



# Equality, Diversity and Inclusion Strategy

DECEMBER 2023



EAST MIDLANDS RAILWAY



## John Sturgeon, Finance Director and Executive Diversity and Inclusion Champion

## Foreword from John Sturgeon

We know that a diverse and inclusive workforce is important for the wellbeing of our colleagues and the continued success of EMR - which is why we're proud to have a diverse team of people which reflects the communities we serve.

Our industry is about connecting people, understanding their differences and needs, and ensuring that when they travel with us that they feel safe and supported.

We have made some excellent progress since we launched the original Diversity & Inclusion (D&I) Strategy in 2019.

We are leading the industry in our approach to Diversity and Inclusion by challenging and embedding D&I, and continually raising the profile of Health, Safety and Wellbeing best practice across EMR. Since 2019 we have:

- Achieved Silver accreditation in our Inclusive Employers Standard and are closing in on gold
- Used targeted recruitment campaigns to attract under represented groups
- Established Employee Network Groups and our governance framework across EMR
- Leading Industry groups on D&I thinking, working with partnerships and charities across the UK
- Embracing apprenticeships to support social mobility and develop a sustainable approach to developing the workforce of the future

In addition to the above, we want to work with and support our suppliers to ensure our supply chain is inclusive, diverse, and sustainable. We work with industry partners to share best practice, create a welcoming and open culture in rail, and we strive to give back through working with both local and national charities. Our employee networks bring this to life by providing real-life experiences and context that help us to understand the demands of working in the rail industry and collaborating to develop solutions to better support our people.

You can do your bit by making sure your individual diversity data is kept up to date. We are a data driven organisation and understanding the demographic of our workforce is essential in informing future strategy. The Diversity Details Form can be found [here](#).

At EMR we want to provide a work environment where people feel safe and supported, whilst making sure we listen to our people to develop solutions that are fit for purpose and tailored to their needs. As the Executive Sponsor for our D&I strategy, I am committed to driving this forward and delivering against our objectives to ensure EMR achieves our ambition of becoming a gold accredited Inclusive Employer. By doing so, this will continue to be a great place to work.

# Diversity includes everyone

We are all different and it is our differences that make us unique and our business stronger as a direct result.

Our differences mean we can see things differently and think differently. If everyone thought the same way there would be no new ideas, no change, no improvement. If we're not prepared to welcome diversity and if we don't foster an inclusive environment where we can embrace our differences and embrace our diversity, then the ideas never get shared, we never change and we never improve.

We understand that every bit of uniqueness could lead to someone feeling excluded. For one person it might be the un-ease of walking into a meeting where no-one else looks like them. For someone else it might be feeling uncomfortable about having to leave work early to pick up their children or visit a relative they are caring for. For others it may be that they have not been asked for their opinion or they've been talked over in a meeting.

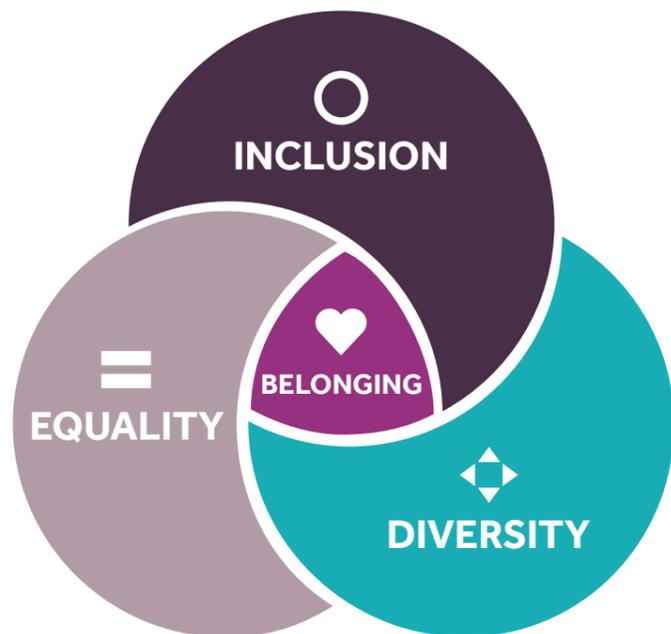
All of these things can cause frustration, annoyance and the feeling of exclusion. If we can help people to feel more involved, we can achieve more; team performance improves by 50% when everyone feels included.

Diversity and Inclusion is not just about gender, ethnicity, sexual orientation, background, disability, culture, age or mental health, it is about you, me and all of us. We are all humans, we're all unique and we should all have the chance to feel valued and respected for who we are and for our differences to be embraced as strengths.

Our strategy is built around three principles of **Equality, Diversity and Inclusion**. All three areas need our attention so we have identified unique KPIs for each area.

Addressing just one or two of these areas won't be enough, and can create other issues.

Achieving our targets will create **belonging** which ignites creativity, problem solving and innovation.



- **INCLUSION**  
We create an environment where all employees feel able to bring their authentic selves to work everyday
- ◆ **DIVERSITY**  
We will become representative of the communities we serve

≡ **EQUALITY**  
We provide opportunities for everyone to succeed

♥ **BELONGING**  
We engage everyone, people thrive, differences, values and beliefs are integrated

# Our Diversity Data - 2023



## HEADCOUNT

 **2533**



73% of colleagues have provided information on their sexuality



73% of colleagues have provided information on disability



## AVERAGE AGE OF EMR EMPLOYEES



## MALE/FEMALE SPLIT



## ETHNICITY SPLIT



**8.5%** of staff are from a BAME background

**98%** of colleagues have provided information on their ethnicity

### EXEC



### MANAGERS

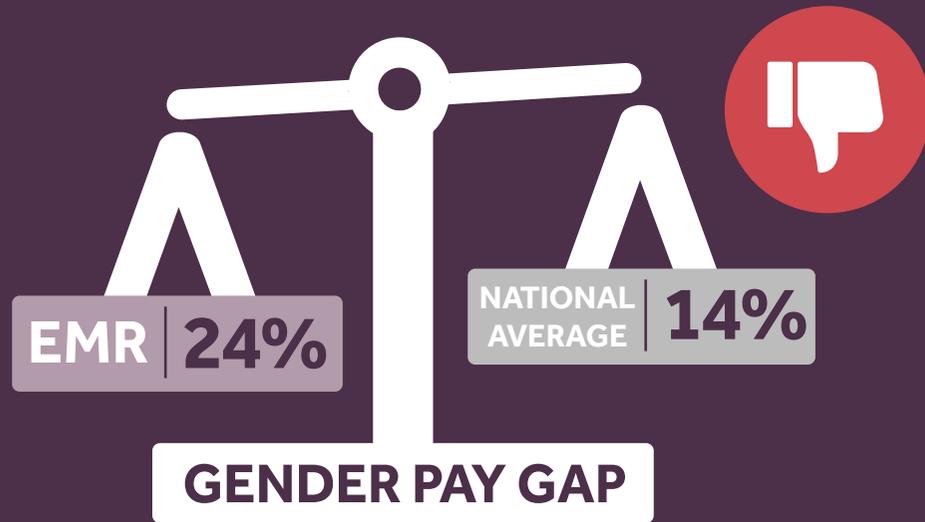


### NEGOTIATED

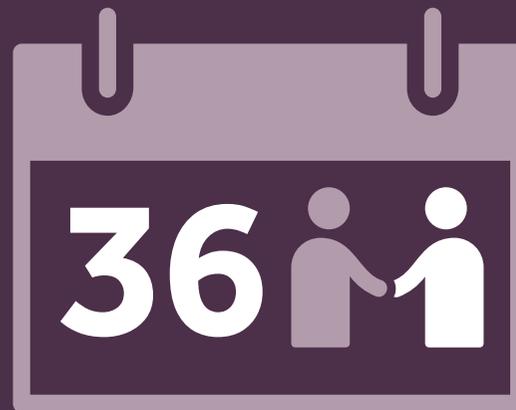


# Pay Gaps

EMR



AVERAGE AGE  
OF RECRUIT  
IN LAST  
12 MONTHS



% of female new starters in  
last 12 months

**43%**

% of new starters from a  
minority ethnic background  
in last 12 months

**20%**

# Inclusion Data



OUR INCLUSION SURVEY  
**YOUR VOICE**  
SCORE TREND

**2020**  
ENGAGEMENT **74%**  
RESPONSE RATE **69%**

**2021**  
ENGAGEMENT **67%**  
RESPONSE RATE **55%**

**2022**  
ENGAGEMENT **69%**  
RESPONSE RATE **61%**

## INCLUSION INDEX SCORE

\*The Inclusion Index is calculated based on responses to the following questions

**74%**  
ENGAGEMENT INDEX FROM YOUR VOICE SURVEY NOVEMBER 2022

"Within my team we treat each other with respect"  
"I can be my true self at work"  
"I feel able to raise safety concerns to improve the way we work"

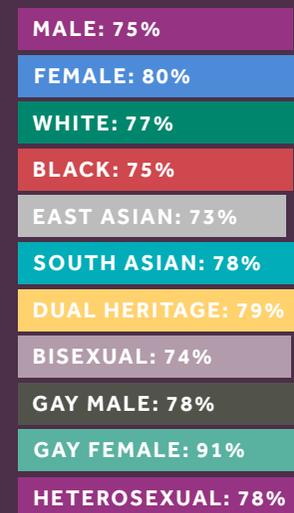
## EXIT INTERVIEW INCLUSION INDEX SCORE

The Exit Interview Inclusion Index is based on responses to the following questions in EMR's Exit Interview:-

**50%**  
INCLUSION INDEX FROM ENGAGEMENT SURVEY OCTOBER 2023

"My line manager lived the EMR values"  
"I felt able to be my authentic self in the workplace"  
"There was no evidence of discrimination"  
"Leaders in the business lived the EMR values"  
"I was listened to and my views heard"  
"EMR has an inclusive environment and any issues of bullying and harassment were addressed properly"

## YOUR VOICE INCLUSION INDEX BY DEMOGRAPHIC



**15%**  
COLLEAGUES IN AN EMPLOYEE NETWORK GROUP

## ACCREDITATIONS THAT AID CULTURE & INCLUSION

- Inclusive Employes Silver Standard, 2021 & 2022
- Top Employers 91% score, 8 years accredited
- Real Living Wage Employer 2022
- Disability Confident Committed, 2022

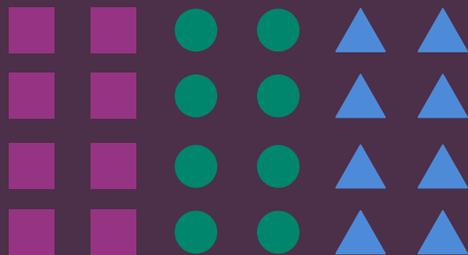
# Where do we want to be?

## EQUALITY

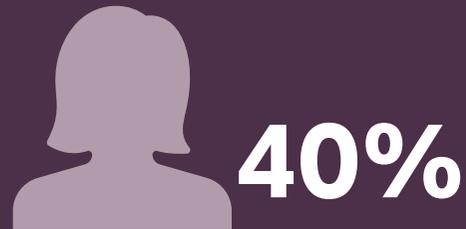
WORK TO CONSISTENTLY  
CLOSE THE GENDER PAY GAP



WORK TO CONSISTENTLY  
CLOSE THE ETHNICITY PAY GAP



## DIVERSITY



FEMALES IN EXECUTIVE  
ROLES BY 2027

(Government target for  
FTSE companies)



Work towards achieving a Gender  
Balance of 50/50 in Management  
roles and all key roles with the  
exception of Fleet & Drivers



Be reflective of the  
communities  
we serve  
across the  
East Midlands

12% of our  
executives

should be  
Black, Asian or  
Minority Ethnic  
background by  
2027



15% of all  
staff

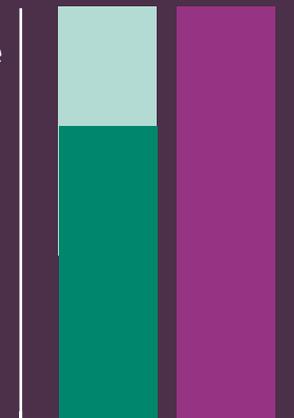
should be Black,  
Asian or Minority  
Ethnic background  
by 2027

## INCLUSIVITY

Aim for annual improvements  
of our Inclusion Index based  
on Exit Interviews and Your  
Voice feedback



Eliminate  
any gaps  
in Your  
Voice  
Scores  
between  
minority  
groups



# How will we continue to drive change?

We recognise that progressing our diverse, inclusive and equitable workplace is a journey and that inclusive workplaces require continuous discussions, leadership and engagement, with all levels of the business. We have adopted Inclusive Employers' 6 pillar model of diversity and inclusion, to further develop our D&I plan and strategy.

1



## Engage

We will engage our colleagues at all levels to ensure they have a good understanding of our vision for diversity and inclusion and an awareness of the diverse needs of our colleagues and customers.

4



## Embed

We will build shared responsibility and accountability for achieving improvements by explicitly embedding inclusion and diversity into everything we do. This includes embedding inclusion and diversity into our company strategy and any processes and policies to improve our ability to attract and retain the best talent. We will seek to embed inclusion and diversity to build a positive reputation internally and externally and to provide the best services for success.

2



## Equip

We will equip all colleagues, managers and leaders through policies and training to build equality, diversity and inclusion into the work we do and our ways of working. We will use this to help the organisation deliver more effective and inclusive policies, processes and services.

5



## Evaluate

We will evaluate our inclusion and diversity progress ensuring we set relevant and achievable interventions/targets in line with UK benchmarks and KPIs.

3



## Empower

We will empower our people and Trade Union representatives through involvement in our networks, team discussions and our social channels. We will demonstrate how we value the contributions of everyone, including our people from under-represented groups and by ensuring inclusion and diversity makes a positive difference. We will empower colleagues by providing support and encouragement to develop their careers and increase their contributions to the organisation through the enhancement of their skills and abilities.

6



## Evolve

We will evolve by continuously learning and drawing on best practice from our partnerships to devise innovative and creative interventions, sharing our findings where appropriate.

# Our Equality, Diversity and Inclusion action plan

Our activity is mapped against the 6 pillars of Diversity & Inclusion

EMR continues to create, develop and sustain Inclusive workplace cultures, where our people work in an environment that values, appreciates and welcomes everyone of all backgrounds. We do not seek to ignore the differences, but create workplaces where everyone can thrive, succeed, develop and contribute as their authentic selves.

## Engage

1

- **Cascade D&I Strategy**  
We will cascade our D&I strategy through our Trade Union Representatives, sharing the strategy with Functional Councils and Company Council and via our Employee Networks.
- **Promote our D&I Strategy**  
Our Strategy will be promoted on our @WeareEMR social channels (Twitter, Facebook & Instagram) and be available on our We Embrace Diversity Share Point page.
- **Data collection**  
We will collect diversity data from prospective and current colleagues to help continue to measure and evaluate D&I actions. Our metrics will follow the entire employee lifecycle and will continue to encourage high levels of demographic disclosure.
- **Celebrate our Diversity**  
We will celebrate our Diversity with a diary of events through our EMR comms channels, work with industry partners and take a holistic approach to D&I where it is linked to H&S, wellbeing, performance and team dynamics. Calendar dates of celebration include International Women's Day, Black History month, Autism awareness week, LGBT History month, Pride and National Inclusion Week. We will use these events to work with networks, link to our communities, reach out to charities and engage our workforce in creating inclusive workplaces.

## Equip

2

- **Policy Sub Working Group**  
We will continue to work with our elected union reps to ensure equality, diversity and inclusion principles are embedded in our policies.
- **Diversity & Inclusion Training**  
New starter inductions includes D&I. Online, booklet and webinar training provide options for learners with different learning approaches. Regular industry webinars, podcasts, online sessions will be linked with continued Sharepoint development.
- **Recruitment**
- **Blind Screen Candidates**  
Will continue as our approach along with industry testing methods that have shown to reduce bias in their results.
- **Reasonable Adjustments**  
As a Disability confident employer, we offer a range of adjustments throughout the recruitment process to ensure candidates have the fullest opportunity to succeed.
- **Recruitment & Selection Training**  
Is mandatory for Hiring Managers to attend before they recruit and will include unconscious bias training.
- **Interview Panels**  
We will ensure that interview and assessment panels are gender balanced and where possible have a representative from an ethnic minority.

## Empower

3

- **Inclusive Meetings**  
We support meeting techniques to assist hybrid and home working to ensure everyone has a voice around the table.
- **Career Paths**  
We will develop Career Paths to help our people to develop their careers and / or maintain job satisfaction, we will develop clear career pathways across EMR.
- **Employee Networks**  
Our 6 networks, Able, Balance, Family, LGBTQ, Race, Women and Inclusioners, help drive bottom up activity to celebrate our Diversity and champion Inclusion across EMR.
- **Sector Based Work Academy Programs & Work Experience**  
These programmes will offer opportunities for under-represented groups who might not normally consider rail to experience working in the railway.
- **Employability**  
Working with Young Enterprise, we will continue to engage with local schools, focusing on engaging young people around careers in rail.

## Embed

4

- **Leader Sponsors for D&I**  
Leaders will work directly with employee networks, unions and colleagues to remove roadblocks and support D&I initiatives in the business. There will be one lead sponsor (Director Level) and a range of directors each linked to an employee network.
- **Location Action Plans**  
Which recognise that ethnic diversity is geographically unique. The reports will set out benchmarks based on the uniqueness of the local demographic. Helping us become representative of the communities we serve.
- **Reduce our Gender & Ethnicity Pay Gaps** – We will build Action Plans to address pay inequalities across the organisation. We will use Hay job evaluation to ensure management salaries are paid according to the size of the job, challenge recruitment bias where it is seen and advertise jobs with partners and across our network.
- **Key Role Action Plans**  
We will continue to review colleague demographics for our key roles, such as Drivers, Train Managers, Senior Conductors and Customer Hosts and write action plans to ensure we tailor our recruitment plans accordingly.
- **Team Dynamics**  
We will use the team dynamics tool and training to help individuals appreciate different working styles and approaches, supporting teams to work together more effectively.

## Evaluate

5

- **Data**  
Data will be collected throughout the employee lifecycle. Our progress will be tracked closely against our KPIs to help us understand the impact of any interventions we have rather made.
- **Publish and Report**  
We commit to publish and report on progress with our Strategic KPIs and review our action plans annually with our Unions, Employee Network Groups and other internal and external stakeholders.
- **Industry Tracking and Partnership**  
We will continue to work with the Rail Delivery Group and Department for Transport, and industry partners, on ensuring we lead, support and develop strategies and plans around inclusive workplaces, We will help define relevant industry metrics and align our internal strategy.
- **Customer satisfaction and Brand**  
We will ensure customer satisfaction is measured against demographics to ensure safe and easy journeys are available for all. In addition we will ensure Brand feedback is aligned to D&I strategy using metrics available.

## Evolve

6

- **Diversity & Inclusion Accreditation**  
Already Silver Accredited in 2021 & 2022, we will be working towards the Gold Inclusive Employers Standard by 2023 (3 years ahead of our original plan). The Inclusive Employers Standard helps us measure and further improve the progress we are making towards becoming a more inclusive employer. It helps us assess and acknowledge where we are in our inclusion journey.
- **Maintain our Top Employer accreditation**  
Recognised as a leading employer that provides excellent employee conditions, nurtures and develops talent throughout all levels of the organisation, continuously striving to build a positive employee experience.
- **Partner Organisations**  
We will work with our partner organisations to ensure we are constantly scanning the horizon for new and innovative ways to ensure we evolve our work in Diversity and Inclusion.
- **Disability Confident**  
We are committed to ensuring disabled candidates and employees are supported and adjustments provided.



© 2023 Transport UK Group

Please consider the environment before printing this document. All of our stock papers are 100% recycled. We try not to laminate where possible and keep the use of synthetic, hard to recycle materials to a minimum.

**E M R**