



Gender Pay Report 2023

E M R



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At East Midlands Railway one of our core values is "We embrace diversity".

In 2023 we have seen a reduction in the pay gap from 2022, with the mean gender pay gap reducing from 24.1% to 23.1%.

This is, in part, due to the consistent achievement of increasing the number of females we employ at EMR from 30% in 2021 up to 34% in 2023. Over 40% of our managers are females and we maintain a good number of female leaders (34%) for a rail organisation.

We must continue to work to reduce our pay gap. 2023 is our second year of being a Real Living Wage accredited employer which ensures that all employees have a wage which meets their everyday needs. This is hugely important in the current economic climate, where the cost of living is increasing, and we hope this will help to reduce our gender pay gap even further.

The work the business has done to establish Mentoring Schemes to support the development of future talent and our Employee Network Groups becoming more established should not go unnoticed in being contributory factors to closing this gap even further.

I recognise that East Midlands Railway, along with the rail industry as a whole, remains a male dominated environment, however I am proud to be part of a forward-thinking and inclusive business that continues to make positive steps towards recognising and challenging gender stereotypes. I am confident that we can continue to deliver on our diversity & inclusion strategy, ensuring EMR remains one of the top employers in the region.

Kate Holden
HR Director

Gender Pay Report



We feel the interventions we identified and implemented in 2022-2023 are the right ones and have set us on the right path to continue to drive down our Gender Pay Gap, so in 2023-24 we are committed to continue focussing on the following areas as part of our Diversity & Inclusion Strategy.

Attraction and selection:

- Target press communications to encourage women into rail
- Advertising campaigns for roles will be targeted towards females
- Using social media to target female apprentices and female train drivers
- Compulsory diversity & inclusion and unconscious bias training for all managers
- Aim for all interview panels to be mixed gender to reduce unconscious bias
- All shortlists for roles filled by agencies should include at least two female candidates
- Blind screening for all roles
- Work with Young Enterprise to engage females in Science, Technology, Engineering and Math (STEM) roles
- Use female role models during the recruitment process

Developing female talent within EMR:

- Continue to deliver in-house mentoring schemes and participation in the 'Women in Rail' mentoring scheme
- Continue to run in-house management development programme linked to career development and progression within EMR
- Continue to work to achieve KPIs across the business for number of females applying for vacancies
- Continue to measure KPIs across the business for the percentage of females within the business and measuring regretted leavers
- Share case studies and career pathways to promote women in roles traditionally dominated by males within the industry
- Work to develop a family friendly career path for Drivers which retains talent in the business
- Continue to actively support International Women's Day, Women in Engineering Day, and National Inclusion Week

Process improvement:

- Continue to systematically evaluate management roles within the business to determine size of role and salary bandings
- Creating an inclusive environment through training and our Employee Network Groups
- Deliver Diversity & Inclusion training for all staff in a variety of formats
- Continue to focus on our employee networks including parenting, caring, women and ally groups
- Conduct Diversity Impact Assessments on all business projects
- Continue to regularly review family friendly policies such as menopause, hybrid working, adoption leave and fostering, parental leave, time off for dependents, shared parental leave and career-breaks

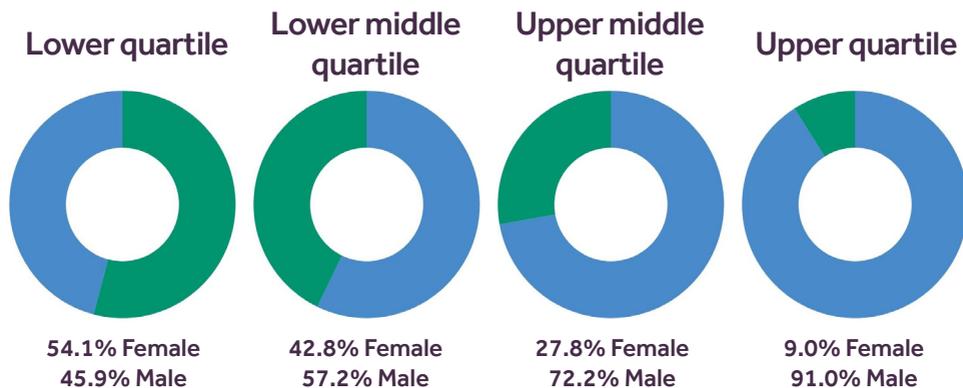
Headlines at a glance

Our headlines confirm our mean and median pay gap based on hourly rates of pay at the snapshot date of 5th April 2023. They also show the proportion of men and women by hourly pay quartile.

Overall difference between men and women		
	Mean	Median
Hourly pay	23.1%	23.7%
Bonus pay	7.8%	0%



Pay quartiles ● Male ● Female



Words from our Managing Director

We make a difference to the lives of millions of people across all walks of life, and for many people provide the only accessible and affordable transport option. What we deliver looks simple on the outside but is the culmination of hard work from many people working in different parts of our industry; we have great people delivering great things.

We can only achieve our business vision of Customers at the heart of our sustainable railway for the East Midlands by having a truly diverse and inclusive workforce across all parts of our business at all levels – from our fleet specialists who make sure our trains are safe and reliable, to our frontline colleagues who provide outstanding customer service, to our colleagues in support functions who ensure our business operates effectively and sustainably.

I was pleased to see that we have closed the gender pay gap this year, it shows that our commitment to the implementation of our Equality, Diversity and Inclusion Strategy is beginning to make a difference. I am encouraged by the fact we continue

to increase female representation across the organisation. In addition to achieving Top Employers accreditation for the eighth consecutive year and achieving Silver accreditation with Inclusive Employers for the second consecutive year with a strong submission currently being considered which we hope will achieve Gold in 2024.

I am committed to moving EMR forward in our ambition to become a truly diverse workforce. We have a robust plan to attract, retain and grow diverse talent, representative of the communities that we serve. I am committed to ensuring that we have the right people in the right roles, with diversity at all levels and in all areas of our business.

I am proud of the progress we have made however, there is still much work ahead of us. I commit to championing this throughout my time at EMR, both within our business, and within the sector as a whole.

Will Rogers
Managing Director

EMR Gender Pay Report 2023

Declaration

We confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) and Regulations 2017.



Will Rogers
Managing Director

The logo for EMR, consisting of the letters E, M, and R in a bold, white, sans-serif font. Each letter is contained within a white rectangular frame that has a slight 3D effect, with the letters appearing to sit on top of the frames.