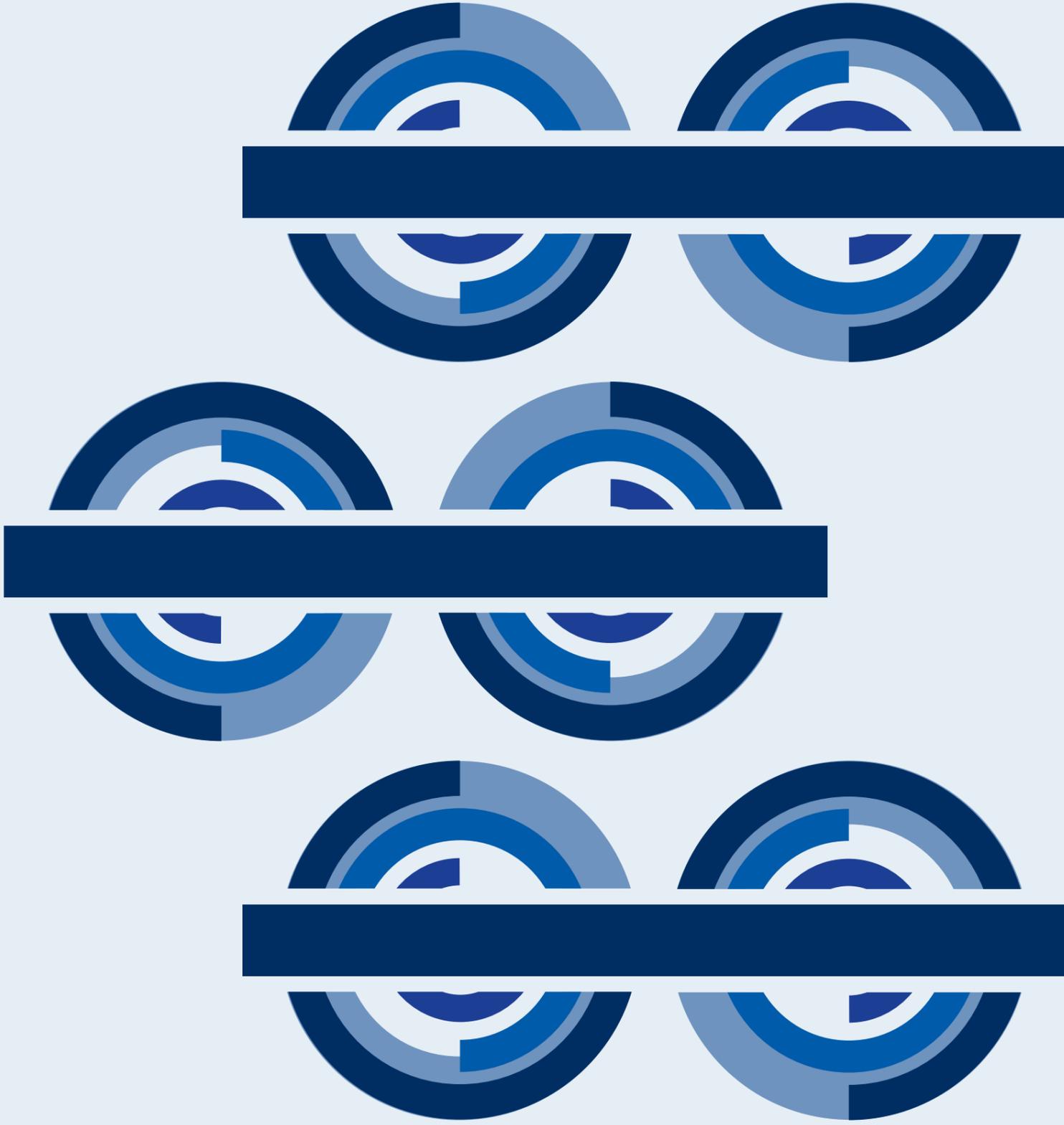


Appendix I

Transport for London gender pay gap report

2020



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Less than a quarter of our people are women



26,515
employees

76%
men

24%
women

Figures at 31 March 2020



We are committed to improving diversity, equality and inclusion

Commissioner's foreword

London's economic recovery from the coronavirus lockdown depends on getting people moving and working, safely and sustainably, as quickly as possible.

To meet the needs of our diverse city, we must understand what matters to the people who live and work here. This past year has shown how fundamentally important it is for our workforce to represent the city it serves, and to inspire and engage our people to deliver the accessible and inclusive recovery of our transport network.

Given the nature of the pandemic and the resurgence of the Black Lives Matter movement, working as one team has been pivotal during this time of significant change. This is only possible through diversity and inclusion. How our staff feel, and their everyday experiences directly impacts our customer's experiences. Ensuring our staff feel respected, safe and have a sense of belonging is a business priority. We aspire to be a values-led organisation that reflects our people and Londoners more broadly.

We are pleased to report that our gender pay gap has reduced since 2018/19. We have also increased the proportion of women working in Director roles. While we have made some progress, we recognise there is still a lot more work to do. Given the general under-representation of women in

transport, addressing the gender imbalance and subsequent pay gap requires long-term, sustainable solutions across the full employee lifecycle. This past year has highlighted the need to acknowledge the existence of inequalities, which exist across all parts of society and in all organisations, and we need to play our part in identifying and tackling these issues.

As Commissioner, I am committed to diversity, inclusion and equality of opportunity. This includes attracting, recruiting, progressing and retaining women in our organisation to develop a more diverse talent pipeline.

We also acknowledge that women in transport have different experiences and recognise there are differences between women too. This is why our activity for the coming year will focus on intersectionality and internal progression, access to learning and development opportunities, and workplace culture. Our dedication to a fair, diverse and inclusive workplace will continue to underpin everything we do.

A handwritten signature in black ink, appearing to read 'Andy Byford'. The signature is stylized and fluid.

Andy Byford
Commissioner

The gender pay gap

How we calculate the pay gap across our organisation

We calculate the overall difference in average pay of men and women in two ways, in line with Government regulations, to ensure we provide the clearest picture. Our data is based on figures from 1 April 2019 to 31 March 2020.

Mean

This is the difference in average hourly pay between men and women.

Median

This is the difference between the middle-paid woman and the middle-paid man. The mean can be skewed by a small number of high or low earners, but the median gives a good idea of how much a typical man or a typical woman is paid.

Equal pay

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

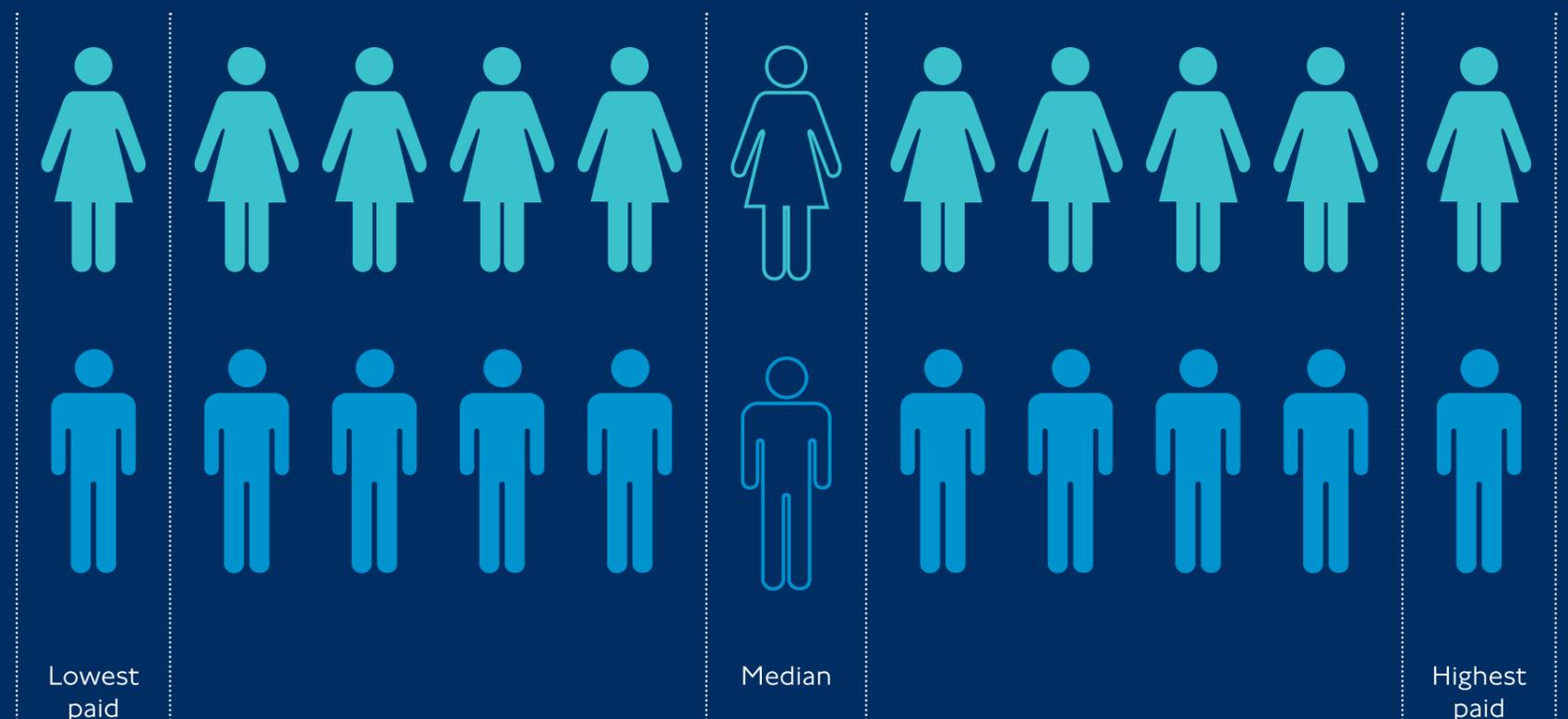
Quartiles

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

Methodology update

This year, we have grouped 97 employees on some London Underground engineering apprenticeships to include them in the non-operational apprenticeship numbers, not in the London Underground operational employee numbers. We will continue this grouping in future reports. As this change only impacts non-operational and operational data, we have not republished previous years reports. Where applicable we have separately recalculated the impact on 2019 figures and explained it in the narrative.

Median gender pay gap





We are continually working to close the pay gap across our organisation

Overall results

The results for our operational and non-operational roles

Pay gap*
Our overall hourly pay rates



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

* Consolidated TfL median and mean gender pay and bonus gap figures based on hourly rates of pay at 31 March 2020

Pay quartiles

Median gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	36.06	83.6	36.14	16.4	-0.2
Upper middle	30.13	83.0	30.13	17.0	0.0
Lower middle	24.50	74.3	24.12	25.7	1.5
Lower	18.36	65.2	18.36	34.8	0.0

Mean gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	37.97	83.6	39.76	16.4	-4.7
Upper middle	29.90	83.0	29.76	17.0	0.5
Lower middle	24.64	74.3	24.33	25.7	1.3
Lower	17.50	65.2	17.60	34.8	-0.6

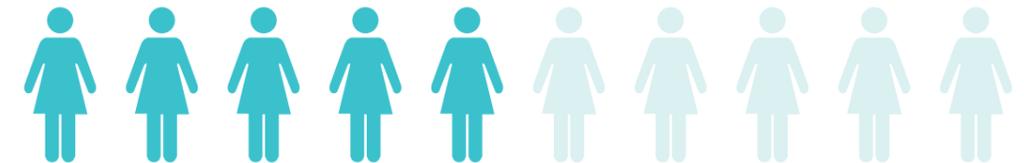
Our under-representation of women in the higher paid roles is evident in the lower proportion of women in the upper and upper-middle quartiles. The upper quartile begins at around Band 3 level.

Bonuses*

Proportion of employees who received a bonus

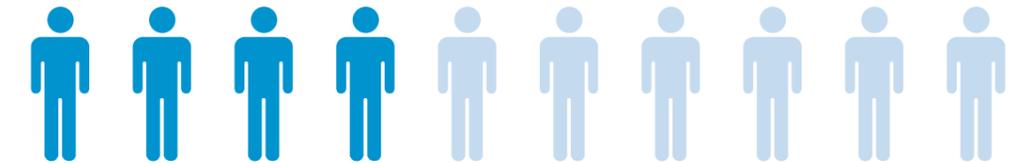
50.8%

women



37.8%

men



Bonus gap

	Men (£)	Women (£)	Pay gap (%)
Median	586.00	677.50	-15.6
Mean	1,274.53	1,211.14	5.0

Bonus includes individual performance-related payments, Make a Difference recognition scheme vouchers, long-service awards and other one-off payments.

* Bonuses paid in the 12 months up to 31 March 2020

Non-operational employees



12,792

non-operational employees



69.6%

men



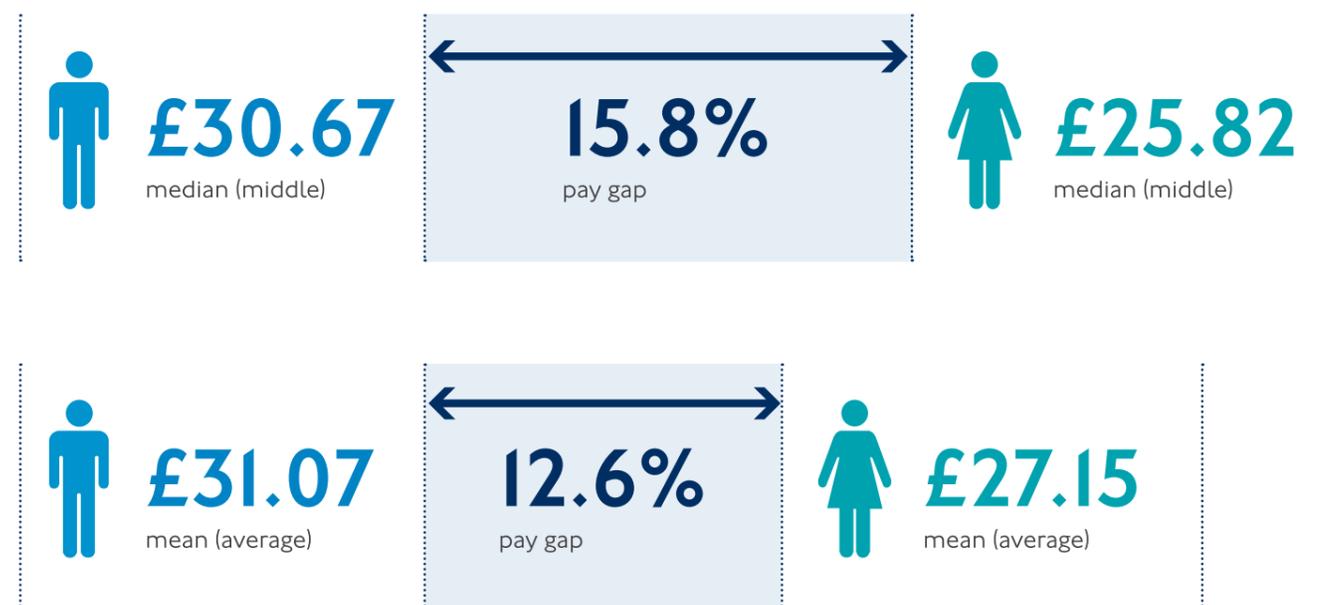
30.4%

women



Our non-operational areas include human resources and finance

Pay*
Hourly pay rates



Our non-operational positions, which include business areas such as human resources, finance, engineering, property development and customer contact centres, do not have a fixed rate of pay. Pay is more flexible, with room to reward individual contribution and skills. There is potentially more scope for inequity between different groups of employees.

Pay quartiles
Median gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	39.34	80.8	39.72	19.2	-1.0
Upper middle	32.31	80.3	32.21	19.7	0.3
Lower middle	26.86	65.0	26.55	35.0	1.2
Lower	18.66	54.2	18.94	45.8	-1.5

Mean gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	42.64	80.8	44.90	19.2	-5.3
Upper middle	32.08	80.3	31.97	19.7	0.3
Lower middle	26.60	65.0	26.14	35.0	1.7
Lower	17.69	54.2	18.40	45.8	-4.0

Our under-representation of women in the higher paid roles is evident in the lower proportion of women in the upper and upper-middle quartiles.

* TfL median and mean gender pay and bonus gap figures for operational employees based on hourly rates of pay at 31 March 2020



Interesting Facts

In 2013 there were 674 km of fully-automatic metros in operation worldwide on 48 lines that together serve 700 stations in 32 cities, as represented in the following map.



Case studies

A programme of global benchmarking to identify best practice and the experience of other world metros in adopting fully automatic

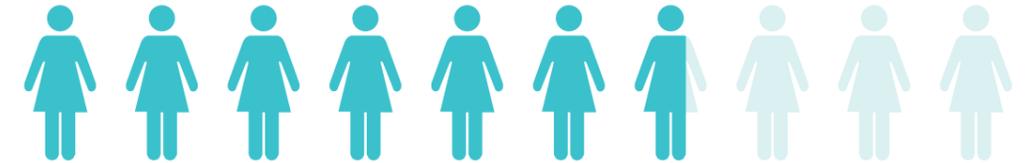
The proportion of men and women receiving bonuses has gone up

Bonuses*

Proportion of employees who received a bonus

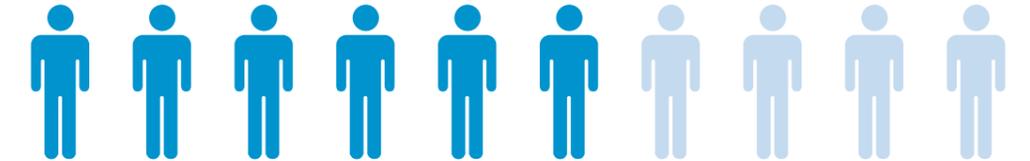
67.1%

women



61.5%

men



Bonus gap

	Men (£)	Women (£)	Pay gap (%)
Median	886.00	833.50	5.9
Mean	1,747.32	1,483.45	15.1

Bonuses will vary annually due to the performance outcomes of the business and performance rating. The proportion of both men and women receiving bonuses has gone up since last year. However, the bonus gap is a result of our demographics and the proportion of men and women in different grades.

* Bonuses paid in the 12 months up to 31 March 2020



Less than a fifth of our operational staff are women

Operational employees



13,723
operational employees

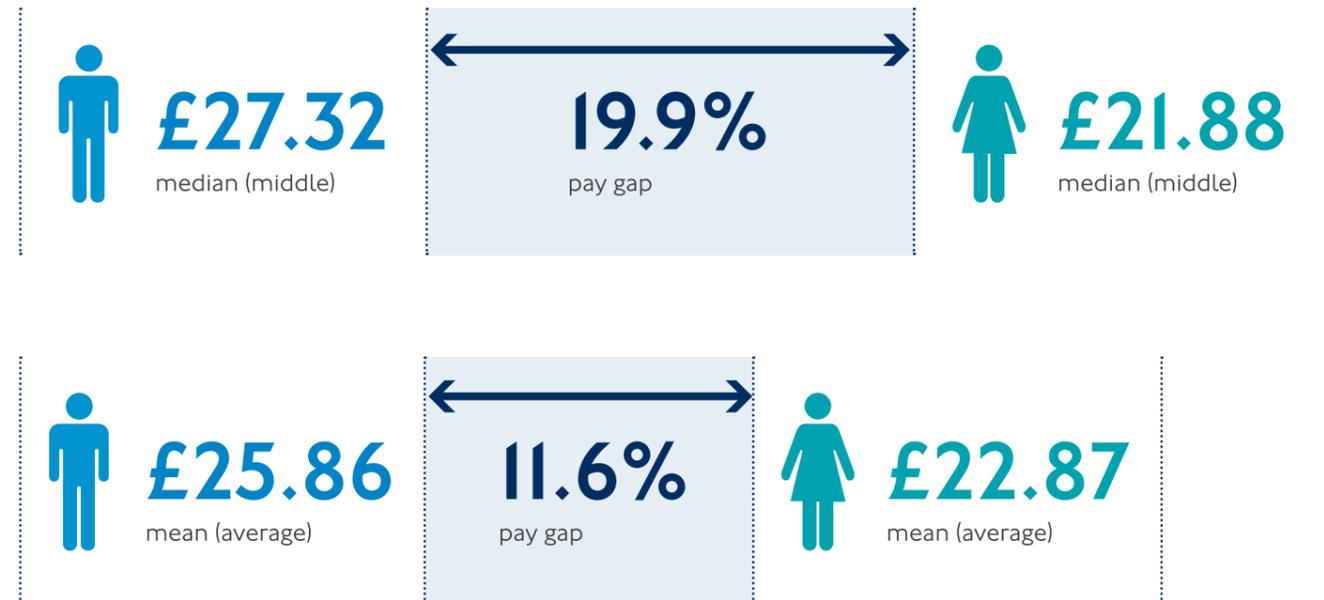


82.1%
men



17.9%
women

Pay*
Our operational hourly pay rates



Operational roles include those on spot or fixed rates as part of the operational staff pay structure. This includes station supervisors, train operators, customer service assistants, Dial-a-Ride drivers, track operatives, bus station controllers and pier controllers. By definition, this is the same rate of pay for the role irrespective of gender, therefore no differences exist within each job.

* TfL median and mean gender pay and bonus gap figures for operational employees based on hourly rates of pay at 31 March 2020

Pay quartiles
Median gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	30.53	89.3	30.13	10.7	1.3
Upper middle	29.98	87.3	30.13	12.7	-0.5
Lower middle	22.02	82.7	22.00	17.3	0.1
Lower	18.36	71.2	18.36	28.8	0.0

Mean gender pay gap

Quartile	Men		Women		Pay gap (%)
	Hourly pay (£)	Proportion of employees (%)	Hourly pay (£)	Proportion of employees (%)	
Upper	32.12	89.3	30.76	10.7	4.2
Upper middle	29.12	87.3	29.22	12.7	-0.3
Lower middle	22.77	82.7	22.39	17.3	1.7
Lower	17.60	71.2	17.45	28.8	0.9

Our under-representation of women in higher paid roles is evident in the lower proportion of women in the upper and upper-middle quartiles.

Bonuses*

Proportion of employees who received a bonus

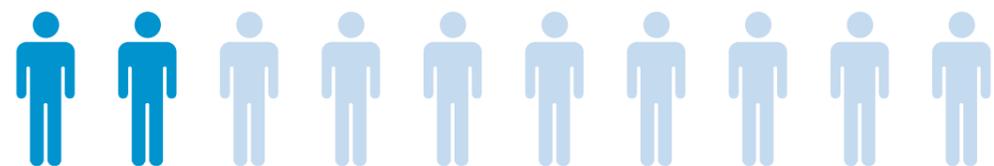
25.0%

women



19.1%

men



Bonus gap

	Men (£)	Women (£)	Pay gap (%)
Median	30.00	30.00	0.0
Mean	72.35	56.45	22.0

The median bonus figure reflects the value of the recognition awards paid, which since October 2019 has been a flat rate of £30. The mean bonus values are impacted by a greater proportion of men receiving long-service awards, which are of a higher value.

* Bonuses paid in the 12 months up to 31 March 2020



A quarter of our operational women received a bonus this year

Summary

Improving our gender balance is a top priority, particularly at more senior levels where women are less represented

In recent years, we have made significant progress in this area, and we will continue focusing our efforts here in terms of external recruitment and internal movement of women.

We are pleased to report our gender pay gap has decreased since last year. Our median gender pay gap was 18.8 per cent, compared to 19.5 per cent in 2019. Our mean gender pay gap was 9.4 per cent, which has also decreased from 9.7 per cent compared to last year. Our operational and non-operational mean and median pay gap figures have decreased since 2019 too.

There has also been an overall increase in the number of women working at TfL. The table on page 15 illustrates that the proportion of women by different bands in non-operational business areas has either increased or remained the same since 2019. One of the more significant increases in representation has been at Director level.

Our success in lowering the pay gap has been due to improved representation of women at a senior level, whose higher earnings bring the average up. Over this past year, organisational restructuring resulted in some men leaving our organisation, which may have also contributed to the lower pay gap.



The gender pay gap has decreased since last year. The operational highlights are:

- The gap in operational salaries closed in the last year
- Men's median salary increased by £614 from last year
- Women's median salary increased by £1,237 from last year

Our operational population accounts for 51.8 per cent of our total workforce, down from 53.5 per cent last year. Our analysis shows that women working in operational roles are more likely to be employed in the lower paid grades. This occupational segregation has a significant impact on our overall median gender pay levels. The median operational salary is £49,614 for men and £39,237 for women. However, the median operational salary for women has increased more than the median operational salary for men, resulting in a slight closing of the gap. Last year, the median operational salary for men was £49,000 and £38,000 for women.

Occupational segregation can be seen through the analysis of our new hires and promotions between 2019 and 2020. Of the 182 women hired into operational roles, 82.1 per cent went into customer service assistant roles, whereas 0.5 per cent went into engineering. In comparison, of the 505 men hired into operational roles, 62.6 per cent went into customer service assistant roles, and 29.8 per cent went into engineering. In terms of internal movements, the proportion of women who moved from a customer service assistant role to a train operator role was 3.2 per cent, compared to 9.8 per cent of men. This is why internal career progression and promotion is a key area we want to focus on.



The gap in pay for operational staff has reduced



The number of women on our apprenticeship programme has risen

Despite 97 employees being re-grouped, of whom 94 per cent were men, the proportion of women across our apprentice programmes has still increased. This reflects our work to improve our talent pipeline, which has seen us using gender inclusive language on our new website and targeting girls schools for our schools engagement programme.

The proportion of women on our graduate schemes has fallen since 2019. One reason for this is that some of our general and project management programmes, which were generally shorter and comprised of more women, have been completed. Also, in 2018, we paused graduate recruitment but honoured the year-in-industry students who we had already made offers to. These were generally STEM programmes, which included more men who are still on the schemes.

Recruiting more women into junior roles and lower salaries may increase the pay gap. However, this early career work is crucial for ensuring we have diverse people with the critical skills and experiences, which our transport sector relies on.

Our Pay Gap Action Plan will continue to focus on increasing the proportion of women across all levels. Our activity will be sustainable and scalable and continue to be rooted in evidence-based decision making and collaborative working.

We recognise an integral part of delivering and embedding long-term change is through greater visibility and accountability of progress.

Proportion of women in non-operational bands (%)*

	2017	2018	2019	2020	Change 2019 to 2020
Board	52.2	56.0	63.0	63.0	0.0
Director	18.8	25.5	29.4	32.7	3.2
Band 5	24.1	27.8	27.8	27.4	-0.4
Band 4	26.7	27.7	31.1	31.6	0.4
Band 3	26.8	26.4	27.8	28.1	0.3
Band 2	27.1	26.9	27.5	26.3	-1.2
Band 1	56.6	57.6	57.9	57.9	0.0
Graduates	35.3	36.6	33.0	26.7	-6.3
Apprentices	13.2	24.5	19.3	22.8	3.6

* 2019 and 2020 updated to move 97 London Underground apprentices from operational to apprentices (non-operational).

Closing the gap

We have carried out many projects and activities to help us continue to close the gender pay gap



Action on Inclusion

We worked with our colleagues, Staff Network Groups, trade unions and other stakeholders to develop a new Action on Inclusion strategy. The document is designed to set out our vision for diversity and inclusion and four-year strategic objectives. It was due to be published in spring 2020, but in light of the coronavirus pandemic, it will now be reviewed and updated. It will also include a renewed focus on anti-racism and racial equality.

Impact assessments

We updated our People Impact Assessment form and supporting materials this year, which included staff training. This impact assessment tool is used to consider and minimise any potential impacts on staff during times of change, using diversity data during and post transformation. We are currently reviewing the process.

Our scorecard and dashboards

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

Our scorecard targets place diversity and inclusion on the same footing as other priorities, including safety,

customer satisfaction and finances. We are pleased to have exceeded our targets for 2019-20. This can be attributed to recruiting women into senior roles, our early careers work, and other recruitment campaigns. We have been using quarterly dashboards to coach senior managers to help drive local accountability and actions. We are working to an interim scorecard following the impact of coronavirus.



We use data dashboards

Diversity and inclusion action standard

We have developed our priorities and actions to meet the Greater London Authority's Diversity and inclusion action standard. Our commitment is to reach the 'exemplary' level by May 2022. Using the data dashboards,

alongside a new tool we developed based on the standard, we supported teams to develop local action plans. The tool has been piloted and will be rolled out across the business once testing is complete.

Improving our recruitment to help us improve diversity

We have worked with our senior Technology and Data colleagues to change the employer brand and ensure it is recognised, both internally and externally, as a leader in diversity. Our ongoing initiatives include an anonymous recruitment pilot, internal and external events, and partnering with women's charities and organisations. We have also used targeted advertising campaigns, search tactics and worked with brand ambassadors to continue to drive external interest in our Technology and Data vision and purpose.

In 2019/20, our focus was on bringing more women into our organisation, resulting in an eight per cent increase from 34 per cent to 42 per cent. Most of our high-volume campaigns are run internally to enable our workforce to movement and gain

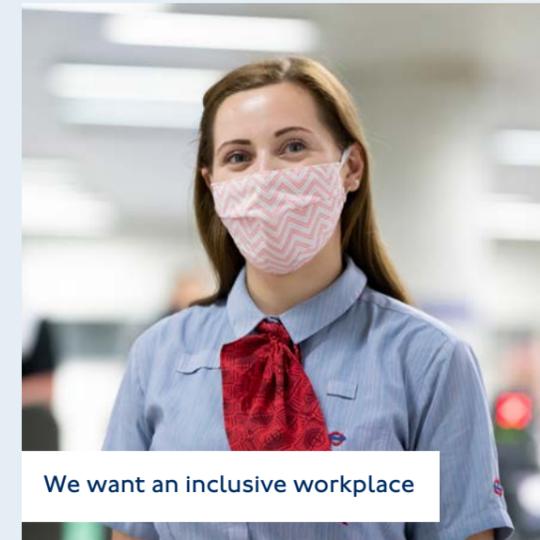
promotion. This means we do not always have access to the diverse populations we would do if we recruited externally. All our campaigns have a focus on increasing diversity, albeit through career progression. This year, our campaigns saw increases in hires compared to previous campaigns. We use internal advertising, our staff network groups and internal diversity channels, diverse and inclusive online advertising and in depots, and consistent and fair assessment processes. This approach led to a six per cent increase in women working in train maintenance roles, almost 10 per cent increase in women in compliance officer roles, and more than 18 per cent increase in women working in Dial-a-Ride driver attendance roles, from the previous year.



We have focused on bringing in more women

Behavioural insights

We worked with the Behavioural Insights Team and industry specialists to prepare a behavioural science-based recruitment intervention. This involved analysing our data, reviewing existing research and engaging key stakeholders. The work was due to start earlier this year, but was paused due to coronavirus. The work will continue once our recruitment activity resumes.



We want an inclusive workplace

Inclusive operational culture programme

Following an in-depth research study on the specific inclusion issues relating to our operational workplace, a new programme has been developed to make our workplace more inclusive. It will be rolled out once work resumes after coronavirus. We will dovetail this with our renewed anti-racism work in response to the killing of George Floyd.

Women's Staff Network Group

Our Women's Staff Network Group is a community of women and allies that inspires and empowers women to achieve their career and personal aspirations. The group works closely with our Diversity and Inclusion team to inform our strategic gender diversity and inclusion priorities. It helps raise awareness of key issues and ensure we promote gender equality, diversity and inclusion for all staff.

The group also provides a forum for employees to network, get support and share advice. This is done through regular events, and during International Women's Day, celebrated in March.



We celebrate our women



We use diverse interview panels

Diverse interview panels

We continue to use diverse and independent interview panels wherever possible, particularly during transformation. This ensures we are able to bring independence and diversity of thought to our recruitment process.

We have also run assessment centre days, where mixed groups of candidates can learn about TfL, the role, and meet managers and directors, before doing some speed-style questions. They also get to spend time with their potential director and complete a scenario-based assessment, before finishing with a final address from a relevant director. This has proved to be a much more engaging method for enabling candidates to perform at their best.

Anonymised CVs

We ran an anonymised shortlisting pilot last year, which resulted in a significant increase in the percentage of women hired. We will roll this out across all roles in 2020, once we have finished the testing, which was paused following our recruitment freeze during the coronavirus pandemic.

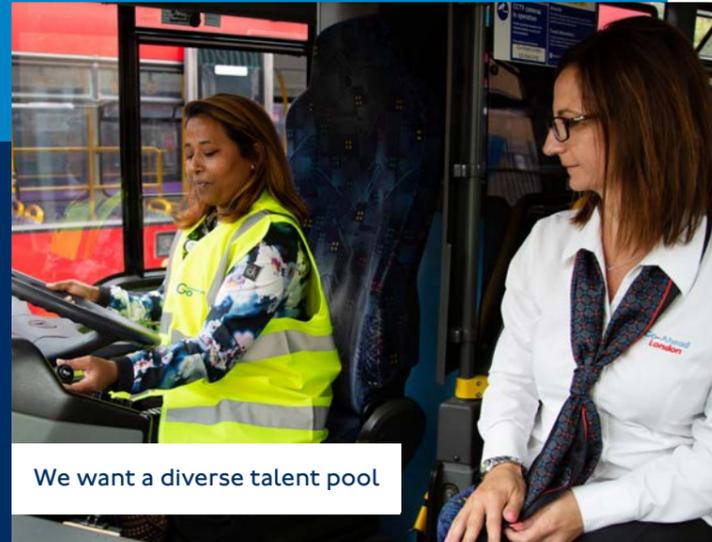
Leadership Foundation

As part of the Leadership Foundation, we have developed a 360 tool, which supports those in leadership roles or aspiring to become leaders to identify their strengths and development areas. The 360 tool is based on a strengths-based model, where feedback is provided to individuals on their performance against specific leadership attributes. These attributes reflect those needed from our leaders now and in the future and are intrinsically tied to being an inclusive and authentic leader.

We are piloting the tool on 36 existing or aspiring leaders across TfL, with the intention to roll it out further as part of the Leadership Foundation. While this work has been paused during the pandemic, its approach and content are still relevant but we are adjusting it to reflect the revised business priorities.



Our 360 tool helps future leaders



We want a diverse talent pool

Apprenticeships and graduate programmes

Despite a decline in the proportion of women graduates, 22 per cent of our graduate hires were women, increasing from 18 per cent last year. This reflects our work to target London universities and improving our assessment process to focus on potential and motivation. Of our apprentice hires, 34 per cent were women, up from 20 per cent the year before. Our new apprentice website includes gender inclusive language and our school's engagement strategy targeted girls' schools.

To increase graduate diversity, we will continue to target universities that can support our diversity and inclusion commitment. For our apprenticeships, we will focus on our attraction approach, including creating stronger relationships with staff networking groups for women. As well as targeting events to attract more women, we will focus on inclusive workplace practices to ensure women feel included and able to pursue their career in transport.

Talent acquisition

We have worked to create better internal outcomes for diversity. In 2019/20, 45 per cent of our leadership hiring was internal. We proactively headhunted top diverse talent for internal roles, with the data showing positive signs of improvement and leadership responsiveness to internal diverse hiring.

We analysed typical behaviour to job applications, which showed stark differences between men and women.

We found that women would benefit from stronger career coaching and mentoring to encourage more women to participate in the recruitment process and their career journeys. We ran six events with our Women's Staff Network Group, focusing on career building, career management and career accountability. We reached more than 1,000 women under our 'Project You' banner.

We also ran four leadership spotlight events, in areas that have an underrepresentation of women and skills shortages, for leaders to showcase their roles. One of these events led to our first woman being hired into a leadership role in our major projects area.

We are focused on building our internal diverse pipeline of women leaders who are ready, engaged and have the leadership potential for a bigger role. However, while we have an existing pool of diverse talent, our leadership pipeline is obviously much smaller compared to a fully open approach. We maximised our external recruitment opportunities by using a diverse pipeline of talent.

Our plans for 2020/21

We will continue to work to further close the gap in gender pay

The coronavirus lockdown has affected our staff and customers and, like every other organisation, we have been affected by the strength of feeling arising from the Black Lives Matter movement. Given the pandemic and the global focus on anti-racism and tackling inequalities, diversity and inclusion remain one of our top priorities.

As we look ahead to what we need to do to close our gender pay gap and our broader equality work, we are mindful of the disproportionate impacts of coronavirus on minority communities and our role in supporting our staff through this pandemic.

We also restate our commitment to tackling inequality and barriers to progression, taking action to produce tangible positive outcomes for women.

We will produce a new four-year Pay Gap Action Plan, which will set out plans to reduce gender and ethnicity pay gaps, as well as actions specific to each protected characteristic. It will cover three priority areas:

- Governance and data
- Policies, systems and processes
- Leadership, cultures and behaviours

The plans will be developed in consultation with our staff network groups and trade unions. The Pay Gap Action Plan will be supported by local diversity and inclusion plans, which will also include specific actions to respond to staff issues.



About TfL

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

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' 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 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, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport and making more stations step

free, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, we are helping to shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency, improve air quality, revitalise town centres, boost businesses and connect communities. As part of this, the Ultra Low Emission Zone scheme and more environmentally friendly bus fleets are helping to tackle London's toxic air.

During the coronavirus pandemic we have taken a huge range of measures to ensure the safety of the public. This includes enhanced cleaning using hospital-grade cleaning substances that kill viruses and bacteria on contact, alongside regular cleaning of touch points, such as poles and doors, and introducing more than 1,000 hand sanitiser points across the public transport network.

Working with London's boroughs we have also introduced Streetspace for London, a temporary infrastructure programme providing wider pavements and cycle lanes so people can walk and cycle safely and maintain social distancing.

At the same time, we are constructing many of London's most significant infrastructure projects, using transport to unlock much needed economic growth. We are working with partners on major projects like the extension of the Northern line to Battersea, Barking Riverside and the Bank station upgrade.

Working with Government, we are in the final phases of completing the Elizabeth line which, when open, will add 10 per cent to central London's rail capacity. Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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

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

By working together, we can create a better city as London recovers from the pandemic and moves forward.

