



# Gender pay gap report

April 2024



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# Foreword

## Marie Daly, Chief Customer and Culture Officer



Transport for Wales (TfW) is committed to transparency around its gender pay gap and the factors that influence it. We present this data externally through our two legal entities, TfW Rail Limited and TfW Group. We've also combined both sets of data to reflect our overall gender pay gap.

Over the last three years, we have seen a downward trend in our gender pay gap. However, this year, TfW Group experienced a slight increase in the median gender pay gap—an outcome we find deeply disappointing. This increase resulted from recruiting more women into lower pay grades and more men into higher pay grades.

In contrast, TfW Rail made progress by narrowing the median pay gap by 2.1 percentage points. This achievement reflects our dedicated efforts to increase the representation of women across traditionally male dominated roles, including train drivers, train managers, and customer operations. We have focused on encouraging internal moves for women and attracting external applicants through a variety of initiatives including spotlighting role models and targeted recruitment campaigns.

We have also made strides in promoting more women and providing clear paths for career progression. Upskilling our workforce has always been a cornerstone of TfW's ethos. We're committed to ensuring that all women benefit from these opportunities.

Additionally, we've introduced menopause awareness workshops and provided free period products in our workplaces. These initiatives

reinforce our commitment to creating a supportive and inclusive environment. This will better support women and ensure their retention in the workplace—a crucial factor in reducing the gender pay gap.

Attracting women from all backgrounds to the transport industry is crucial to increasing representation and, ultimately, closing the gender pay gap. We need to ensure that our recruitment processes are inclusive and accessible to women. In a sector that has historically been male dominated, we are focused on increasing the number of women in engineering and train driving roles.

Over the next year, I will prioritise the recruitment of women from all backgrounds and enhancing opportunities for those already working within our organisation. Key improvements will include:

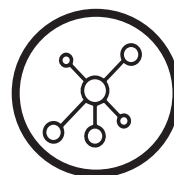
- Developing a robust monitoring process to analyse the gender pay gap more effectively.
- Completing a fair pay audit across the business.
- Improving our flexible working policies, ensuring they are family friendly and gender equitable.
- Researching best practices in positive action initiatives implemented by other public sector organisations to inform our approach.
- Creating bespoke development plans for women identified as candidates for succession planning.

By taking these actions, we'll build a more inclusive and supportive workplace to narrow the gender pay gap.

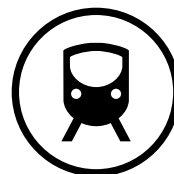
## My 2023/24 highlights:



The median gender pay gap fell by 2.1 percentage points for TfW Rail.



Introduced menopause awareness training and free period products in our work places.



Increased the number of female conductors.



Across our entire intake of graduates, apprentices and interns in the last 12 months, over half were women.



# Purpose

## Overview

This report has been produced to provide an overview of the official gender pay gap figures calculated on 5 April 2024.

In April 2017, the UK government introduced legislation that made it statutory for organisations with 250 or more employees to report annually on their Gender Pay Gap including:

- mean and median gender pay gaps
- mean and median gender bonus gaps
- the proportion of men and women who received bonuses
- proportions of men and women in each pay quartile.

Following Government advice, we changed our annual reporting snapshot date to 5 April to align with private, voluntary and all other public authority employers. The annual reporting snapshot date for Transport for Wales Rail Limited remains as 5 April.

## Mean

The mean gender pay gap demonstrates the difference in the average hourly rate of pay for women compared to men.

## Median

The median gender pay gap demonstrates the difference between the middle-paid man and the middle-paid woman in an organisation. While the mean gender pay gap can be skewed by a small number of high earners, the median pay is more representative of the difference in what a man or woman gets paid at TfW.

## Equal pay

The gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value.

It's unlawful to pay people unequally because they are a man or a woman.

## Quartile

To examine pay at different levels of the organisation, we've divided our colleagues into four groups with pay graded from lowest to highest.

# Key figures

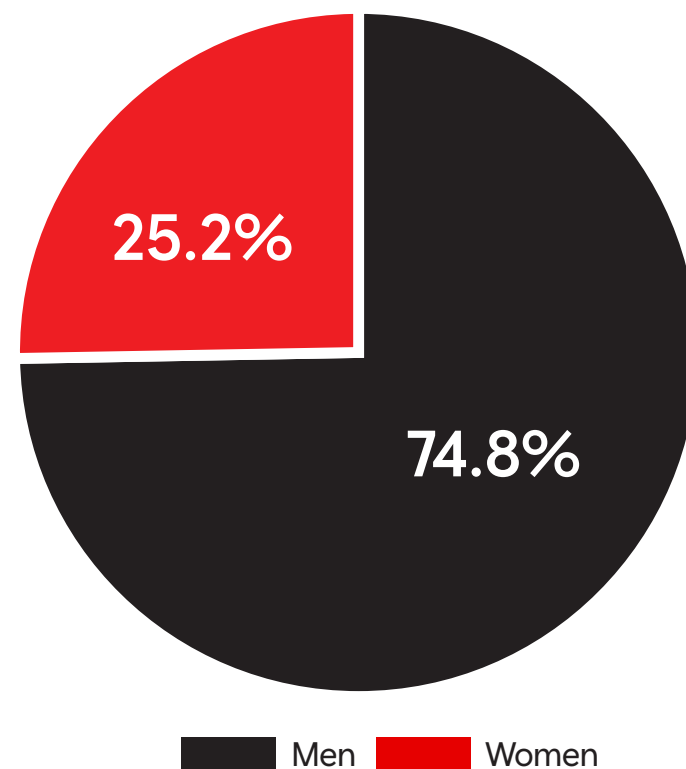
## Proportion of staff by gender

Overall, TfW employed 4165 people in April 2024. Of them, 3115 (74.8%) were men and 1050 (25.2%) were women (see figure 1.1).

In April 2024, TfW Group employed 791 people. 465 (58.8%) of them were men and 326 (41.2%) were women. This represents a slight increase of 1.7 percentage points in the proportion of women employed compared with last year.

In April 2024, TfW Rail employed 3374 people. 2650 (78.5%) of them were men and 724 (21.5%) were women. This represents a slight increase of 0.8 percentage points in the proportion of women employed compared with last year.

**Figure 1.1: Proportion of staff by gender, overall TfW, April 2024**



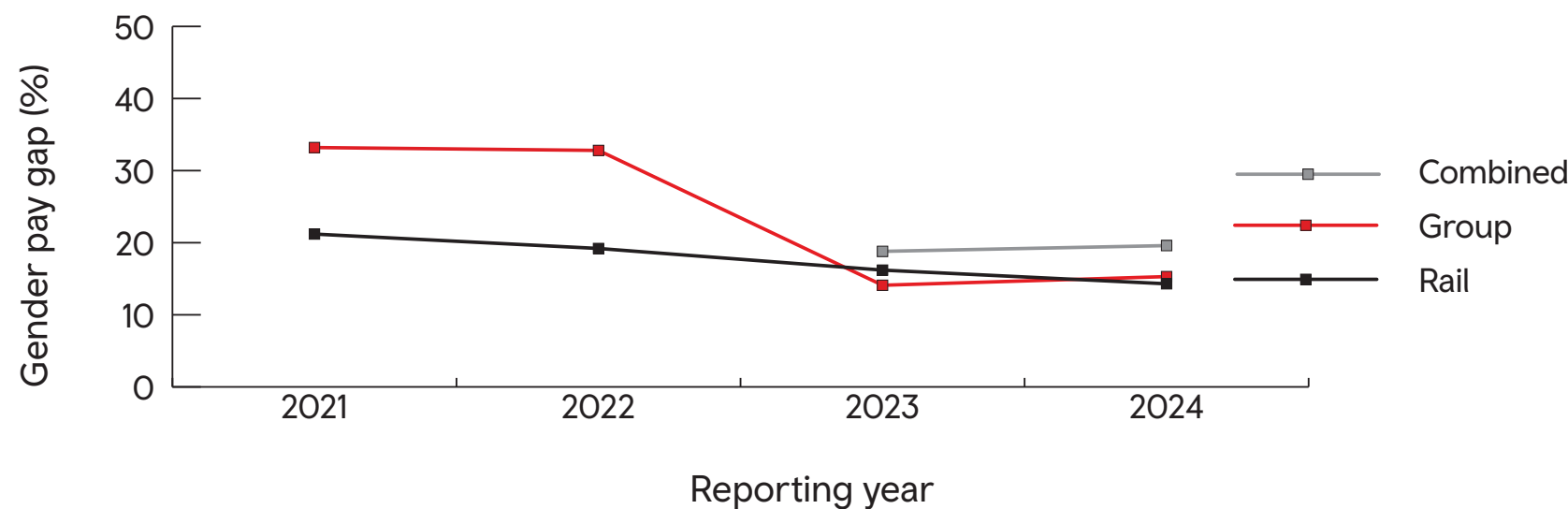


# Gender pay gaps

Compared to April 2023, the April 2024 median gender pay gaps present a mixed picture (see figure 1.2). For TfW Group, there has been a slight widening of the gap by 1.2 percentage points from 14.1% to 15.3%. This is largely due to more male new starters in the higher paid roles and more female new starters in the lower paid roles.

For TfW Rail, the median pay gap has fallen slightly. The median gender pay gap was 14.3% in April 2024. This is a reduction of 2.1 percentage points over the past year.

Figure 1.2: Change in the median gender pay gap





The combined figures for TfW Group and Rail have increased on last year. Compared to TfW Group, TfW Rail has a significantly higher proportion of male employees (78.5% versus 58.8%). This means when the two entities are combined, two things occur. First, there are a larger proportion of women in Group who are in the lower quartiles of the combined figures. Second, more men are in higher pay quartiles due to higher paid roles in Rail such as conductors and drivers (which are historically male-dominated roles). This explains the increase in the combined pay gap.

The mean gender pay gaps have narrowed for both TfW Group and Rail. TfW Rail's mean gender pay gap was 15.0% in April 2024. This has reduced by 0.2 percentage points over the past year. In TfW Group, the mean has decreased from 14.9% to 13.6%.

**Table 1.1: Gender pay gaps, April 2024**

	Mean	Median
<b>TfW</b>	↑ 16.6%	↑ 19.6%
<b>TfW Rail</b>	↓ 15.0%	↓ 14.3%
<b>TfW Group</b>	↓ 13.6%	↑ 15.3%

The arrows show whether the gap has increased or decreased on last year.

## Bonus pay gaps

Bonus pay gaps at TfW are calculated by looking at the commission earned from sales of tickets and catering. The overall bonus pay gaps have narrowed this year. The mean is -2.9%, down from -7.5% in 2023. The median is -8.8%, a change from 10.8% in 2023.

Only a small proportion of colleagues are eligible for this commission. These bonuses are often small sums: the overall average for women was £80.55 and for men was £78.31. This small sample and small bonus size is partly why there are often large changes between the annual figures. Too much importance should not be attached to these variations.

TfW Group's bonus pay figures for April 2024 are based on commission payments made to eligible colleagues in catering. At TfW Group, 6.9% of men and 6.3% of women were paid a bonus. The mean bonus pay gap was 12.1%, down from 21.4% in 2023. The median bonus pay gap was 21.1%, up from 11.4% in 2023.

TfW Rail's bonus pay figures are based on commission payments made to eligible conductors. At TfW Rail, 20.9% of men and 26.3% of women were paid a bonus. The mean bonus pay gap was 9.0%, down from 13.3% in 2023. The median bonus pay gap was 13.3%, down from 15.7% in 2023.

**Table 1.2: Bonus pay gaps, April 2024**

	Mean	Median
<b>TfW</b>	↓ -2.9%	↓ -8.8%
<b>TfW Rail</b>	↓ 9.0%	↓ 13.3%
<b>TfW Group</b>	↓ 12.1%	↑ 21.1%

The arrows show whether the gap has increased or decreased on last year.





## Quartiles

For both TfW Rail and Group, a larger proportion of women are now in the highest and upper middle pay quartile.

In TfW Group, the number of women in the highest and upper middle quartiles has risen by 2.4 and 0.7 percentage points respectively. The proportion of women in the lower quartile has increased by 13.1 percentage points. In the lower middle quartile, the proportion of women has decreased by 3.4 percentage points.

Compared to last year, the proportion of women in TfW Rail's highest and upper middle quartiles has risen by 0.3 and 0.8 percentage points respectively. There was also an increase in the proportion of women in the lower and lower middle quartiles by 0.8 and 0.9 percentage points respectively.

Note: percentages may not total 100 due to rounding.

**Table 1.3: TfW Rail pay by quartiles, April 2024**

	Lowest	Lower middle	Upper middle	Highest
Men	↓ 65.8%	↓ 72.9%	↓ 85.3%	↓ 90.2%
Women	↑ 34.2%	↑ 27.1%	↑ 14.7%	↑ 9.8%

The arrows show whether the proportion has increased or decreased on last year.

**Table 1.4: TfW Group pay by quartiles, April 2024**

	Lowest	Lower middle	Upper middle	Highest
Men	↓ 53.5%	↑ 55.1%	↓ 55.1%	↓ 71.6%
Women	↑ 46.5%	↓ 45.0%	↑ 45.0%	↑ 28.4%

The arrows show whether the proportion has increased or decreased on last year.

# What we've done to improve

## Recruitment

Recruitment is a key area for us to equalise the proportion of colleagues at all salary levels. To encourage women to apply for jobs in the transport sector, we target advertising and recruitment fairs. This will bring down the gender pay gap.

We run a number of recruitment events to inspire and engage women. A key part of our strategy has been using women in diverse careers, particularly those in traditionally male-dominated areas, as the focus of social media campaigns and outreach. Highlighting real life examples of women thriving in roles such as engineering, operations and leadership helps challenge stereotypes.

As part of our commitment to creating a more inclusive recruitment process, we ensure gender balance on interview panels. We use gender neutral, inclusive language and focus on skills, competencies and values rather than experience alone.

This year, we've increased the number of female conductors and women in customer operations. Across our entire intake of graduates, apprentices and interns in the last 12 months, 55% were women.





## Learning and development

We're upskilling women in our organisation to help them gain promotion into leadership positions. Increasing internal promotion is key to getting more women in senior management positions and operational roles that are predominately occupied by men.

To help support and develop our colleagues in their career aspirations, we offer a range of vocational courses and qualifications. In proportion to the number of women in the organisation, more women than men take advantage of learning opportunities. In 2024, this equated to nearly half of all educational courses being taken by women.

Historically, our sector has been very male-dominated. To challenge this, we have partnered with several organisations (including Women in Rail, Women in Transport and Inclusive Employers) to ensure that women can network, support and advocate for each other.

We take part in both the Moving Ahead Women in Rail mentoring scheme and Women in Transport LEAD programme. This programme provides women with the confidence and skills to further their careers in the transport industry.





## Community and stakeholder engagement

To better understand the barriers to recruitment from the communities we serve, we've been meeting with and learning from local groups.

We hosted a series of targeted recruitment community events for women and people from underrepresented ethnic groups to learn about becoming train drivers and engineering roles. We've seen an increase in women applicants and women entering train driving roles.

We have launched an online work experience programme to provide inclusive and accessible career education to young people across Wales.

We partnered with a specialist recruitment organisation to attract armed forces veterans who want to transition into civilian occupations. We took this opportunity to identify female veterans who had suitable transferable skills.

In January 2024, we launched our partnership with Oasis, a charity working with refugees. This is an intersectional initiative that will also aim to attract women with diverse ethnic backgrounds to join our organisation.







## Improving our culture

Ensuring that women feel supported and welcome in the workplace is important. This year, we've been improving our wider culture and well-being support to ensure women can contribute fully to TfW.

We have continued to support our colleagues going through the menopause. We published our updated menopause guidance to help line managers and colleagues support people experiencing menopause symptoms.

We have become a period-positive workplace, partnering with TOTM to provide women across the business with free period products.

We've used national events such as National Apprenticeship Week, International Women's Day and Women in Engineering Days to raise awareness of the achievements of our graduates and apprentices.

We've seen our efforts recognised by external organisations. In November 2023, our first female train driver was awarded the Apprentice of the Year by Skills Academy for Wales.



# Moving forward

In December 2024, we published our Strategic Equality Plan, 2024-28. It sets out how we will become a more inclusive employer. We consulted colleagues from across the business in the implementation of this plan to ensure the plan is relevant to our people. Some issues highlighted to us were around uniform, flexible working and management inconsistencies which have been instrumental in informing our plans for the coming years.

To improve the gender pay gap, we'll:

- Develop a robust monitoring process for the gender pay gap, to better understand our data.
- Invest resource into our colleague support networks, including the gender network.
- Research the use positive action processes in other public sector organisations to reduce the gender pay gap.
- Complete a fair pay audit across the business.
- Transparently communicate salary bandings across rail and group.
- Create bespoke development plans for women identified for succession.
- Launch our Returners Programme, supporting women who have had a career break due to childcare, caring responsibilities or illness.
- Expand our guaranteed interview disability scheme as part of our intersectional approach to attract more women from all backgrounds.







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