



Gender and Ethnicity Pay Report 2024

E M R



STOP IT! - SEE IT, REPORT IT!

- Report any suspicious activity
- Report any suspicious behaviour
- Report any suspicious items
- Report any suspicious vehicles
- Report any suspicious people
- Report any suspicious places
- Report any suspicious times
- Report any suspicious events
- Report any suspicious circumstances

EMR

9.9 FASTENINGS

Contents

| | |
|-------------------------------------|-----------|
| Welcome from our HR Director | 4 |
| Gender pay report | 5 |
| Gender pay headlines at a glance | 7 |
| Ethnicity pay report | 8 |
| Ethnicity pay headlines at a glance | 10 |
| Words from our Managing Director | 11 |



Welcome from our HR Director

This year, I'm pleased to share East Midlands Railway's (EMR) 2024 Gender and Ethnicity Pay Gap report. This report reflects our commitment to transparency, equity and inclusion, and highlights the progress we are making – as well as the areas where we need to improve.

One of our core values at EMR is “we embrace diversity,” and this includes everyone. While UK organisations are not legally required to monitor and publish their ethnicity pay gap at present, we believe that it is important to use the data to drive change, better understand where disparities may exist and take meaningful action to bridge these gaps.

I'm delighted to share that in 2024 we have seen a further reduction in the gender pay gap, with the mean gender pay gap reducing from 23.1% to 21.8%. This is, in part, due to the consistent achievement of increasing the number of females we employ at EMR from 34% in 2023 up to 34.6% in 2024. 44% of our managers are females and we maintain a good number of female leaders (37%) for a rail organisation.

Our 2024 ethnicity pay gap is 8.01%; this is the first time we're reporting on our Ethnicity Pay Gap, as part of our ED&I Strategy. 10.2% of our workforce identify as being from a minority ethnic background (up 1.5% from last year), something we have been

working hard to improve, as we strive to be representative of the communities we serve.

We must continue to work to reduce our pay gaps. 2024 is our third year of EMR 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.

Whilst we recognise that EMR and the wider rail industry remains a predominantly white and male dominated environment, I am proud to be part of a forward-thinking and inclusive business that continues to make positive steps towards recognising and challenging stereotypes. We are dedicated to fostering a culture where every individual feels valued and has equal opportunities to thrive - and will continue to monitor pay gaps and work on advancing equality through our Equality, Diversity & Inclusion (ED&I) Strategy and Action Plan.

Kate Holden
HR Director

Gender pay report



We believe the interventions we identified and implemented in 2023/24 are the right ones and have set us on the right path to continue to drive down our Gender Pay Gap. Therefore in 2024/25, we are committed to continue focussing on the following areas as part of our ED&I 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 Maths (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 our 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 and enrolling on apprenticeships
- 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

Gender pay report cont.

Process improvements

- 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, carer's leave and career-breaks

Initiatives to help create an environment of belonging for Females in EMR

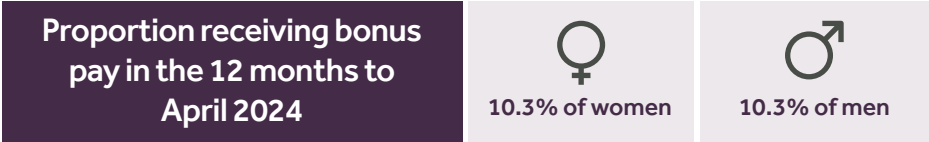
- Active Female Employee network group
- Period Dignity campaign
- Menopause Awareness and Cafes



Headlines at a glance

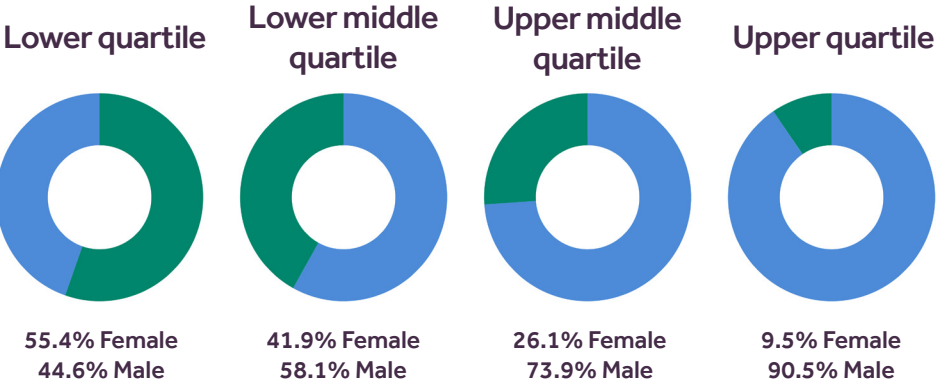
Our headlines confirm our mean and median pay gap based on hourly rates of pay at the snapshot date of 5 April 2024. They also show the proportion of men and women by hourly pay quartile.

| Overall difference between men and women | | |
|--|-------|--------|
| | Mean | Median |
| Hourly pay | 21.8% | 22.6% |
| Bonus pay | 7.5% | 0% |



Pay quartiles

● Female ● Male



Ethnicity pay report



We have made great strides over the last few years attracting more people from minority ethnic backgrounds to apply for roles with EMR – with year on year increases taking us from 21.5% in 2020 to 42% in 2024. To continue to improve in this area, we are actively challenging the industry to address bias with psychometric testing.

In 2024/25 we are committed to focus on the following areas as part of our ED&I Strategy.

Attracting and selecting ethnically diverse talent

- Target press communications to encourage people from ethnic minorities into rail
- Advertising campaigns for roles will be targeted towards people from an ethnic background
- Using social media to target our apprentice opportunities and train driver vacancies towards people from an ethnic minority
- Compulsory diversity & inclusion and unconscious bias training for all managers
- Blind screening for all roles
- Use people from an ethnic minority as role models during the recruitment process

Developing ethnically diverse talent within EMR

- Continue to deliver in-house mentoring schemes
- Continue to run our in-house management development programme linked to career development and progression within EMR
- Continue to work to achieve KPIs across the business for the number of people from minority ethnic backgrounds applying for vacancies and enrolling on apprenticeships
- Continue to measure KPIs across the business for the percentage of people from minority ethnic backgrounds within the business and measuring regretted leavers
- Continue to grow our RACE Employee Network Group to ensure that the voices of our colleagues from a minority ethnic background are heard
- Actively support Black History Month, South Asian History Month, and National Inclusion Week

Ethnicity pay report cont.

Process improvements

- 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
- Conduct Diversity Impact Assessments on all business projects

Initiatives to help create an environment of belonging for people from ethnicity backgrounds in EMR

- Active RACE employee network group
- Anti Hate Crime Awareness Campaign across our main Stations
- Campaigns celebrating the diverse nations EMR represents to raise awareness of our Diversity
- Frontline to Manager Development Course to be developed



Headlines at a glance

Our headlines confirm our mean and median pay gap based on hourly rates of pay at the snapshot date of 5 April 2024.

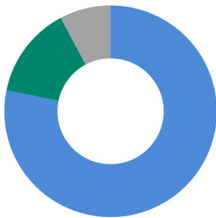
| Minority Ethnicity overall pay gap | | |
|------------------------------------|-------|--------|
| | Mean | Median |
| Hourly pay | 8.01% | 7.28% |
| Bonus pay | 8.78% | 0% |

| | | |
|---|-------------------------------------|----------------------------------|
| Proportion receiving bonus pay in the 12 months to April 2024 | 7.75% of minority ethnicity | 10.84% of non-minority ethnicity |
| | 9.09% of minority ethnicity unknown | |

Pay quartiles

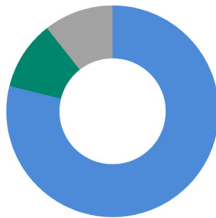
● Minority ethnicity
 ● Non-minority ethnicity
 ● Minority ethnicity unknown

Lower quartile



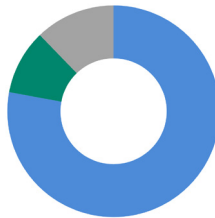
14.0% Minority ethnicity
78.2% Non-minority
7.8% unknown

Lower middle quartile



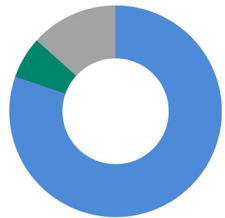
10.6% Minority ethnicity
78.9% Non-minority
10.6% unknown

Upper middle quartile



9.9% Minority ethnicity
77.9% Non-minority
12.2% unknown

Upper quartile



6.4% Minority ethnicity
80.3% Non-minority
6.4% unknown



Words from our Managing Director

At EMR we make a difference to the lives of millions of people, and for many, provide the only accessible and affordable transport option within their community. What we deliver looks simple on the outside, but is the culmination of hard work from many people working across different parts of our industry.

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 functions and 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 continued to make progress in closing the gender pay gap this year, showing our commitment to the implementation of our Equality, Diversity and Inclusion Strategy is beginning to make a real difference. It is also encouraging that we continue to increase female representation across the organisation.

This year, EMR made the decision to be among the first UK Train Operating Companies to begin reporting on our Ethnicity Pay Gap – reflecting our commitment to transparency, equity and inclusion.

I'm proud that we have been awarded Top Employers accreditation for the ninth consecutive year, whilst also being named as the first Train Operator globally, to receive gold accreditation with Inclusive Employers – two years ahead of plan. This achievement is testament to our Employee Network Groups, who are now established across our business and continue to grow in numbers, allowing the voices of our minority groups in EMR to be heard.

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

As we move forward, there is still much work ahead of us. Our dedication to progress in this area is unwavering, and I look forward to sharing our journey as we continue to strive for equality, both within our business and across the industry.

Will Rogers
Managing Director

EMR Gender and Ethnicity Pay Report 2024

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 letter appearing to sit on top of the frame.