covers the snapshot period of 1 April 2021 to 31 March 2022. Both of these periods apply throughout this report when referencing 2022 and 2023

# Overall results

Our overall workforce statistics and pay gap information



# Overall pay gap results

The results for our operational and non-operational roles

Gender pay gap  
Our overall hourly pay rates



The median pay gap has decreased from 16.6 per cent in 2022 and the mean pay gap has also decreased from 9.5 per cent in the same period.



We will continue to work to reduce our pay gaps

# Overall ethnicity pay gap

## Ethnicity pay gap Our overall hourly pay rates



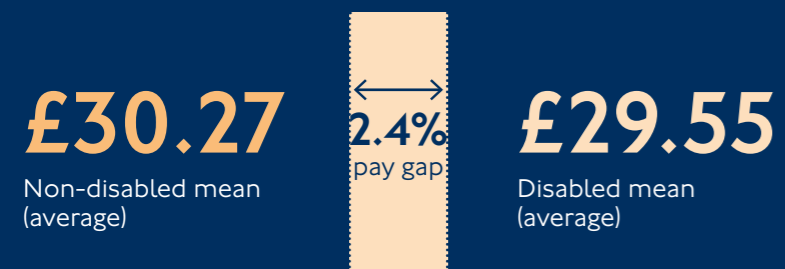
The median pay gap has increased from 8.1 per cent in 2022 due to the higher declaration rates of Black, Asian and minority ethnic colleagues within the business. The mean figure has increased from 10.8 per cent in 2022 and is broadly similar to the gap in 2021.

## Breakdown by ethnicity



# Overall disability pay gap

Disability pay gap  
Our overall hourly pay rates



The median pay gap has increased from 2.9 per cent in 2022 to 5.2 per cent this year due to an increase in declaration rates of almost 10 per cent since last year. Our mean disability pay gap has reduced from 3.1 per cent in 2022 to 2.4 per cent for this year.



Our mean disability pay gap has decreased to 2.4% compared to 2022

# Full and part time status

## Our overall pay gaps for full and part time employees

### Differences in hourly rates of pay based on gender

Metric	Men (£)	Women (£)	Pay gap (%)
Median hourly pay – full-time	32.29	27.93	13.5
Median hourly pay – part-time	21.70	23.55	-8.5
Mean hourly pay – full-time	31.54	28.86	8.5
Mean hourly pay – part-time	26.77	26.34	1.6

Both of our median and mean gender pay gaps for full time employees are much higher than for part time employees. We have a negative median gender pay gap for part time employees sitting at minus 8.5 per cent.

### Differences in hourly rates of pay based on ethnicity

Metric	White (£)	Black, Asian or minority ethnic (£)	Pay gap (%)
Median hourly pay – full-time	32.78	29.59	9.8
Median hourly pay – part-time	29.87	21.33	28.6
Mean hourly pay – full-time	32.49	28.92	11.0
Mean hourly pay – part-time	29.04	24.81	14.6

Our data shows that both our median and mean ethnicity pay gaps for part time employees are much higher than for full time employees. The median ethnicity pay gap for part time employees is 28.6 per cent and the mean is 14.6 per cent for the same group.

### Differences in hourly rates of pay based on disability

Metric	Non-disabled (£)	Disabled (£)	Pay gap (%)
Median hourly pay – full-time	31.14	29.62	4.9
Median hourly pay – part-time	22.57	21.45	4.9
Mean hourly pay – full-time	30.54	29.95	1.9
Mean hourly pay – part-time	26.49	24.50	7.5

The median pay gap for disabled employees is the same for those working part-time and full-time (4.9 per cent). However, the mean pay gap is significantly higher for those working part-time (7.5 per cent) as opposed to full-time (1.9 per cent).

# Overall pay quartiles

The quartiles rank pay from lowest to highest and divide our employees into four evenly sized groups

## Pay quartiles

Median pay gap (gender, ethnicity and disability)

Quartile	Men		Women		Pay gap (%)
	Median hourly pay (£)	Proportion of employees (%)	Median hourly pay (£)	Proportion of employees (%)	
Upper	39.34	81.6	39.42	18.4	-0.2
Upper middle	33.25	82.7	33.25	17.3	0.0
Lower middle	27.81	72.9	27.21	27.1	2.1
Lower	20.55	65.1	20.26	34.9	1.4

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Median hourly pay (£)	Proportion of employees (%)	Median hourly pay (£)	Proportion of employees (%)	
Upper	39.95	71.3	38.36	28.7	4.0
Upper middle	33.25	60.4	33.25	39.6	0.0
Lower middle	27.98	59.6	27.05	40.4	3.3
Lower	20.26	43.0	20.47	57.0	-1.0

Quartile	Non-disabled		Disabled		Pay gap (%)
	Median hourly pay (£)	Proportion of employees (%)	Median hourly pay (£)	Proportion of employees (%)	
Upper	39.42	94.6	40.68	5.4	-3.2
Upper middle	33.25	96.2	33.25	3.8	0.0
Lower middle	27.71	95.1	27.06	4.9	2.4
Lower	20.26	93.8	20.26	6.2	0.0

Mean pay gap (gender, ethnicity and disability)

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	41.85	81.6	43.50	18.4	-3.9
Upper middle	33.52	82.7	33.35	17.3	0.5
Lower middle	27.46	72.9	27.05	27.1	1.5
Lower	19.74	65.1	19.36	34.9	1.9

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Mean hourly pay (£)	Proportion of employees (%)	Mean hourly pay (£)	Proportion of employees (%)	
Upper	42.70	71.3	40.45	28.7	5.3
Upper middle	33.40	60.4	33.58	39.6	-0.5
Lower middle	27.53	59.6	27.17	40.4	1.3
Lower	19.34	43.0	19.62	57.0	-1.4

Quartile	Non-disabled		Disabled		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	42.15	94.6	42.86	5.4	-1.7
Upper middle	33.47	96.2	33.39	3.8	0.3
Lower middle	27.33	95.1	27.03	4.9	1.1
Lower	19.40	93.8	19.05	6.2	1.8

# Overall workforce composition

## Percentage of our people by pay bands

### Percentage of women in each of our pay bands\*

Band	2017	2018	2019	2020	2021	2022	2023	Change 2022/23*	Change 2017/23*
Board	52.2	56.0	63.0	63.0	51.5	60.7	48.1	-12.6	-4.1
Director	18.8	25.5	29.4	32.7	31.1	37.5	40.0	2.5	21.2
Band 5	24.1	27.8	27.8	27.4	27.6	28.6	28.4	-0.2	4.3
Band 4	26.7	27.7	31.1	31.6	32.4	33.4	33.6	0.2	6.9
Band 3	26.8	26.4	27.8	28.1	28.3	28.5	28.9	0.4	2.1
Band 2	27.1	26.9	27.5	26.3	26.2	26.4	27.2	0.8	0.1
Band 1	56.6	57.6	57.9	57.9	60.4	59.4	60.4	1.0	3.8
Graduates	35.3	36.6	33.0	26.7	32.1	29.2	28.8	-0.4	-6.5
Apprentices	13.2	24.5	25.3	29.6	28.4	30.0	31.2	1.2	18.0
Operational	15.9	15.2	14.6	16.4	16.4	16.8	17.0	0.2	1.1
Supervisors	28.1	28.3	27.4	28.8	27.6	27.3	27.6	0.3	-0.5
<b>Total</b>	23.3	23.5	23.7	24.0	24.2	24.6	24.8	0.2	1.5

With the exception of Board level, Band 5 and graduates, we have seen an increase in representation of women across all grades since last year. The biggest increase was seen at Director level, which increased from 37.5 per cent in 2022, to 40.0 per cent in 2023. Director level has also seen the highest increase of women since 2017, which increased by 21.2 percentage points since then.

\* Excludes data for colleagues who prefer not to say or are unknown

**4.0%**▲

increase in the proportion of women in senior management roles since last year

**22.7%**▲

increase in the number of women in senior management roles since 2017



Percentage of Black, Asian or minority ethnic employees in each of our pay bands\*

Band	2017	2018	2019	2020	2021	2022	2023	Change 2022/23*	Change 2017/23*
Board	18.8	16.7	19.0	17.4	18.5	10.5	28.6	18.1	9.8
Director	7.0	8.5	6.4	6.8	4.9	8.9	7.5	-1.4	0.5
Band 5	7.6	9.4	7.2	8.3	8.3	9.9	13.2	3.3	5.6
Band 4	14.4	15.1	18.1	17.5	18.4	18.9	19.0	0.1	4.6
Band 3	26.3	26.9	27.9	28.5	29.2	30.0	31.8	1.8	5.5
Band 2	34.5	35.3	36.3	37.0	37.7	38.7	40.2	1.5	5.7
Band 1	43.1	44.6	46.9	47.8	48.6	48.2	49.3	1.1	6.2
Graduates	25.4	24.6	29.7	50.0	50.9	43.4	51.4	8.0	26.0
Apprentices	30.9	34.6	37.0	36.1	37.0	34.8	43.2	8.4	12.3
Operational	36.9	35.9	39.4	41.9	42.4	42.7	45.8	3.2	8.9
Supervisors	46.4	47.3	49.2	51.6	51.5	52.5	53.7	1.2	7.3
<b>Total</b>	<b>33.3</b>	<b>34.6</b>	<b>36.9</b>	<b>38.3</b>	<b>38.7</b>	<b>39.0</b>	<b>41.2</b>	<b>2.1</b>	<b>7.8</b>

We have seen an increase in representation across all grades for Black, Asian and minority ethnic colleagues since last year, with the exception at Director level, which saw a slight decrease. The biggest increase was seen at Board level for Black, Asian and minority ethnic colleagues, which increased from 10.5 per cent in 2022, to 28.6 per cent in 2023.

\* Excludes data for colleagues who prefer not to say or are unknown

17.8%▲

increase in Black, Asian or ethnic minority employees in senior management roles since last year

5.5%▲

increase in number of Black, Asian or ethnic minority employees in senior management roles since 2017

Percentage of disabled employees in each of our pay bands\*

Band	2021	2022	2023	Change 2022/23
Director	5.6	5.6	10.5	4.9
Band 5	1.9	2.0	5.8	3.9
Band 4	5.2	5.7	5.5	-0.3
Band 3	5.6	5.8	5.7	-0.1
Band 2	5.5	5.6	6.2	0.7
Band 1	10.1	9.9	10.4	1.1
Graduates	7.5	9.7	7.5	-2.2
Apprentices	5.0	4.6	5.3	0.4
Operational	3.8	3.8	3.6	-0.2
Supervisors	4.8	4.6	4.6	0.0
<b>Total</b>	<b>4.9</b>	<b>5.0</b>	<b>5.1</b>	<b>0.1</b>

4.9%▲

increase in disabled representation at director level

3.9%▲

increase in disabled representation at band 5 level

**Disabled representation**

Overall, the percentage of employees declaring a disability has increased marginally by 0.1 per cent since 2022, to 5.1 per cent.

The proportion of disabled employees in senior management has increased by 0.7 per cent since 2022, to 5.7 per cent.

The population where the percentage of employees declaring a disability reduced most significantly since 2022 were Graduates (-2.2 per cent).

\* Excludes data for colleagues who prefer not to say or are unknown



Disabled representation increased at Band 5 and director level

# Our overall pay gaps by grade

## Our pay gaps across our employee pay bands

### Gender – median pay gap

Band	Hourly pay men (£)	Number of men	Hourly pay women (£)	Number of women	Pay gap (%)
Board	137.69	14	150.79	13	-9.5
Director	102.50	24	91.31	16	10.9
Band 5	60.23	136	60.20	54	0.1
Band 4	44.04	701	42.71	355	3.0
Band 3	34.45	3,145	31.32	1,280	9.1
Band 2	32.60	3,871	23.59	1,446	27.6
Band 1	17.11	339	18.14	516	-6.0
Graduates	16.43	109	16.43	44	0.0
Apprentices	13.75	240	13.75	109	0.0
Managers	37.26	33	37.29	1	-0.1
Supervisors	28.41	1,083	29.59	413	-4.1
Operational	31.68	9,309	21.69	1,900	31.5
<b>Total</b>	<b>32.08</b>	<b>19,004</b>	<b>27.33</b>	<b>6,147</b>	<b>14.8</b>

Our operational grades are broken down into three groups as listed in the table above and subsequent tables as Managers, Supervisors and Operational.

Our median gender pay gap by each grade shows that operational colleagues have the highest pay gap at 31.5 per cent, followed by colleagues at Band 2 at 27.6 per cent. Because TfL is made up of 11 different employing entities, we have a number of legacy roles and pay frameworks that may cause a disparity. Our lowest gender pay gaps are for Board members at -9.5 per cent and colleagues at Band 1 at -6 per cent.

### Gender – mean pay gap

Band	Hourly pay men (£)	Number of men	Hourly pay women (£)	Number of women	Pay gap (%)
Board	152.03	14	150.57	13	1.0
Director	113.66	24	100.28	16	11.8
Band 5	61.69	136	61.97	54	-0.4
Band 4	45.17	701	44.12	355	2.3
Band 3	35.10	3,145	32.36	1,280	7.8
Band 2	32.13	3,871	26.10	1,446	18.8
Band 1	18.80	339	19.30	516	-2.7
Graduates	16.38	109	17.24	44	-5.3
Apprentices	13.81	240	13.74	109	0.6
Managers	39.60	33	37.29	1	5.8
Supervisors	28.31	1,083	28.53	413	-0.8
Operational	29.25	9,309	26.04	1,900	11.0
<b>Total</b>	<b>31.33</b>	<b>19,004</b>	<b>28.51</b>	<b>6,147</b>	<b>9.0</b>

Our analysis shows that both median and mean gender pay gaps remain relatively low for senior management from Band 4 upwards, with the exception of Directors where the pay gaps are 10.9 per cent and 11.8 per cent for the median and mean respectively.

# Our overall salary ranges according to gender

## Salary range according to gender



The number of men and women per salary range which goes up in £10,000 increments. For instance, there are currently 6,277 men and 1,190 women whose salaries fall within the £60-69,999 bracket.

# Our overall ethnicity pay gaps by grade

## Ethnicity – median pay gap

Band	Hourly pay White employees (£)	Number of White employees	Hourly pay Black, Asian and minority ethnic employees (£)	Number of Black, Asian and minority ethnic employees	Pay gap (%)
Board	150.58	10	126.94	4	15.7
Director	99.66	37	93.09	3	6.6
Band 5	60.20	158	62.64	24	-4.1
Band 4	43.49	762	43.81	179	-0.7
Band 3	33.64	2,698	32.58	1,257	3.2
Band 2	30.83	2,824	27.66	1,899	10.3
Band 1	18.07	391	17.13	380	5.2
Graduates	16.43	71	16.14	75	1.7
Apprentices	13.75	187	13.66	142	0.7
Managers	37.26	23	37.13	10	0.3
Supervisors	29.59	638	27.05	741	8.6
Operational	32.87	5,041	26.79	4,265	18.5
<b>Total</b>	<b>32.59</b>	<b>12,840</b>	<b>28.75</b>	<b>8,979</b>	<b>11.8</b>

Our median ethnicity pay gap by each grade shows that operational colleagues have the highest pay gap at 18.5 per cent, followed by Board members at 15.7 per cent. Our lowest ethnicity pay gaps are for colleagues at Band 5 at -4.1 per cent followed by colleagues at Band 4 at -0.7 per cent.

Board members receive the same fixed rate of pay, but they can receive additional rates based on the hours and number of meetings they attend. Board members that are chairs of a committee receive additional rates of pay up to a set amount. This can explain why there may be a disparity.

## Ethnicity – mean pay gap

Band	Hourly pay White employees (£)	Number of White employees	Hourly pay Black, Asian and minority ethnic employees (£)	Number of Black, Asian and minority ethnic employees	Pay gap (%)
Board	142.86	10	112.14	4	21.5
Director	108.92	37	100.70	3	7.5
Band 5	61.38	158	63.45	24	-3.4
Band 4	44.80	762	44.48	179	0.7
Band 3	34.51	2,698	33.55	1,257	2.8
Band 2	31.25	2,824	29.29	1,899	6.3
Band 1	19.39	391	18.86	380	2.7
Graduates	17.41	71	15.86	75	8.9
Apprentices	13.78	187	13.75	142	0.2
Managers	39.85	23	38.97	10	2.2
Supervisors	28.91	638	28.03	741	3.1
Operational	30.43	5,041	27.53	4,265	9.6
<b>Total</b>	<b>32.31</b>	<b>12,840</b>	<b>28.61</b>	<b>8,979</b>	<b>11.4</b>

Our analysis shows that while both median and mean pay gaps are low or negative ethnicity pay gap for senior management Band 4 and Band 5 colleagues, it remains the highest for Board members being 15.7 per cent and 21.5 per cent respectively.

# Our overall salary ranges according to ethnicity

## Salary range according to ethnicity



**£20-29,999**  
White: 417  
Black, Asian and minority ethnic: 397



**£30-39,999**  
White: 1,870  
Black, Asian and minority ethnic: 2,621



**£40-49,999**  
White: 1,482  
Black, Asian and minority ethnic: 1,169



**£50-59,999**  
White: 2,633  
Black, Asian and minority ethnic: 1,505



**£60-69,999**  
White: 3,968  
Black, Asian and minority ethnic: 2,549



**£70-79,999**  
White: 1,399  
Black, Asian and minority ethnic: 504



**£80-89,999**  
White: 595  
Black, Asian and minority ethnic: 145



**£90-99,999**  
White: 258  
Black, Asian and minority ethnic: 55



**£100-109,999**  
White: 70  
Black, Asian and minority ethnic: 5



**£110-119,999**  
White: 54  
Black, Asian and minority ethnic: 8



**£120-129,999**  
White: 11  
Black, Asian and minority ethnic: < 5



**£130-139,999**  
White: 24  
Black, Asian and minority ethnic: < 5



**£140-149,999**  
White: 7  
Black, Asian and minority ethnic: 0



**£150-159,999**  
White: 7  
Black, Asian and minority ethnic: < 5



**£160-169,999**  
White: < 5  
Black, Asian and minority ethnic: 0



**£170-179,999**  
White: < 5  
Black, Asian and minority ethnic: < 5



**£180-189,999**  
White: 10  
Black, Asian and minority ethnic: 0



**£190-199,999**  
White: < 5  
Black, Asian and minority ethnic: 0



**£200-209,999**  
White: < 5  
Black, Asian and minority ethnic: 0



**£220-229,999**  
White: 0  
Black, Asian and minority ethnic: < 5



**£230-239,999**  
White: < 5  
Black, Asian and minority ethnic: 0



**£240-249,999**  
White: < 5  
Black, Asian and minority ethnic: 0



**£260-269,999**  
White: < 5  
Black, Asian and minority ethnic: 0



**£280-289,999**  
White: < 5  
Black, Asian and minority ethnic: 0



**£290-299,999**  
White: < 5  
Black, Asian and minority ethnic: 0



**£300-309,999**  
White: < 5  
Black, Asian and minority ethnic: 0

The number of White and Black, Asian and minority ethnic employees per salary range, which goes up in £10,000 increments.

# Our overall disability pay gaps by grade

## Disability – median pay gap

Band	Hourly pay non-disabled employees (£)	Number of non-disabled employees	Hourly pay disabled employees (£)	Number of disabled employees	Pay gap (%)
Board	-	0	-	0	-
Director	102.50	34	79.98	4	22.0
Band 5	60.23	163	55.01	10	8.7
Band 4	43.26	822	43.40	48	-0.3
Band 3	32.89	3,201	33.48	193	-1.8
Band 2	28.22	3,388	24.44	223	13.4
Band 1	17.12	558	17.11	65	0.1
Graduates	16.43	135	16.43	11	0.0
Apprentices	13.75	302	12.82	17	6.8
Managers	35.64	14	-	0	-
Supervisors	28.44	872	25.56	45	10.1
Operational	28.83	6,139	22.67	226	21.4
<b>Total</b>	<b>30.75</b>	<b>15,628</b>	<b>29.15</b>	<b>842</b>	<b>5.2</b>

Our median disability pay gap by each grade shows that colleagues at Director level have the highest pay gap at 22 per cent followed by operational colleagues at 21.4 per cent. Our lowest disability pay gaps are for colleagues at Band 3 at -1.8 per cent followed by colleagues at Band 4 at -0.3 per cent.

## Disability – mean pay gap

Band	Hourly pay non-disabled (£)	Number of non-disabled employees	Hourly pay disabled employees (£)	Number of disabled employees	Pay gap (%)
Board	-	0	-	0	-
Director	111.47	34	80.90	4	27.4
Band 5	61.79	163	57.80	10	6.5
Band 4	44.50	822	44.80	48	-0.7
Band 3	33.81	3,201	34.83	193	-3.0
Band 2	29.63	3,388	27.93	223	5.7
Band 1	18.98	558	18.59	65	2.0
Graduates	16.64	135	16.51	11	0.8
Apprentices	13.78	302	13.42	17	2.6
Managers	36.30	14	-	0	-
Supervisors	28.25	872	28.07	45	0.7
Operational	27.99	6,139	26.54	226	5.2
<b>Total</b>	<b>30.27</b>	<b>15,628</b>	<b>29.55</b>	<b>842</b>	<b>2.4</b>

Our analysis shows that while both median and disability mean pay gaps show negative ethnicity pay gaps for senior management Band 4 colleagues, pay gaps still remain at senior management level with the highest gaps being for colleagues at Director level.

# Our overall salary ranges according to disability

## Salary range according to disability



**£20-29,999**  
Non-disabled: 707  
Disabled: 51



**£30-39,999**  
Non-disabled: 3,628  
Disabled: 229



**£40-49,999**  
Non-disabled: 1,865  
Disabled: 120



**£50-59,999**  
Non-disabled: 2,893  
Disabled: 131



**£60-69,999**  
Non-disabled: 4,370  
Disabled: 178



**£70-79,999**  
Non-disabled: 1,288  
Disabled: 73



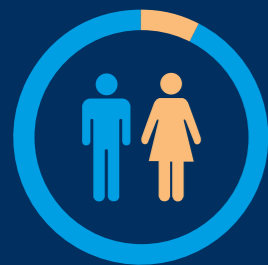
**£80-89,999**  
Non-disabled: 456  
Disabled: 28



**£90-99,999**  
Non-disabled: 224  
Disabled: 21



**£100-109,999**  
Non-disabled: 70  
Disabled: 5



**£110-119,999**  
Non-disabled: 49  
Disabled: < 5



**£120-129,999**  
Non-disabled: 13  
Disabled: 0



**£130-139,999**  
Non-disabled: 13  
Disabled: 0



**£140-149,999**  
Non-disabled: 6  
Disabled: 0



**£150-159,999**  
Non-disabled: 6  
Disabled: < 5



**£160-169,999**  
Non-disabled: < 5  
Disabled: < 5



**£170-179,999**  
Non-disabled: < 5  
Disabled: 0



**£180-189,999**  
Non-disabled: 10  
Disabled: 0



**£190-199,999**  
Non-disabled: < 5  
Disabled: 0



**£200-209,999**  
Non-disabled: < 5  
Disabled: 0



**£220-229,999**  
Non-disabled: < 5  
Disabled: 0



**£230-239,999**  
Non-disabled: < 5  
Disabled: 0



**£240-249,999**  
Non-disabled: < 5  
Disabled: 0



**£260-269,999**  
Non-disabled: < 5  
Disabled: 0



**£280-289,999**  
Non-disabled: < 5  
Disabled: 0



**£290-299,999**  
Non-disabled: < 5  
Disabled: 0



**£300-309,999**  
Non-disabled: < 5  
Disabled: 0

The salary ranges go up in £10,000 increments, for example, 4,370 non-disabled employees and 178 disabled employees whose salary is between £60,000 and £69,999.



# Bonuses

Overall bonus pay gap and proportion of employees receiving one

## Proportion of employees who received a bonus



40.8%

women



32.6%

men



36.6%

White



32.4%

Black, Asian and minority ethnic



43.9%

Non-disabled



37.2%

Disabled

## Bonus gap

	Men (£)	Women (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	68.70	63.27	7.9

	White (£)	Black, Asian and minority ethnic (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	70.62	63.38	10.2

	Non-disabled (£)	Disabled	Pay gap (%)
Median	30.00	30.00	0.0
Mean	64.71	72.15	-11.5

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

In 2023, 37.2 per cent of disabled employees received a bonus, compared to 43.9 per cent of non-disabled employees. This is in comparison to 43.2 per cent of disabled employees and 38.0 per cent of non-disabled employees receiving a bonus in 2022.

# Our overall ethnicity bonus gap breakdown

## Bonus gap Breakdown by ethnicity

	White (£)	Asian and Asian British ethnic (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	70.62	61.52	12.9

	White (£)	Black and Black British ethnic (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	70.62	65.40	7.4

	White (£)	Other ethnic groups (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	70.62	62.27	11.8

Our bonus gap analysis by ethnicity breakdown shows that there is no median pay gap, whereas the mean pay gap varies from group to group.



Mean bonus pay gaps vary across ethnicity

# Changes from previous year

## Overall changes from 2022 to 2023

### Comparing the data

Using the yearly difference in per cent for each metric enables us to compare the changes in hourly rate and bonus pay.

Metric	Men			Women		
	2022 (£)	2023 (£)	Yearly difference (%)	2022 (£)	2023 (£)	Yearly difference (%)
Median hourly pay	30.81	32.08	4.1	25.68	27.33	6.4
Mean hourly pay	29.81	31.33	5.1	26.99	28.45	5.4
Median bonus pay	30.00	30.00	0.0	30.00	30.00	0.0
Mean bonus pay	1,004.57	68.70	-93.2	1,024.56	63.27	-93.8

Metric	White			Black, Asian and minority ethnic		
	2022 (£)	2023 (£)	Yearly difference (%)	2022 (£)	2023 (£)	Yearly difference (%)
Median hourly pay	£31.28	£32.59	4.2	£28.73	£28.75	0.1
Mean hourly pay	£30.94	£32.31	4.4	£27.59	£28.61	3.7
Median bonus pay	£60.00	£30.00	-50.0	£30.00	£30.00	0.0
Mean bonus pay	£1,372.62	£70.62	-94.9	£433.80	£63.38	-85.4

Metric	Non-disabled			Disabled		
	2022 (£)	2023 (£)	Yearly difference (%)	2022 (£)	2023 (£)	Yearly difference (%)
Median hourly pay	£29.58	£30.75	4.0	£28.73	£29.15	1.5
Mean hourly pay	£29.16	£30.27	3.8	£28.26	£29.55	4.6
Median bonus pay	£30.00	£30.00	0.0	£60.00	£30.00	-50.0
Mean bonus pay	£1,219.13	£64.71	-94.7	£921.44	£72.15	-92.2

There were no performance related bonus pay awards during 2022 and 2023 snapshot periods due to the impacts of the coronavirus pandemic on our finances, which is reflected by the variations in the tables relating to bonus pay.

The only performance award payments made in the snapshot period for 2022 were the deferred 2019/20 performance awards for senior management. The only 'bonus' payments received by all other employees were for long service and recognition awards. This is reflected in the bonus pay figures for 2022, particularly the mean bonus pay for all groups.

# New employees and job changes across roles

The gender of our overall new joiners and operational employees who have moved role

## New joiners

1,365 new joiners



Men: 69%  
Women: 31%



Full time: 90%  
Part time: 10%



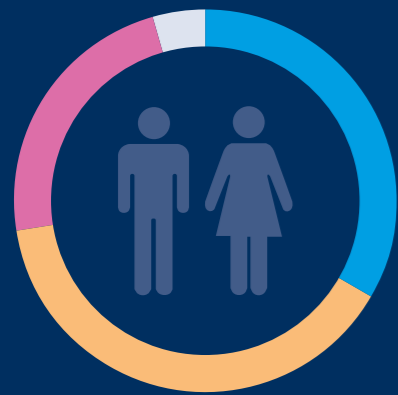
Non-operational: 65%  
Operational: 35%



Men hired in operational roles: 376  
Women hired in operational roles: 97

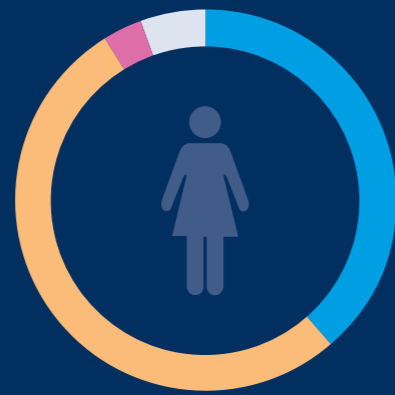
## Operational job changes

1,054 overall job changes



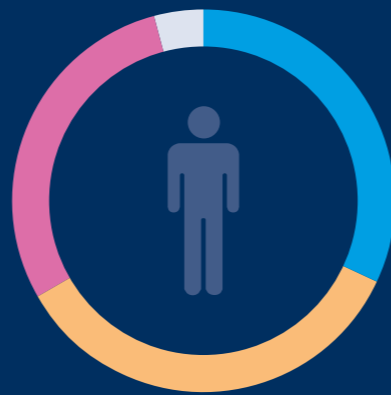
Train Operations: 27.6%  
Customer Service Assistant roles: 32.1%  
Engineering roles: 19.0%  
Instructor/Operator roles: 3.5%

261 job changes for women



Train Operations: 30.7%  
Customer Service Assistant roles: 41.4%  
Engineering roles: 2.7%  
Instructor/Operator roles: 4.2%

793 job changes for men



Train Operations: 26.6%  
Customer Service Assistant roles: 29.0%  
Engineering roles: 24.3%  
Instructor/Operator roles: 3.3%

Percentage difference between 2022 and 2023

12.9%▼

reduction in women in Train Operations

9.1%▼

reduction in men in Train Operations

11.8%▲

increase in women Customer Service Assistants

5.3%▲

increase in men Customer Service Assistants

0.4%▲

increase in women in Engineering roles

2.6%▲

increase in men in Engineering roles

1.8%▲

increase in women Instructors/Operators

2.5%▲

increase in men Instructors/Operators

# New employees and job changes across roles

The ethnicity of our overall new joiners and operational employees who have moved role

## New joiners

1,365 new joiners



White: 39%  
Black, Asian and minority ethnic: 61%



Full time: 90%  
Part time: 10%



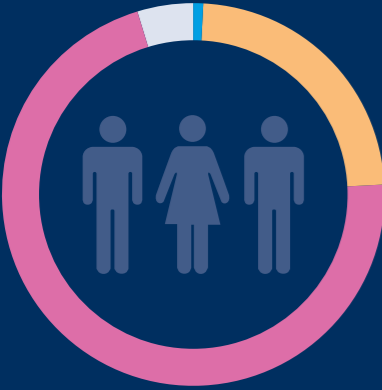
Non-operational: 65%  
Operational: 35%



White hires in operational roles: 140  
Black, Asian and minority ethnic hires in operational roles: 222

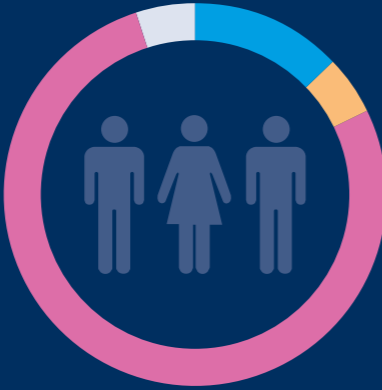
## Operational job changes

438 overall job changes



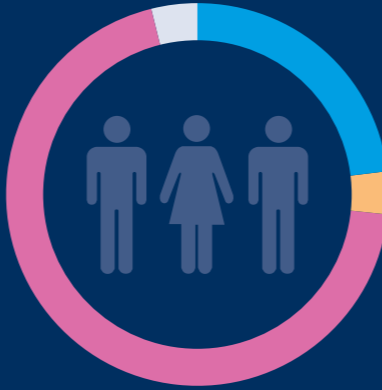
Train Operations: 0.7%  
Customer Service Assistant roles: 17.9%  
Engineering roles: 54.3%  
Instructor/Operator roles: 3.5%

186 job changes for white employees



Train Operations: 10.9%  
Customer Service Assistant roles: 4.3%  
Engineering roles: 65.2%  
Instructor/Operator roles: 4.2%

252 job changes for Black, Asian or minority ethnic employees



Train Operations: 20.0%  
Customer Service Assistant roles: 3.3%  
Engineering roles: 60.0%  
Instructor/Operator roles: 3.3%

# New employees and job changes across roles

The disability status of our overall new joiners

## New joiners

1,365 new joiners



■ Non-disabled: 95%  
■ Disabled: 5%



■ Full time: 90%  
■ Part time: 10%



■ Non-operational: 65%  
■ Operational: 35%



■ Non-disabled hires in operational roles: 39  
■ Disabled hires in operational roles: 13

# Our non-operational colleagues

Measuring the pay gap for our non-operational employees



# Non-operational overall results

As of 31 March 2023, we employed 12,786 people in non-operational roles:



**68.6%**

of non-operational employees are men

**31.4%**

of non-operational employees are women



**57.4%**

of non-operational employees are White

**32.0%**

of non-operational employees are Black, Asian and minority ethnic

**10.5%**

of non-operational employees prefer not to say/unknown



**69.2%**

of non-operational employees are not disabled

**4.5%**

of non-operational employees are disabled

**26.2%**

of non-operational employees prefer not to say/unknown



# Non-operational gender pay gap

Difference in hourly rates, bonus and pay gaps for non-operational roles

Gender pay gap  
Our overall hourly pay rates



Non-operational positions do not have a fixed rate for the role. Within this group, employees' pay is more flexible, with room for rewarding individual contribution and skills, and there is potentially more scope for inequity between different groups of employees. Example roles are within human resources, finance, engineering, property development and customer contact centres.

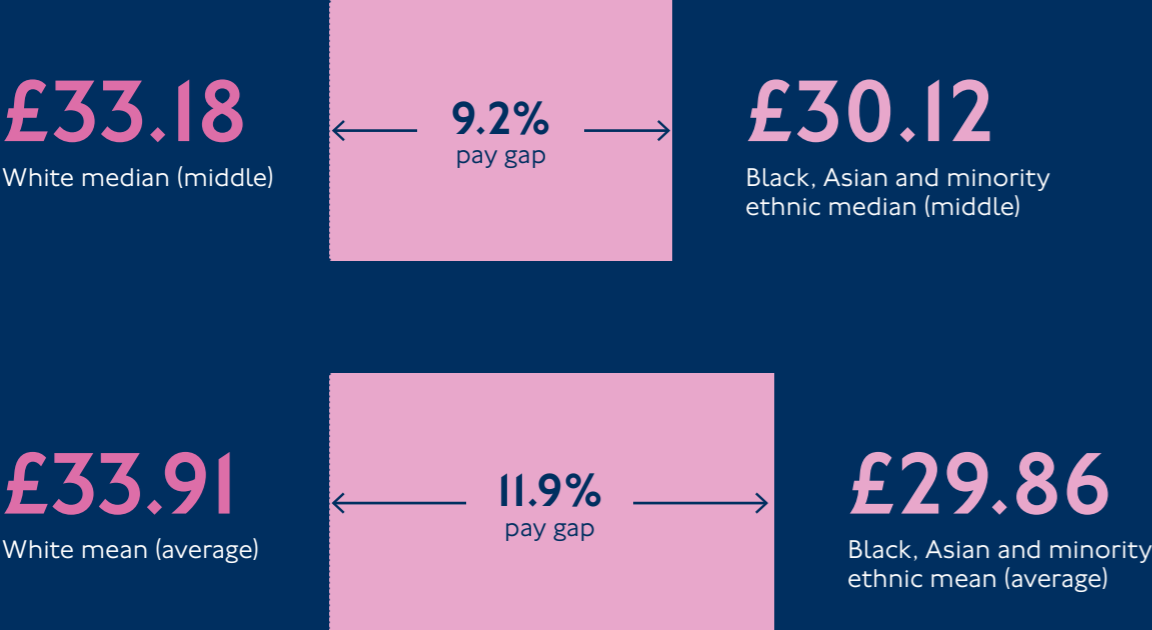
Our median non-operational gender pay gap has increased from 15.3 per cent in 2022 to 16.8 per cent in 2023. The mean pay gap has also slightly increased from 12.4 per cent to 12.7 per cent within the same period.



Our median non-operational gender pay gap increased in 2023

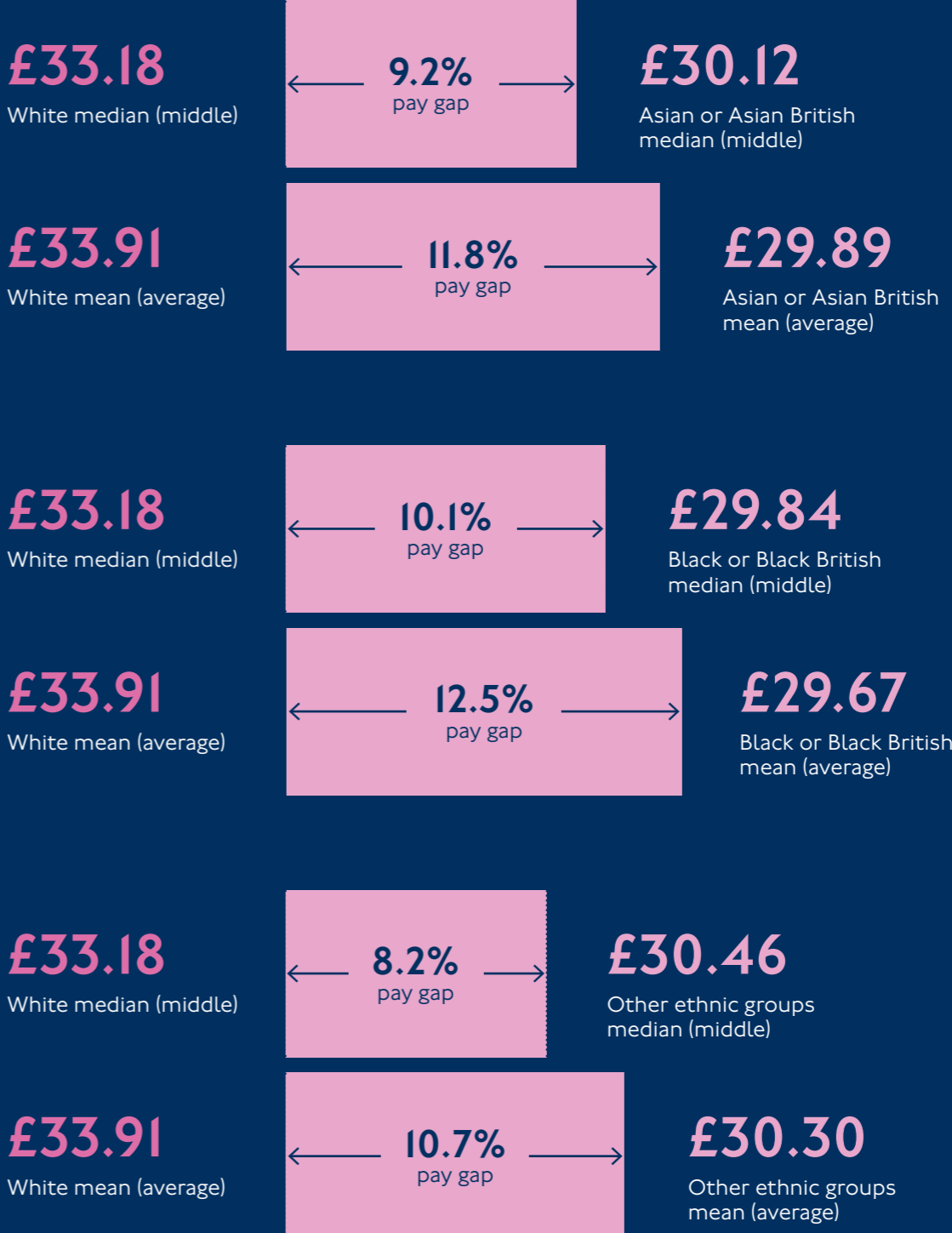
# Non-operational ethnicity pay gap

## Ethnicity pay gap Our overall hourly pay rates



Our median non-operational ethnicity pay gap has increased from 8.3 per cent in 2022, to 9.2 per cent in 2023. The mean pay gap has also slightly increased from 11.7 per cent to 11.9 per cent within the same period.

## Breakdown by ethnicity



# Non-operational disability pay gap

Disability pay gap  
Our overall hourly pay rates

**£31.68**

Non-disabled median  
(middle)

4.3%  
pay gap

**£30.32**

Disabled median  
(middle)

**£32.09**

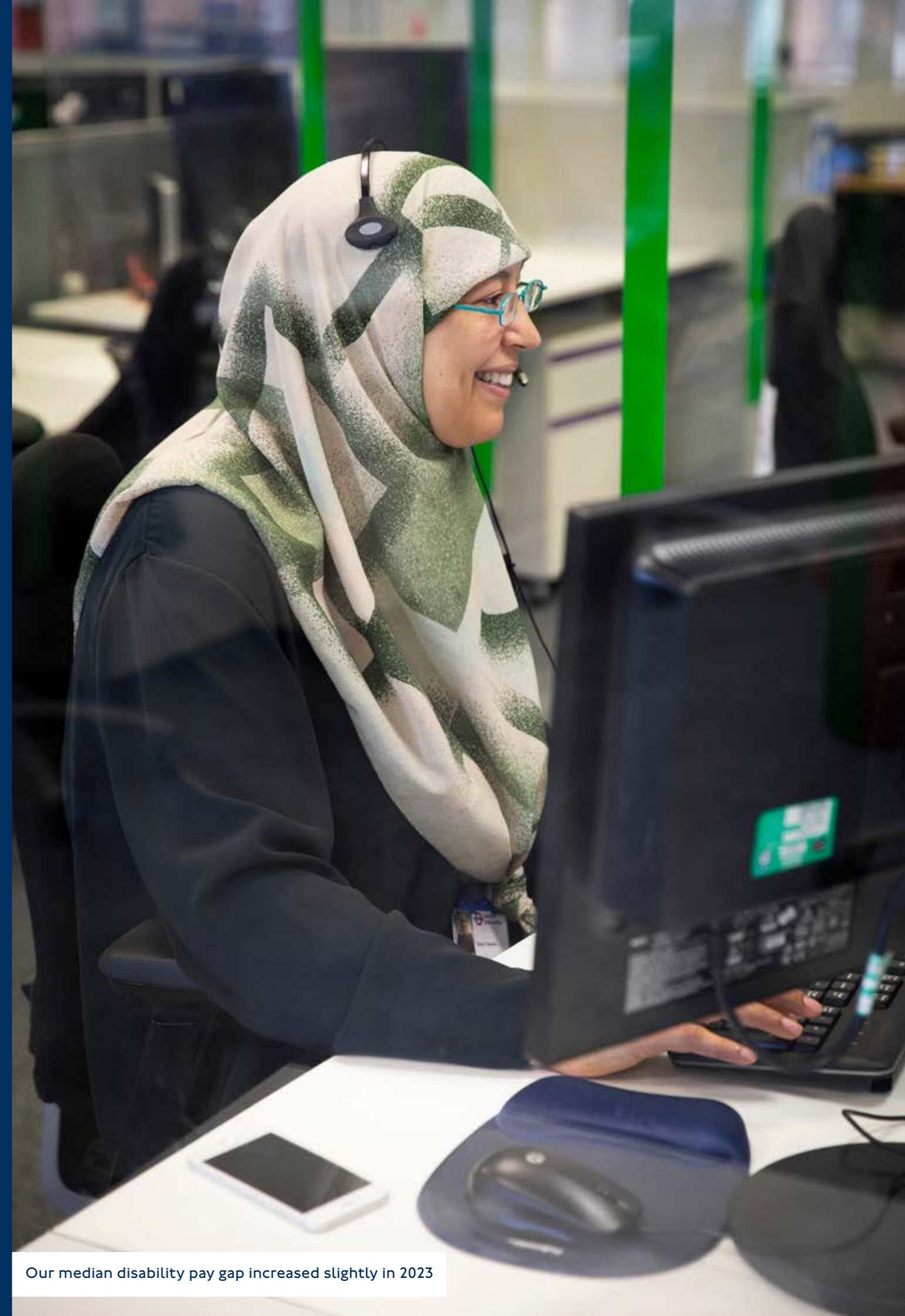
Non-disabled mean  
(average)

3.8%  
pay gap

**£30.86**

Disabled mean  
(average)

Our median non-operational disability pay gap has increased from 3.1 per cent in 2022, to 4.3 per cent in 2023. The mean pay gap has decreased from 4.6 per cent to 3.8 per cent within the same period.



Our median disability pay gap increased slightly in 2023

# Full and part time status

Our pay gaps for full and part time non-operational employees

## Differences in hourly rates of pay based on gender

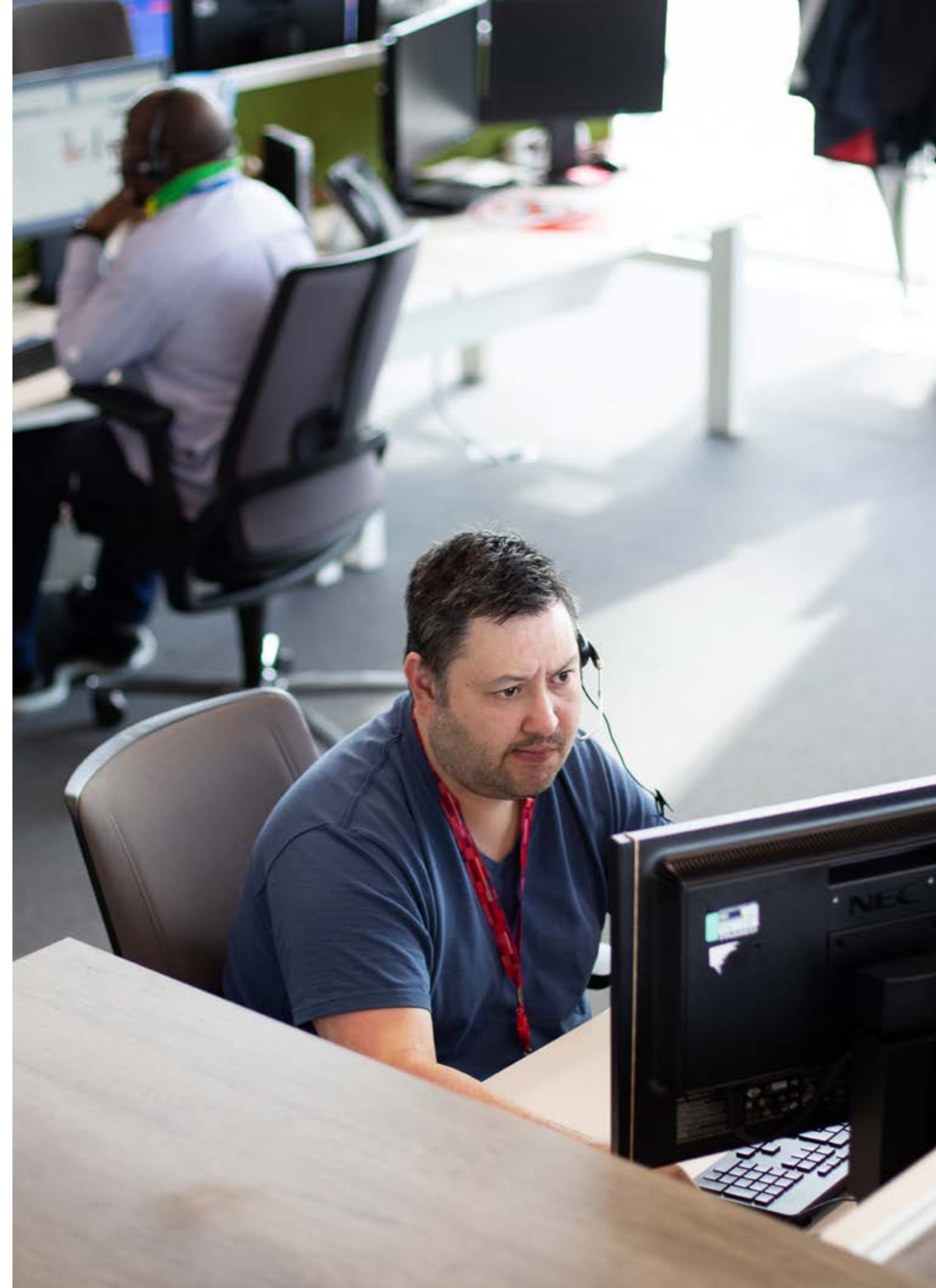
Metric	Men (£)	Women (£)	Pay gap (%)
Median hourly pay – full-time	34.10	28.42	16.7
Median hourly pay – part-time	32.64	28.25	13.5
Mean hourly pay – full-time	33.96	29.85	12.1
Mean hourly pay – part-time	32.15	28.61	11.0

## Differences in hourly rates of pay based on ethnicity

Metric	White (£)	Black, Asian or minority ethnic (£)	Pay gap (%)
Median hourly pay – full-time	33.46	30.15	9.9
Median hourly pay – part-time	30.29	23.72	21.7
Mean hourly pay – full-time	34.09	29.95	12.1
Mean hourly pay – part-time	30.30	26.84	11.4

## Differences in hourly rates of pay based on disability

Metric	Non-disabled (£)	Disabled (£)	Pay gap (%)
Median hourly pay – full-time	31.77	30.43	4.2
Median hourly pay – part-time	29.58	26.96	8.9
Mean hourly pay – full-time	32.18	31.15	3.2
Mean hourly pay – part-time	29.76	25.86	13.1



We monitor differences in hourly rates of pay to identify pay gaps

# Pay gaps by grade

Our pay gaps across our non-operational employee pay bands

## Hourly pay (£)

Median pay gap – gender

Band	Hourly pay men	Number of men	Hourly pay women (£)	Number of women	Pay gap (%)
Board	137.69	14	150.79	13	-9.5
Director	102.50	24	91.31	16	10.9
Band 5	60.23	136	60.20	54	0.1
Band 4	44.04	701	42.71	355	3.0
Band 3	34.45	3,145	31.32	1,280	9.1
Band 2	32.60	3,871	23.59	1,446	27.6
Band 1	17.11	339	18.14	516	-6.0
Graduates	16.43	109	16.43	44	0.0
Apprentices	13.75	240	13.75	109	0.0
<b>Total</b>	<b>34.08</b>	<b>8,579</b>	<b>28.36</b>	<b>3,833</b>	<b>16.8</b>

Our non-operational gender pay gap by each grade shows that Band 2 colleagues have the highest pay gaps for both the median and mean, sitting at 27.6 per cent and 18.8 per cent respectively. Our lowest pay gaps are for Board members and Band 1 colleagues which are either a negative pay gap or one per cent.

## Hourly pay (£)

Mean pay gap – gender

Band	Hourly pay men	Number of men	Hourly pay women (£)	Number of women	Pay gap (%)
Board	152.03	14	150.57	13	1.0
Director	113.66	24	100.28	16	11.8
Band 5	61.69	136	61.97	54	-0.4
Band 4	45.17	701	44.12	355	2.3
Band 3	35.10	3,145	32.36	1,280	7.8
Band 2	32.13	3,871	26.10	1,446	18.8
Band 1	18.80	339	19.30	516	-2.7
Graduates	16.38	109	17.24	44	-5.3
Apprentices	13.81	240	13.74	109	0.6
<b>Total</b>	<b>33.93</b>	<b>8,579</b>	<b>29.73</b>	<b>3,833</b>	<b>12.4</b>

Our Graduates and Apprentices are on a pay framework that pays the same flat rate, for example, a first year graduate who is a man or woman will be paid the same rate. Where we may see a variance when all grades are combined, for example, in our mean Graduate and Apprentice gender pay gaps, is due to having longer schemes some of which pay more in the final year.

# Our non-operational salary ranges

## Salary range according to gender



These are the number of men and women per salary range which goes up in £10,000 increments. For instance, there are currently 2,150 men and 516 women whose salaries fall within the £60-£70,000 bracket.

While we have this data for gender, we currently do not hold this for ethnicity and disability. We are hoping to have this in the near future.

# Our non-operational ethnicity pay gaps by grade

## Hourly pay (£)

### Median pay gap – ethnicity

Band	Hourly pay White employees (£)	Number of White employees	Hourly pay Black, Asian and minority ethnic employees (£)	Number of Black, Asian and minority ethnic employees	Pay gap (%)
Board	150.58	10	126.94	4	15.7
Director	99.66	37	93.09	3	6.6
Band 5	60.20	158	62.64	24	-4.1
Band 4	43.49	762	43.81	179	-0.7
Band 3	33.64	2,698	32.58	1,257	3.2
Band 2	30.83	2,824	27.66	1,899	10.3
Band 1	18.07	391	17.13	380	5.2
Graduates	16.43	71	16.14	75	1.7
Apprentices	13.75	187	13.66	142	0.7
<b>Total</b>	<b>33.18</b>	<b>7,138</b>	<b>30.12</b>	<b>3,963</b>	<b>9.2</b>

## Hourly pay (£)

### Mean pay gap – ethnicity

Band	Hourly pay White employees (£)	Number of White employees	Hourly pay Black, Asian and minority ethnic employees (£)	Number of Black, Asian and minority ethnic employees	Pay gap (%)
Board	142.86	10	112.14	4	21.5
Director	108.92	37	100.70	3	7.5
Band 5	61.38	158	63.45	24	-3.4
Band 4	44.80	762	44.48	179	0.7
Band 3	34.51	2,698	33.55	1,257	2.8
Band 2	31.25	2,824	29.29	1,899	6.3
Band 1	19.39	391	18.86	380	2.7
Graduates	17.41	71	15.86	75	8.9
Apprentices	13.78	187	13.75	142	0.2
<b>Total</b>	<b>33.91</b>	<b>7,138</b>	<b>29.86</b>	<b>3,963</b>	<b>11.9</b>

Our non-operational ethnicity pay gap by each grade shows that Board members have the highest pay gaps for both the median and mean, sitting at 15.7 per cent and 21.5 per cent respectively. Our lowest pay gaps are for our Band 4 and 5 senior managers which are either a negative pay gap or less than one per cent.

# Our non-operational disability pay gaps by grade

**Hourly pay (£)**  
Median pay gap – disability

Band	Hourly pay non-disabled employees (£)	Number of non-disabled employees	Hourly pay disabled employees (£)	Number of disabled employees	Pay gap (%)
Board	102.50	34	79.98	4	22.0
Director	60.23	163	55.01	10	8.7
Band 5	43.26	822	43.40	48	-0.3
Band 4	32.89	3,201	33.48	193	-1.8
Band 3	28.22	3,388	24.44	223	13.4
Band 2	17.12	558	17.11	65	0.1
Band 1	16.43	135	16.43	11	0.0
Graduates	13.75	302	12.82	17	6.8
Apprentices	31.68	8,603	30.32	571	4.3
<b>Total</b>	<b>34.08</b>	<b>8,579</b>	<b>28.36</b>	<b>3,833</b>	<b>16.8</b>

**Hourly pay (£)**  
Mean pay gap – disability

Band	Hourly pay non-disabled employees (£)	Number of non-disabled employees	Hourly pay disabled employees (£)	Number of disabled employees	Pay gap (%)
Board	111.47	34	80.90	4	27.4
Director	61.79	163	57.80	10	6.5
Band 5	44.50	822	44.80	48	-0.7
Band 4	33.81	3,201	34.83	193	-3.0
Band 3	29.63	3,388	27.93	223	5.7
Band 2	18.98	558	18.59	65	2.0
Band 1	16.64	135	16.51	11	0.8
Graduates	13.78	302	13.42	17	2.6
Apprentices	32.09	8,603	30.86	571	3.8
<b>Total</b>	<b>33.93</b>	<b>8,579</b>	<b>29.73</b>	<b>3,833</b>	<b>12.4</b>

Our non-operational disability pay gap by each grade shows that Board members have the highest pay gaps for both the median and mean, sitting at 22 per cent and 27.4 per cent respectively. Our lowest pay gaps are for our Band 4 and 5 senior managers which all have negative pay gaps, that is, there is no pay gap.



# Non-operational pay quartiles

The quartiles rank pay from lowest to highest and divide our employees into four evenly sized groups

## Pay quartiles

Median pay gap (gender, ethnicity and disability)

Quartile	Men		Women		Pay gap (%)
	Median hourly pay (£)	Proportion of employees (%)	Median hourly pay (£)	Proportion of employees (%)	
Upper	40.61	79.7	40.43	20.3	0.4
Upper middle	33.30	75.2	32.64	24.8	2.0
Lower middle	28.24	61.2	27.49	38.8	2.7
Lower	19.16	54.3	19.24	45.7	-0.5

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Median hourly pay (£)	Proportion of employees (%)	Median hourly pay (£)	Proportion of employees (%)	
Upper	41.07	72.6	39.30	27.4	4.3
Upper middle	33.03	63.0	33.27	37.0	-0.7
Lower middle	28.13	63.1	27.83	36.9	1.1
Lower	19.16	51.7	19.06	48.3	0.5

Quartile	Non-disabled		Disabled		Pay gap (%)
	Median hourly pay (£)	Proportion of employees (%)	Median hourly pay (£)	Proportion of employees (%)	
Upper	40.43	94.2	41.07	5.8	-1.6
Upper middle	33.07	94.8	32.85	5.2	0.6
Lower middle	28.13	94.0	27.29	6.0	3.0
Lower	19.10	92.0	19.16	8.0	-0.3

Mean pay gap (gender, ethnicity and disability)

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	43.14	79.7	44.48	20.3	-3.9
Upper middle	33.21	75.2	32.80	24.8	1.2
Lower middle	27.63	61.2	27.10	38.8	1.9
Lower	18.29	54.3	18.62	45.7	-1.9

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Mean hourly pay (£)	Proportion of employees (%)	Mean hourly pay (£)	Proportion of employees (%)	
Upper	44.05	72.6	41.45	27.4	5.9
Upper middle	33.07	63.0	33.17	37.0	-0.3
Lower middle	27.53	63.1	27.31	36.9	0.8
Lower	18.41	51.7	18.40	48.3	0.0

Quartile	Non-disabled		Disabled		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	43.15	94.2	43.54	5.8	-0.9
Upper middle	33.08	94.8	32.92	5.2	0.5
Lower middle	27.50	94.0	26.97	6.0	1.9
Lower	18.29	92.0	18.35	8.0	-0.3

# Non-operational bonuses

## Bonus pay gap and proportion of non-operational employees

Proportion of employees who received a bonus



Bonus gap

	Men (£)	Women (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	69.41	65.63	5.4

	White (£)	Black, Asian and minority ethnic (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	71.08	63.74	10.3

	Non-disabled (£)	Disabled	Pay gap (%)
Median	30.00	45.00	-50.0
Mean	67.29	72.35	-7.5

Results show there was either a negative or no median bonus pay gap for gender, ethnicity and disability. The highest mean bonus pay gap was for ethnicity at 10.3 per cent followed by gender at 5.4 per cent.

# Our non-operational ethnicity bonus gap breakdown

## Bonus gap Breakdown by ethnicity

	White (£)	Asian and Asian British ethnic (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	71.08	64.62	9.1

	White (£)	Black and Black British ethnic (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	71.08	62.99	11.4

	White (£)	Other ethnic groups (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	71.08	63.40	10.8

Further analysis of our bonus ethnicity pay gap shows that there was no pay gap across our median figures, whereas the mean ethnicity bonus pay gap showed slight increments across the three groups, with colleagues identifying as Black or Black British having the highest and Asian or Asian British the lowest.



Our mean bonus pay gaps vary, there are no median bonus pay gaps

# Changes from previous year

## Non-operational changes from 2022 to 2023

### Comparing the data

Using the yearly difference in per cent for each metric enables us to compare the changes in hourly rate and bonus pay.

Metric	Men			Women		
	2022 (£)	2023 (£)	Yearly difference (%)	2022 (£)	2023 (£)	Yearly difference (%)
Median hourly pay	29.12	31.05	6.6	23.44	24.28	3.6
Mean hourly pay	27.73	29.18	5.2	24.71	26.49	7.2
Median bonus pay	30.00	30.00	0.0	30.00	30.00	0.0
Mean bonus pay	68.45	67.79	-1.0	59.35	58.23	-1.9

Metric	White			Black, Asian and minority ethnic		
	2022 (£)	2023 (£)	Yearly difference (%)	2022 (£)	2023 (£)	Yearly difference (%)
Median hourly pay	30.81	31.85	3.4	27.58	26.98	-2.2
Mean hourly pay	29.09	30.30	4.2	26.74	27.62	3.3
Median bonus pay	30.00	30.00	0.0	30.00	30.00	0.0
Mean bonus pay	79.21	69.66	-12.1	58.10	63.00	8.4

Metric	Non-disabled			Disabled		
	2022 (£)	2023 (£)	Yearly difference (%)	2022 (£)	2023 (£)	Yearly difference (%)
Median hourly pay	28.73	28.83	0.4	24.95	25.56	2.4
Mean hourly pay	27.01	28.04	3.8	25.87	26.79	3.6
Median bonus pay	30.00	30.00	0.0	30.00	30.00	0.0
Mean bonus pay	65.40	60.02	-8.2	67.03	71.67	6.9



We monitor changes from the previous year to identify areas of focus



# Our operational colleagues

Measuring the pay gap for our operational employees

# Operational overall results

As of 31 March 2023, we employed 13,341 people in operational roles:



**81.7%**

of operational employees are men

**18.3%**

of operational employees are women



**44.8%**

of operational employees are White

**39.2%**

of operational employees are Black, Asian and minority ethnic

**16.0%**

of operational employees prefer not to say/unknown



**54.8%**

of operational employees are not disabled

**2.1%**

of operational employees are disabled

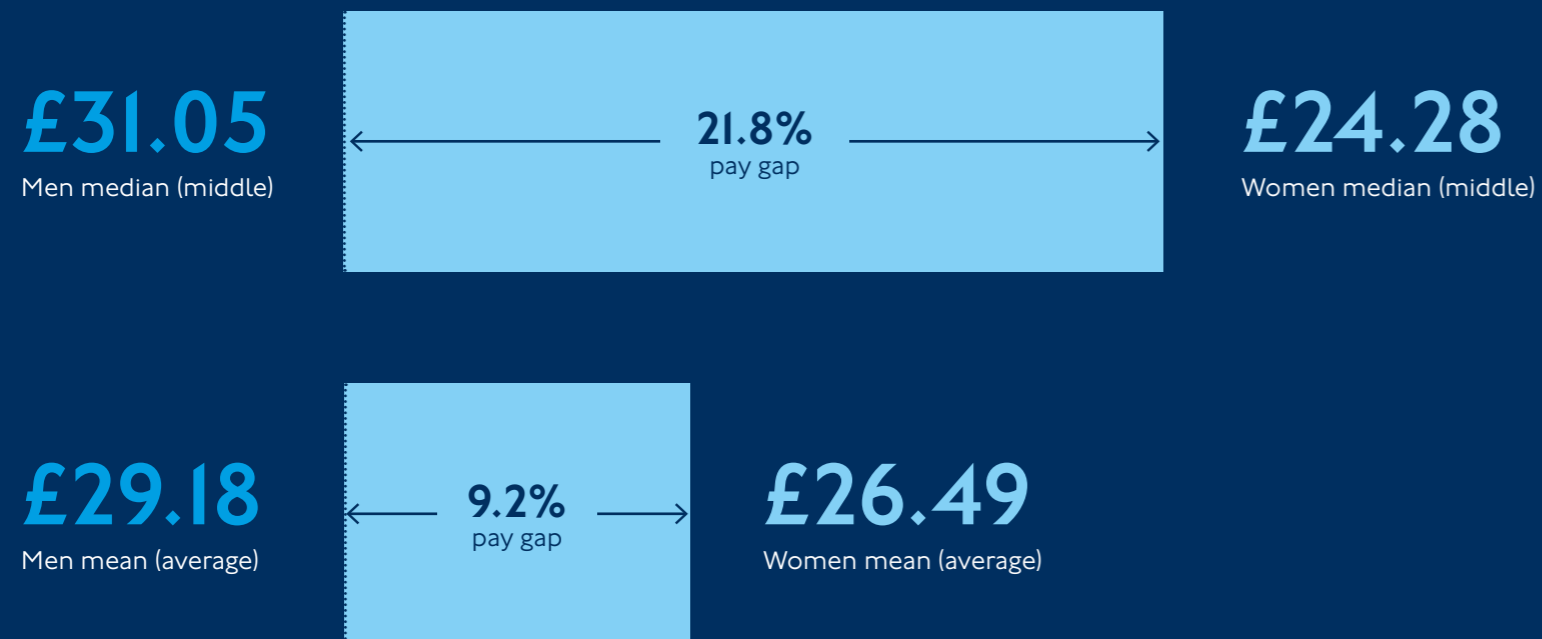
**43.1%**

of operational employees prefer not to say/unknown

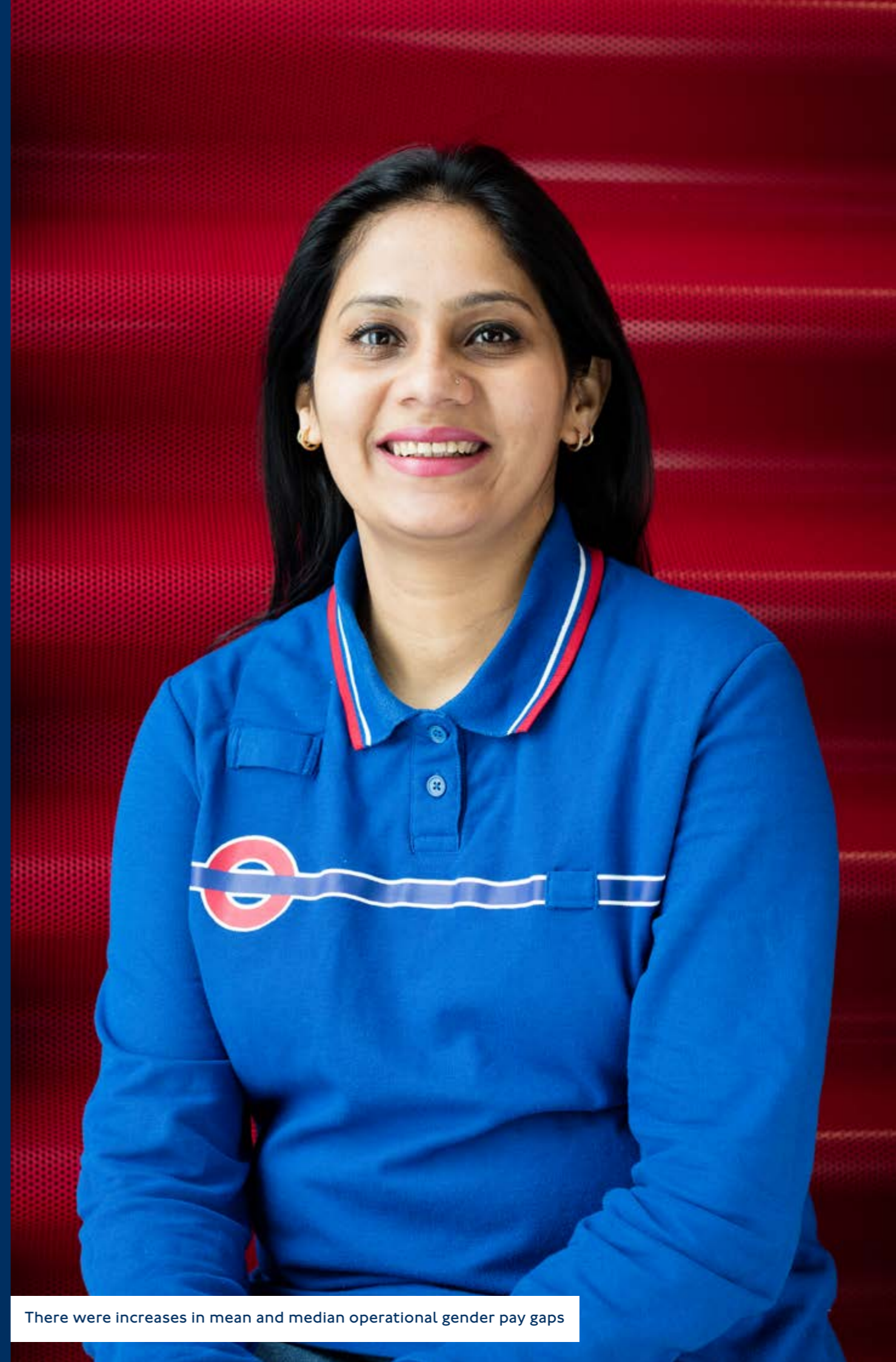
# Operational gender pay gap

Difference in hourly rates, bonus and pay gaps for operational roles

Gender pay gap  
Our operational hourly pay rates



Our results show that both our operational median and mean gender pay gaps have increased from 19.5 per cent and 10.9 per cent in 2022, to 21.8 per cent and 9.2 per cent in 2023 respectively.



There were increases in mean and median operational gender pay gaps

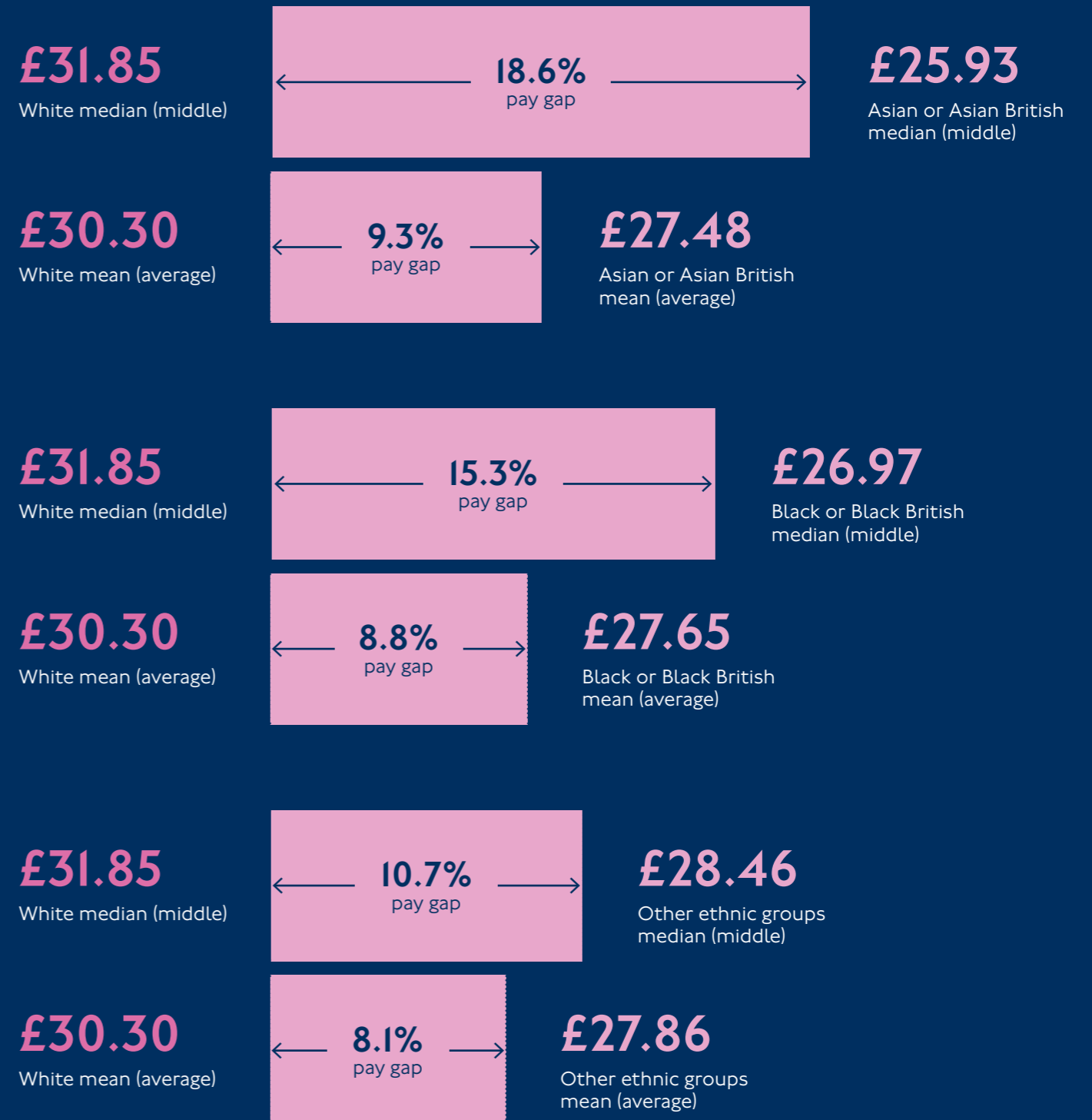
# Operational ethnicity pay gap

## Ethnicity pay gap Our operational hourly pay rates



Our results show that both our operational median and mean ethnicity pay gaps have increased from 10.5 per cent and 8.1 per cent in 2022, to 15.3 per cent and 9.2 per cent in 2023 respectively.

## Breakdown by ethnicity



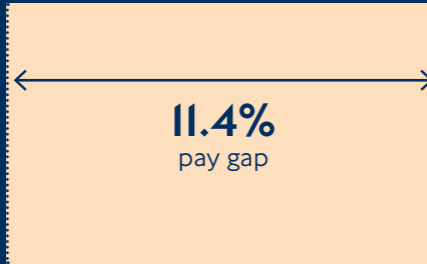


# Operational disability pay gap

Disability pay gap  
Our operational hourly pay rates

**£28.83**

Non-disabled median  
(middle)



**£25.56**

Disabled median  
(middle)

**£28.04**

Non-disabled mean  
(average)



**£26.79**

Disabled mean  
(average)

Our results show that our operational median disability pay gap has reduced from 13.1 per cent in 2022 to 11.4 per cent in 2023. The mean pay gap has slightly increased from 4.2 per cent to 4.4 per cent for the same period.



Our median disability pay gap reduced in 2023

# Full and part time status

Our pay gaps for full and part time operational employees

## Differences in hourly rates of pay based on gender

Metric	Men (£)	Women (£)	Pay gap (%)
Median hourly pay – full-time	31.14	25.56	17.9
Median hourly pay – part-time	21.33	21.33	0.0
Mean hourly pay – full-time	29.43	27.0	8.3
Mean hourly pay – part-time	25.74	24.6	4.4

## Differences in hourly rates of pay based on ethnicity

Metric	White (£)	Black, Asian or minority ethnic (£)	Pay gap (%)
Median hourly pay – full-time	31.98	28.46	11.0
Median hourly pay – part-time	28.26	21.33	24.5
Mean hourly pay – full-time	30.46	28.03	8.0
Mean hourly pay – part-time	27.85	24.41	12.3

## Differences in hourly rates of pay based on disability

Metric	Non-disabled (£)	Disabled (£)	Pay gap (%)
Median hourly pay – full-time	29.66	25.56	13.8
Median hourly pay – part-time	21.33	21.33	0.0
Mean hourly pay – full-time	28.39	27.26	4.0
Mean hourly pay – part-time	25.02	23.14	7.5



Differences from the previous year help identify areas of focus

# Operational pay quartiles

The quartiles rank pay from lowest to highest and divide our employees into four evenly sized groups

## Pay quartiles

Median pay gap (gender, ethnicity and disability)

Quartile	Men		Women		Pay gap (%)
	Median hourly pay (£)	Proportion of employees (%)	Median hourly pay (£)	Proportion of employees (%)	
Upper	36.88	87.4	36.50	12.6	1.0
Upper middle	33.25	86.4	33.40	13.6	-0.4
Lower middle	27.05	84.0	25.56	16.0	5.5
Lower	21.33	72.4	21.33	27.6	0.0

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Median hourly pay (£)	Proportion of employees (%)	Median hourly pay (£)	Proportion of employees (%)	
Upper	36.93	67.2	36.58	32.8	1.0
Upper middle	33.25	59.1	33.25	40.9	0.0
Lower middle	27.55	56.1	26.15	43.9	5.1
Lower	21.33	35.9	21.33	64.1	0.0

Quartile	Non-disabled		Disabled		Pay gap (%)
	Median hourly pay (£)	Proportion of employees (%)	Median hourly pay (£)	Proportion of employees (%)	
Upper	36.50	96.5	36.50	3.5	0.0
Upper middle	33.25	97.1	33.44	2.9	-0.6
Lower middle	26.79	96.5	25.83	3.5	3.6
Lower	21.33	95.2	20.69	4.8	3.0

Mean pay gap (gender, ethnicity and disability)

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	38.27	87.4	36.91	12.6	3.6
Upper middle	33.64	86.4	33.84	13.6	-0.6
Lower middle	27.34	84.0	26.92	16.0	1.5
Lower	20.48	72.4	20.19	27.6	1.4

Quartile	White		Black, Asian and minority ethnic		Pay gap (%)
	Mean hourly pay (£)	Proportion of employees (%)	Mean hourly pay (£)	Proportion of employees (%)	
Upper	38.26	67.2	37.92	32.8	0.9
Upper middle	33.57	59.1	33.76	40.9	-0.6
Lower middle	27.54	56.1	27.06	43.9	1.7
Lower	20.44	35.9	20.37	64.1	0.4

Quartile	Non-disabled		Disabled		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	37.45	96.5	37.41	3.5	0.1
Upper middle	33.71	97.1	33.90	2.9	-0.5
Lower middle	27.10	96.5	27.16	3.5	-0.2
Lower	20.30	95.2	20.05	4.8	1.3

# Operational bonuses

## Bonus pay gap and proportion of operational employees

### Proportion of employees who received a bonus



34.7%

women



25.8%

men



26.8%

White



27.9%

Black, Asian and minority ethnic



39.0%

Non-disabled



29.4%

Disabled

### Bonus gap

	Men (£)	Women (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	67.79	58.23	14.1

	White (£)	Black, Asian and minority ethnic (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	69.66	63.00	9.6

	Non-disabled (£)	Disabled	Pay gap (%)
Median	30.00	30.00	0.0
Mean	60.02	71.67	-19.4

The median bonus figure reflects the value of a single recognition award value. The mean values are influenced by individuals who received multiple recognition awards as well as those who received long service awards.

For reference 25.9 per cent of non-disabled and 29 per cent of disabled employees received a bonus in 2022. This compares to 39 per cent and 29.4 per cent respectively for 2023.

# Our operational ethnicity bonus gap breakdown

## Bonus gap Breakdown by ethnicity

	White (£)	Asian and Asian British ethnic (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	69.66	57.60	17.3

	White (£)	Black and Black British ethnic (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	69.66	67.53	3.1

	White (£)	Other ethnic groups (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	69.66	60.75	12.8

The median bonus figure reflects the value of a single recognition award value. The mean values are influenced by individuals who received multiple recognition awards as well as those who received long service awards.



Make a difference awards are the same value across TFL

# Pay gaps by grade

## Our pay gaps across our operational employees

### Hourly pay (£)

#### Median pay gap – gender

Band	Hourly pay men (£)	Number of men	Hourly pay women (£)	Number of women	Pay gap (%)
Managers	37.26	33	37.29	1	-0.1
Supervisors	28.41	1,083	29.59	413	-4.1
Operational	31.68	9,309	21.69	1,900	31.5
<b>Total</b>	<b>31.05</b>	<b>10,425</b>	<b>24.28</b>	<b>2,314</b>	<b>21.8</b>

Our Manager, Supervisor, Customer Service Assistant, Engineering, Instructor/Operator and Train Operator roles all have spot rates, meaning everyone is paid the same rate which explains the lack of a pay gap or a smaller gap. Where there are variances within these roles, this is due to legacy salaries. Within our operational grades there are 439 different positional roles.

### Hourly pay (£)

#### Mean pay gap – gender

Band	Hourly pay men	Number of men	Hourly pay women (£)	Number of women	Pay gap (%)
Managers	39.60	33	37.29	1	5.8
Supervisors	28.31	1,083	28.53	413	-0.8
Operational	29.25	9,309	26.04	1,900	11.0
<b>Total</b>	<b>29.18</b>	<b>10,425</b>	<b>26.49</b>	<b>2,314</b>	<b>9.2</b>

### Hourly pay (£)

#### Median and mean pay gap – gender

Operational grouping	Median hourly rate			Mean hourly rate		
	Hourly pay men (£)	Hourly pay women (£)	Pay gap (%)	Hourly pay men (£)	Hourly pay women (£)	Pay gap (%)
Operational	31.05	24.28	21.8	29.18	26.49	9.2
Customer Service Assistant	21.33	21.33	0.0	21.05	21.08	-0.1
Engineering	30.18	29.86	1.1	31.23	31.14	0.3
Instructor/Operator	36.50	36.50	0.0	36.21	36.47	-0.7
Train Operator	35.00	35.00	0.0	34.27	34.18	0.3

# Our operational salary ranges by gender

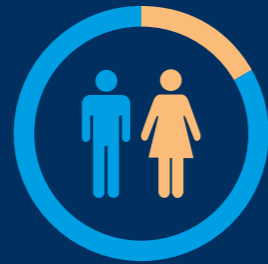
Salary range according to gender



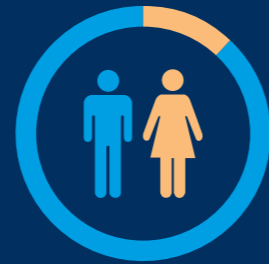
**£20-30,000**  
Men: 215  
Women: 78



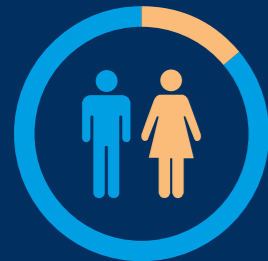
**£30-40,000**  
Men: 2,448  
Women: 1,032



**£40-50,000**  
Men: 1,329  
Women: 267



**£50-60,000**  
Men: 1,797  
Women: 250



**£60-70,000**  
Men: 4,127  
Women: 674



**£70-80,000**  
Men: 372  
Women: 11



**£80-90,000**  
Men: 137  
Women: 0

These are the number of men and women per salary range which goes up in £10,000 increments. For instance, there are currently 4,127 men and 674 women whose salaries fall within the £60-£70,000 bracket.



There are fewer women employed at all salary ranges

# Our operational ethnicity pay gaps by grade

## Hourly pay (£)

### Median pay gap – ethnicity

Band	Hourly pay White employees (£)	Number of White employees	Hourly pay Black, Asian and minority ethnic employees (£)	Number of Black, Asian and minority ethnic employees	Pay gap (%)
Managers	37.26	23	37.13	10	0.3
Operational	32.87	5,041	26.79	4,265	18.5
Supervisors	29.59	638	27.05	741	8.6
<b>Total</b>	<b>31.85</b>	<b>5,702</b>	<b>26.98</b>	<b>5,016</b>	<b>15.3</b>

## Hourly pay (£)

### Mean pay gap – ethnicity

Band	Hourly pay White employees (£)	Number of White employees	Hourly pay Black, Asian and minority ethnic employees (£)	Number of Black, Asian and minority ethnic employees	Pay gap (%)
Managers	39.85	23	38.97	10	2.2
Operational	30.43	5,041	27.53	4,265	9.6
Supervisors	28.91	638	28.03	741	3.1
<b>Total</b>	<b>30.30</b>	<b>5,702</b>	<b>27.62</b>	<b>5,016</b>	<b>8.8</b>

## Hourly pay (£)

### Median and mean pay gap – ethnicity

Operational grouping	Median hourly rate			Mean hourly rate		
	Hourly pay White employees (£)	Hourly pay Black, Asian and minority ethnic employees (£)	Pay gap (%)	Hourly pay White employees (£)	Hourly pay Black, Asian and minority ethnic employees (£)	Pay gap (%)
Operational	29.55	25.56	13.5	28.05	26.49	6.1
Customer Service Assistant	21.33	21.33	0.0	21.28	21.08	1.6
Engineering	30.78	29.71	3.5	31.41	31.14	1.4
Instructor/Operator	36.50	36.50	0.0	36.38	36.47	1.3
Train Operator	35.00	35.00	0.0	34.42	34.18	1.1



# Our operational disability pay gaps by grade

## Hourly pay (£)

Median pay gap – disability

Band	Hourly pay non-disabled employees (£)	Number of non-disabled employees	Hourly pay disabled employees (£)	Number of disabled employees	Pay gap (%)
Managers	35.64	14	-	0	-
Supervisors	28.44	872	25.56	45	10.1
Operational	28.83	6,139	22.67	226	21.4
<b>Total</b>	<b>28.83</b>	<b>7,025</b>	<b>25.56</b>	<b>271</b>	<b>11.4</b>

## Hourly pay (£)

Mean pay gap – disability

Band	Hourly pay non-disabled employees (£)	Number of non-disabled employees	Hourly pay disabled employees (£)	Number of disabled employees	Pay gap (%)
Managers	36.30	14	-	0	-
Supervisors	28.25	872	28.07	45	0.7%
Operational	27.99	6,139	26.54	226	5.2%
<b>Total</b>	<b>28.04</b>	<b>7,025</b>	<b>26.79</b>	<b>271</b>	<b>4.4%</b>

## Hourly pay (£)

Median and mean pay gap – disability

Operational grouping	Median hourly rate			Mean hourly rate		
	Hourly pay non-disabled employees (£)	Hourly pay disabled employees (£)	Pay gap (%)	Hourly pay non-disabled employees (£)	Hourly pay disabled employees (£)	Pay gap (%)
Operational	25.56	25.56	0.0	26.33	25.44	3.4
Customer Service Assistant	21.33	21.33	0.0	20.97	20.85	0.6
Engineering	29.70	29.40	1.0	30.41	31.40	-3.3
Instructor/Operator	36.50	36.50	0.0	36.20	35.72	1.3
Train Operator	34.93	35.00	-0.2	34.04	34.19	-0.4

# Changes from previous year

## Operational changes from 2022 to 2023

### Comparing the data

Using the yearly difference in per cent for each metric enables us to compare the changes in hourly rate and bonus pay.

Metric	Men			Women		
	2022 (£)	2023 (£)	Yearly difference (%)	2022 (£)	2023 (£)	Yearly difference (%)
Median hourly pay	32.05	34.08	6.3	27.13	28.34	4.4
Mean hourly pay	32.39	33.93	4.8	28.40	29.63	4.3
Median bonus pay	60.00	30.00	-50.0	60.00	30.00	-50.0
Mean bonus pay	1,572.90	69.41	-95.6	1,433.66	65.63	-95.4

Metric	White			Black, Asian and minority ethnic		
	2022 (£)	2023 (£)	Yearly difference (%)	2022 (£)	2023 (£)	Yearly difference (%)
Median hourly pay	£31.72	£33.18	4.6	£29.08	£30.12	3.6
Mean hourly pay	£32.43	£33.91	4.6	£28.63	£29.86	4.3
Median bonus pay	£60.00	£30.00	-50.0	£30.00	£30.00	0.0
Mean bonus pay	£1,861.57	£71.08	-96.2	£729.52	£63.74	-91.3

Metric	Non-disabled			Disabled		
	2022 (£)	2023 (£)	Yearly difference (%)	2022 (£)	2023 (£)	Yearly difference (%)
Median hourly pay	30.68	31.68	3.3	29.73	30.32	2.0
Mean hourly pay	30.99	32.09	3.5	29.56	30.86	4.4
Median bonus pay	60.00	30.00	-50.0	60.00	45.00	-25.0
Mean bonus pay	1,746.36	67.29	-96.1	1,188.22	72.35	-93.9



We monitor differences in hourly rates of pay from the previous year

# What this means

Understanding our pay gaps in context



# What this means

## Breaking down the key elements of our pay gap reporting

### Gender

Our median gender pay gap has decreased from 16.6 per cent in 2022 to 14.8 per cent in 2023. The mean gender pay gap has also decreased from 9.5 per cent to 9 per cent. Both our upper and upper middle pay quartiles have either a negative or a pay gap of less than one per cent for both the median and mean. Our overall workforce representation for women has increased by 0.2 percentage points, from 24.6 per cent in 2022 to 24.8 per cent in 2023. Almost a third (31 per cent) of new joiners within TfL since last year were women, and the number of women in senior management roles increased by four per cent from 421 in 2022 to 438 in 2023.

We have 439 different job roles that are classed as operational, and even though we have 600 women (17 per cent) of a total of 3,520 train operators, the highest paid of these job roles, this is counter-balanced with some 938 women (30 per cent) in customer service assistant roles, which are the lowest paid of our operational roles. This occupational segregation has a significant impact on our overall median gender pay levels. The median operational salary is £57,633 for men and £41,562 for women.

There has been an increase in the median hourly rates for both men (6.6 per cent) and women (3.6 per cent) in operational roles, which has resulted in a slightly increased median pay gap from 19.5 per cent in 2022 to 21.8 per cent in 2023.

The median pay gap for the non-operational population has also seen a slight increase from 15.3 per cent in 2022 to 16.8 per cent in 2023. This has been impacted by an increase in the median hourly pay figures for men (6.3 per cent) and women (4.5 per cent) in comparison to 2022.

We feel these variances may be due to our new joiners having a higher proportionate of men (69 per cent) being recruited than women (31 per cent). We also saw a higher percentage of women (41.4 per cent) going in to the lower paid Customer Service Assistant roles than men (29 per cent) in these roles.

More than half of our organisation is made up of operational roles, so while continuing to attract women within our operational environment is a positive thing for us, it may increase our operational and overall pay gap in the interim. We are anticipating the pay gap to reduce as these women progress in to the higher paid roles.

### Bonuses

There has been a big shift in the bonus pay gap for non-operational employees since last year, with the mean bonus gap decreasing from 8.9 per cent in 2022 to 5.4 per cent. This has been a result of:

- A decrease in the proportion of non-operational employees receiving a bonus. The proportion of men receiving a bonus in 2022 was 44.2 per cent, compared with 41 per cent in 2023. For women the reduction was less with the proportion of women receiving a bonus in 2022 being 44.7 per cent, compared to 44.4 per cent in 2023
- A big reduction of mean bonus amount for men and women, a reduction of 95.6 per cent and 95.4 per cent respectively, compared to 2022
- Most of the bonuses paid were Make a difference awards, accounting for 92.5 per cent of all bonuses

The mean gender bonus pay gap for operational employees increased from 13.3 per cent in 2022 to 14.1 per cent. The mean bonus amounts for men and women in operational roles have decreased by -1 per cent and -1.9 per cent respectively compared to 2022.

The proportion of men receiving a bonus increased from 21.7 per cent in 2022 to 25.8 per cent. Similarly, the proportion of women receiving a bonus in 2022 increased from 30.1 per cent in 2022 to 34.7 per cent. Most of the bonuses were Make a difference awards accounting for 93.9 per cent of all bonuses.

1.8%▼

reduction in the median gender pay gap (from 16.6% to 14.8%)

4.9%▼

reduction in the median gender pay gap since 2017 (from 19.7% to 14.8%)

## Ethnicity

Our median ethnicity pay gap has increased from 8.1 per cent in 2022 to 11.8 per cent in 2023. The mean ethnicity pay gap also increased from 10.8 per cent to 11.4 per cent in the same period. Both our ethnicity median and mean upper pay quartile pay gaps decreased by 0.7 and 0.4 per cent respectively since last year. Our upper middle pay quartiles have either a negative or a pay gap of less than 1 per cent for both the median and mean.

Our overall workforce representation for Black, Asian and minority ethnic colleagues has increased by 3.3 percentage points, from 34.4 per cent in 2022 to 35.7 per cent

**3.7%▲**

increase in the medium ethnicity pay gap  
(from 8.1% to 11.8%)

**0.6%▲**

increase in the mean ethnicity pay gap  
(from 10.8% to 11.4%)

in 2023. Almost two thirds (61 per cent) of new joiners to TfL since last year, identified as Black, Asian and minority ethnic, and two thirds of operational hires were also from this group. The number of Black, Asian and minority ethnic colleagues in senior management increased by 17.8 per cent.

We have had more than 4,000 new declarations since last year, which now provides us with a much clearer picture of our actual pay gaps.

Despite an increase of representation at senior level and the reduction of our median and mean upper pay quartile pay gaps (which are usually good markers to see a potential reduction, particularly for the median pay gap) we have seen a significant increase in both our overall median and mean pay gaps. We feel these increases in our median and mean ethnicity pay gaps are due to this mass data upload of new declarations as detailed earlier in the report.

There has been a lot of positive change. For example, over the last two years, almost half (47 per cent) of all promotions were from colleagues that identify as being Black, Asian and minority ethnic. Our attraction strategy continues to improve as since last year, applications from Black, Asian and minority ethnic applicants increased by more than five times per recruitment campaign.

We continue to attract a high proportion of people that identify as being Black, Asian and minority ethnic within our operational and early career roles, such as our graduate and apprenticeship schemes and have good representation at 51.4 per cent for graduates and 43.2 per cent for apprentices. These colleagues are expected to progress to higher paid roles over the coming years, which will potentially positively impact our pay gaps.

Our data also shows that both our median and mean ethnicity pay gaps for part time employees are much higher than for full time employees. The median ethnicity pay gap for part time employees is 28.6 per cent and the mean is 14.6 per cent for the same group.

Our ethnicity breakdown analysis shows that both our median and mean ethnicity pay gaps were the highest for colleagues that identified as being Black or Black British, being 12.7 per cent and 11.9 per cent respectively. The lowest was for colleagues who identified as being Other ethnic groups at 9.3 per cent and 10.3 per cent respectively.

With the exception of colleagues at Director level, we have also seen an increase in representation across all other grades for ethnicity since 2017. Ethnicity representation at Director level has gone down from 8.9 per cent in 2022 to 7.5 per cent in 2023. In 2017 the figure was 7 per cent.

## Bonuses

The 2022 and 2023 performance award payments were deferred to July 2023 when they usually would have been paid in the reporting period. Lower pay band employees did not receive performance awards only long service and recognition awards.

Our bonus gap analysis by ethnicity breakdown shows that there is no median pay gap, whereas the mean pay gap varies considerably.

There was no yearly difference in the median bonus pay for both White and Black, Asian and minority ethnic colleagues. The mean bonus pay for White colleagues decreased by minus 12.1 per cent from £79.21 in 2022, reducing to £69.66 in 2023. In the same period, the mean bonus pay for Black, Asian and minority ethnic colleagues increased by 8.4 per cent going from £58.10 to £63.00.

### Disability

The overall percentage of employees declaring a disability has increased marginally by 0.1 per cent since 2022, to 5.1 per cent. Of all new joiners to TfL since last year, five per cent identified as having a disability and the proportion of disabled employees in senior management has increased by 0.7 per cent since our last report, to 5.7 per cent. The highest increases in the number of disabled employees were in Band 5 employees and Directors (3.9 per cent and 4.9 per cent respectively).

The band where the percentage of employees declaring a disability reduced most significantly since 2022 was Graduates (-2.2 per cent).

### Median pay gap

Overall, the median disability pay gap has increased by 2.3 per cent since last year, from 2.9 per cent to 5.2 per cent. Median hourly pay rates have increased for both non-disabled employees (by 4.0 per cent) and disabled (by 1.5 per cent) employees.

Areas where the median disability pay gap has increased more significantly, include supervisors (6.9 per cent), apprentices (6.8 per cent) and Band 5 employees (5.3 per cent). Areas where the median disability pay gap has decreased include Band 1 employees, a reduction of 5.7 per cent, directors, a reduction of five per cent) and Band 3 employees, a reduction of 1.8 per cent.

The increased pay gap for 2023 has been influenced by the increase in declaration rates during the previous year, as detailed earlier in the report. As we continue to see our declaration rates increase, we are anticipating our disability pay gaps to also increase, despite giving us a clearer picture of our actual pay gaps.

### Mean pay gap

Overall, the mean disability pay gap has decreased by 0.7 per cent since last year, from 3.1 per cent to 2.4 per cent. The mean hourly pay rates have increased for both non-disabled employees (by 3.8 per cent) and disabled employees (by 4.6 per cent).

The mean disability pay gap has increased most significantly for Band 2 roles. The mean disability pay gap decreased most significantly for directors, a reduction of 8.4 per cent, graduates, a reduction of four per cent and Band 1 employees, a reduction of 2.9 per cent.

### Bonuses

#### Disability bonus pay gap – median

Overall, the median disability bonus gap is 0 per cent. There has been no change in the median bonus gap for operational employees (0 per cent). The median disability bonus gap has decreased significantly for non-operational employees (0 per cent in 2022, -50 per cent in 2023). This is because of a considerably lower median bonus pay award and the impact of the increased declaration rates.

### Disability bonus pay gap – mean

Overall, the mean bonus gap has reduced by 11.5 per cent, a significant decrease since 2022, where it was 24.4 per cent. The largest decrease was among non-operational employees, where it was 32 per cent in 2022 and 7.5 per cent in 2023.

The mean bonus gap has also decreased for operational employees (-2.5 per cent in 2022 and -19.4 per cent in 2023). The decreases have been a result of a significantly lower mean pay award for non-operational employees, particularly non-disabled employees, and the impact of the increased declaration rates.

2.3%▲

increase in the median disability pay gap  
(from 2.9% to 5.2%)

0.7%▼

decrease in the mean disability pay gap  
(from 3.1% to 2.4%)

# Closing the gap

The work we are doing to  
help close the pay gaps  
across TfL



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## Our progress

In order to tackle our pay gaps, it is imperative to have a holistic view of the barriers that can impede attraction, progression and retention of under-represented groups in the workplace. Closing pay gaps is not simply a case of paying someone from an under-represented group the same as someone from a majority group. There are a number of factors that influence pay gaps.

What this can mean, is that historic prejudices, biases and fostering a culture that is not inclusive, can lead to under-represented groups feeling marginalised. As a result, this can often lead to certain industries failing to attract a sufficient number from these marginalised groups, retention is impacted meaning some people decide to leave due to barriers faced in the workplace. This can all potentially have a negative impact on pay gaps.

We are aware of the need to tackle our pay gaps, but we are also aware that simply identifying any discrepancies and variances in pay for majority and under-represented groups will not provide the long term sustained solutions to these issues. We need to work on systemic barriers within our policies, processes, structures, and examine our organisational culture, and seek improvement in these areas. This way we can achieve a truly inclusive and sustainable organisation while reducing our pay gaps.

To achieve our ambitions around this and as part of our overarching Colleague Strategy, we have recently launched our Action on Inclusion strategy, which is a key feature and sub set of this work.



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## Creating an Inclusive culture

Our Action on Inclusion strategy will help us to achieve against the Mayor's Transport Strategy, by setting out the steps that will help us to be a more inclusive employer.

This strategy is informed by feedback from our colleagues where we held more than 500 listening sessions to hear what they had to say, then grouped key themes from these sessions with targeted interventions to help mitigate identified barriers.

Our Equality Objectives were published in November 2021, setting out our vision and aspirations of being an inclusive employer of choice. Our Action on Inclusion strategy references how key initiatives will help us achieve against our Equality Objectives:

- Inclusive culture
- Workforce representation
- Fairer internal opportunities
- Future skills agenda

Our pay gap reporting and subsequent action planning sits under our overarching Action on Inclusion strategy, including our ambitions around fairer pay and reward for our colleagues, recruitment and retention, and training and education.

All of our directors and most senior managers have taken direct responsibility for ensuring our commitments under the strategy will be delivered in their business areas.



## Fair and attractive employee offer

While it remains important not to confuse pay gaps with equal pay\*, we are aware of the urgent need to review and monitor our pay and reward structure for our workforce. This needs to be both fair and competitive, so that we can attract and retain the best talent, and affordable from a business perspective.

In the past, our pay has been perceived as being unfair and this can be attributed to a number of factors such as:

- Being a combination of 11 different employing entities who have inherited through legacy agreements, varied pay frameworks, processes and terms and conditions, meaning there is no consistency or single pay framework for all colleagues
- Pay restraint since 2015 when we lost our operational funding from central Government
- Our total reward proposition emphasising final salary pension and lower levels of base and variable pay
- A lack of representation for under-represented groups, particularly at senior levels

\* Equal pay is a legal requirement which is the right for everyone to be paid the same for doing identical or directly comparable work.

For most colleagues, the main concern is whether their pay and reward is fair for the work they do, and in line with industry standards. This does not mean it needs to be the same as other colleagues, particularly when reward is performance-based. However, differences must have a rational basis and the process for determining reward must be transparent, justifiable and consistent across the organisation. This was evident in our most recent colleague engagement survey, Viewpoint, where only 45 per cent of colleagues feel their pay and reward is fair.

We are committed to developing a pay proposition for all of TfL that is fair, competitive, and affordable. For this, consideration will be given to:

- How we structure and set pay
- How we benchmark pay against external organisations and in line with industry standards to determine appropriate rates ensuring competitiveness
- How we manage individual pay progression
- Ensuring we rethink the relationship between performance and pay

Developing a fair, competitive and affordable pay proposition is a key short-term action for us from 2023, included in our pay gap action plan and overall Colleague Strategy.



## Supporting everyone to achieve their work ambitions

Our revised approach to performance and talent which is now employee-led is fully operational since our new performance ratings and readiness model was launched with our new performance and talent system MyJourney in March 2022. We have had two end of year conversations since the launch and undertook a lessons learnt exercise in 2022 to ensure continuous improvements were being made and that the approach remained employee led. Further end of year findings and recommendations were made in August 2023 and to help embed this across the organisation. An internal audit is currently underway to provide quality assurance on the MyJourney system in supporting the performance, talent and development processes for our people.

## Recruitment

We increased the number of diverse candidates by attending in-person careers fairs across London promoting all opportunities, including talent schemes. We showcased our employees' stories, demonstrating our workforce diversity. We aim to host information across diverse job boards, exploring working with Vercida, Diversify and Evenbreak. We will continue to promote being a Disability Confident employer, encouraging our suppliers and partners to be Disability Confident.

Since September 2022, average applications for women per recruitment campaign have increased more than three times from nine to an average of 29 per campaign. Similarly, applications from Black, Asian and minority ethnic candidates increased by more than five times from 15 to 76 average applications per campaign. Disabled average applicants during this period increased by three times going from two declared disabled applicants per campaign to six per campaign.

Our recruitment strategy includes hosting virtual candidate engagement sessions, showcasing the role before candidates apply. We continue to review job adverts making the essential criteria clearer, adding support for tailoring CV's and cover letters to be specific to the role. We have now removed all non-essential qualifications and criteria from job adverts making it simpler for candidates to assess whether they meet the required criteria or not.

Recently, we embedded Our People Leader framework into recruitment assessments. This shows the importance of leadership during the selection process, helping us make better appointments to influence our culture and shape our organisation. The heart of this is demonstrating our vision and values of being open, caring and adaptable, being collaborative, supporting others, and creating a caring, inclusive, sustainable and safe working environment.

## Inclusion Matters

We have recently launched a new online training module, Inclusion Matters, to give colleagues an understanding of how we can all play a part in making our organisation more inclusive for everyone.

The training draws directly from our people about their personal experience of diversity and inclusion in the workplace. It contains scenario-based examples of different forms of discrimination, demonstrating what workplace behaviours are unacceptable and why, and sets a precedent on what is expected in the workplace from all colleagues. We are committed to creating a 'speak-up' culture to support our zero-tolerance approach to discrimination, bullying and harassment. This training will help us do this by demonstrating what unacceptable behaviour is and how to call it out when we identify it.

The training is mandatory learning for all colleagues, meaning we all need to complete it. All our leaders will have completed the training by 31 March 2024.

## Allyship toolkit

Allyship is when we become champions in addressing inclusion in the workplace, through supportive personal relationships and acts of support. This involves being respectful of everyone's identity, beliefs and needs, and calling out any form of prejudice, discrimination, bullying and harassment – even if it's not directed at you. To support our commitments around allyship, we have launched our allyship toolkit. This is designed to support individuals and their teams on their journey of becoming active allies. It includes support, guidance and examples of what an active ally should be.



## Workplace adjustments

We recognise that historically, our workplace adjustments provision has not been effective, efficient or supportive of staff, which has caused significant challenges for our colleagues and stakeholder teams. This is reflected in our colleague engagement survey, Viewpoint, which shows that we have continuous low scores for disabled colleagues under our inclusion and wellbeing indices — both being under 50 per cent, falling well below the TfL average. We recognise that improving our current adjustments provision is vital to ensure we can support our disabled colleagues to do their work with the right support in place.

We have started a comprehensive review of our adjustment provisions and aim to:

- Embed clearer governance and guidance, training, improved alignment of internal stakeholders across the organisation
- A defined centralised accountable resource to provide oversight and monitoring

- An improved end-to-end tracking system to record and monitor adjustments data to support colleagues and help us to achieve efficiencies

We will shortly launch an online course on Disability awareness for all colleagues to provide an overview, not only on legislative requirements, but best practice support models, and how we can best support colleagues in the workplace. Disability training for people leaders will follow this to provide support and guidance specifically for colleagues who have line management responsibility. During this training colleagues will learn the importance of understanding disability and the impact on colleagues, being able to identify potential barriers for disabled colleagues, how to have open and caring conversations for disabled colleagues that need support and in reviewing the need for any workplace adjustments and providing any ongoing support that may be required for colleagues. The full work is aimed to be completed in 2024.

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## Colleague Network Groups

Our Colleague Network Groups for Women, Race and Disability continue to play an important part in supporting our strategic, gender, race and disability diversity and inclusion priorities.

The groups help to raise awareness of the key issues impacting their members and help to identify the actions that could be taken to promote equality, diversity and inclusion for all our people. The groups also provide a forum for colleagues to network, get support and share advice.

The groups hold a number of events throughout the year to raise awareness of important topics. This helps to break down barriers and celebrate the fantastic work that has been achieved throughout our workplace, and wider society.

This year, particular highlights included the celebration of International Women's Day, World Menopause Day, Black History Month, Windrush Day, International Day of People with Disabilities and World Autism Awareness Day.

This year there has been an increased focus on the benefits of promoting intersectionality between the groups to help support colleagues that experience multiple barriers in the workplace. The Women's Colleague Network Group has a dedicated sub-group called Xnicity, which specifically support Women that identify as Black, Asian or minority ethnic.



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## Next steps

We will continue to build on the work we have done so far, to reduce our pay gaps further and address any imbalances. We believe the key to driving down our pay gaps is to apply a holistic approach to address barriers at the attraction, recruitment and retention stages of the employee lifecycle. We will focus on internal mobility towards the higher paid more senior roles. We recognise that we still have a way to go to understand key influences and change our culture to reduce

our pay gaps as much as possible. We will continue working on our four-year pay gap action plan that set out a number of steps designed to directly or indirectly narrow our pay gaps. Some key milestones as highlighted, have already been achieved. We will continue to follow this action plan, along with our wider commitments under our Action on Inclusion strategy to help deliver a truly inclusive and diverse organisation that our people are proud to be part of.

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## About us

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport. We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' and helping to create a safer, fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made by walking, cycling or using public transport by 2041. To make this a reality, we prioritise safety, sustainability, health and the quality of people's experience in everything we do.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the IFS Cloud Cable Car.

We manage the city's red route strategic roads and are responsible for the maintenance, management and operation of more than 6,000 sets of traffic lights across the capital. The London boroughs are responsible for all the remaining roads within their boundaries. The experience, reliability and accessibility of our services are fundamental to Londoners' quality of life. Safety remains our number one priority and we continue to work tirelessly to improve safety across the network for both colleagues and customers.

Our vision is to be a strong, green heartbeat for London. We are investing in green infrastructure, improving walking and cycling, reducing carbon emissions, and making the city's air cleaner. The Ultra Low Emission Zone, and fleets of increasingly environmentally friendly and zero-emission buses, are helping to tackle London's toxic air. We are also improving public transport options, particularly in outer London, to ensure that more people can choose public transport or active travel over using their vehicles.

That is why we are introducing the outer London Superloop bus network, providing express bus routes circling the entire capital, connecting outer London town centres, railway stations, hospitals and transport hubs.

We have constructed many of London's most significant infrastructure projects in recent years, using transport to unlock economic growth and improve connectivity. This includes major projects like the extension of the Northern line to Battersea Power Station and Nine Elms in south London, as well as the completion of the London Overground extension to Barking Riverside and the Bank station upgrade.

The Elizabeth line, which opened in 2022, has quickly become one of the country's most popular railways, adding 10 per cent to central London's rail capacity and supporting new jobs, homes and economic growth. We also use our own land to provide thousands of new affordable

homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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

We are constantly working to improve the city for everyone. This means using information, data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible and safe to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. By working together, we are creating brighter journeys and a better city.

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