



Gender and Ethnicity Pay Report 2025

E M R



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Welcome from our HR Director

I am pleased to share East Midlands Railway's (EMR) 2025 Gender and Ethnicity Pay Gap Report. Transparency, equity and inclusion really matter to us, and I'm proud of the progress we're making. At the same time, we recognise there's still more we can do, and we remain fully committed to learning, improving and holding ourselves accountable.

At EMR, one of our core values is We Embrace Diversity. While UK organisations aren't currently required to publish an ethnicity pay gap, we believe it's important that we do. By understanding where inequalities still exist, we can take meaningful, evidence-based action to create a fairer and more inclusive workplace for everyone.

Gender Pay Gap

In 2025, our mean gender pay gap increased marginally from 21.8% to 21.9%. Our Median Gender Pay gap fell from 22.6% to 20.5%. The shift reflects our workforce distribution, particularly the significant impact of higher pay in Driver roles, where women remain underrepresented. Despite this, we have continued to strengthen female representation at managerial levels (from 44% to 45.7%) and in leadership roles (from 37% to 40%).

We remain committed to increasing access to progression pathways, reviewing our recruitment practices, and creating the conditions for more women to progress into higher-paid operational roles—including Drivers.

Ethnicity Pay Gap

This is the second year we are reporting on our Ethnicity Pay Gap.

Our analysis shows a mean gap of 3.07% (down from 8.01% in 2024) and a median gap of 1.9% (down from 7.28% in 2024). The difference highlights that the overall average is influenced by a small number of senior, higher-paid roles, while the very small median figure suggests colleagues from different ethnic backgrounds are paid similarly around the midpoint of the organisation.

Representation continues to improve, with 11.5% of colleagues identifying as from a minority ethnic background, up from 10.2% in 2024. Increasing diversity at senior levels remains a key priority, as does ensuring that everyone has fair access to development and progression opportunities.

Our Commitment

Reducing our pay gaps is a long-term commitment. This year marks the fourth year of our accreditation as a Real Living Wage employer, ensuring fair pay for all colleagues. We are also strengthening development opportunities through enhanced leadership mentoring programmes and the continued growth of our Employee Network Groups.

The rail industry has traditionally been a predominantly white and male environment. I am proud to be part of a progressive organisation that is actively challenging stereotypes and creating a culture where every colleague feels valued, respected and able to thrive.

We will continue to monitor our data, take action through our Equality, Diversity & Inclusion Strategy and Action Plan, and work towards sustainable change.

Kate Holden

HR Director, East Midlands Railway

Our focus on closing the Gender Pay Gap

The actions implemented in 2024/25 have laid strong foundations for sustainable and long-term progress. In 2025/26, we will continue to accelerate this work as part of our Equality, Diversity & Inclusion Strategy, with targeted activity focused on attraction, development, retention and culture.

Attraction and selection

We are strengthening our recruitment processes to increase the number of women applying for, being shortlisted for, and securing roles across EMR - including in higher-paid operational positions.

- Targeted social media advertising to women, supported by campaign analytics to reach female apprentices and prospective Train Drivers.
- Mandatory Diversity, Inclusion and Unconscious Bias training for all hiring managers.
- Mixed-gender interview panels wherever possible to reduce bias in selection decisions.
- Blind screening of all applications and agency-led shortlists that include at least two female candidates.
- Increased engagement with partners such as Young Enterprise to inspire women into STEM careers.
- Female role models embedded throughout the recruitment process to support visibility and confidence.

Developing female talent

We are committed to creating clear pathways for progression and supporting women to build successful careers with us.

- Expand our in-house leadership mentoring and coaching offer alongside our participation in the Women in Rail mentoring scheme.
- Continue to deliver our Emerging Leaders Programme, focused on progression and career development.
- Promote the Women in Leadership Level 5 Apprenticeship and work with CIRO to offer a new Women in Leadership Apprenticeship pathway.
- Track KPIs on female applications, apprenticeship enrolment, internal progression and regretted leavers.
- Publish case studies and career pathways showcasing women in traditionally male-dominated roles.
- Work alongside Balance, EMR's Women's Employee Network, to promote career pathways for women.
- Explore and develop family-friendly career pathways for Train Drivers to support retention and progression.
- Elevate visibility through moments that matter, including International Women's Day, Women in Engineering Day and National Inclusion Week.

Gender pay report cont.

Policy and process improvement

We will strengthen our systems and policies to ensure fair and equitable practice across the employee lifecycle.

- Ongoing evaluation of management roles and salary banding to ensure equity and transparency.
- Deliver Diversity & Inclusion learning in multiple formats to reach all colleagues.
- Conduct Diversity Impact Assessments for business projects and decisions.
- Regularly review our family-friendly policies, including menopause, hybrid working, parental leave options, career breaks and time off for dependants.

Creating a sense of belonging

We want women at EMR to feel supported, respected and heard.

- Active Women's Network Group and ally community.
- Period Dignity initiative to improve access to essential products at work.
- Menopause support including education, guidance and Menopause Cafés.

Our commitment

These initiatives reflect our long-term ambition: to build a workplace where women can join, stay, and progress into senior and higher-paid roles—including Train Drivers. Closing the gender pay gap requires collective action and accountability, and we remain fully committed to making meaningful progress.



Headlines at a glance

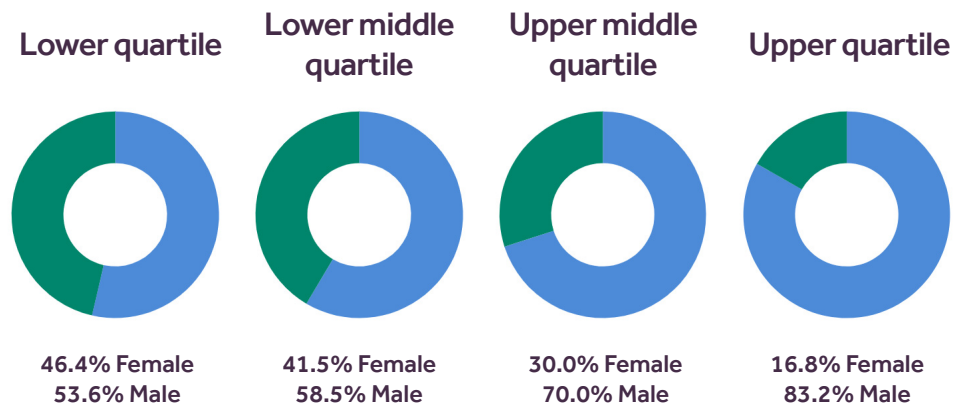
Our headlines confirm our mean and median pay gap based on hourly rates of pay at the snapshot date of 5 April 2025. They also show the proportion of men and women by hourly pay quartile.

Overall difference between men and women		
	Mean	Median
Hourly pay	21.9%	20.5%
Bonus pay	-10.7%	0%

Proportion receiving bonus pay in the 12 months to April 2025	♀	♂
	28.2% of women	22.5% of men

Pay quartiles

● Female ● Male



Our focus on closing the Ethnicity Pay Gap

We are proud of the progress we have made in attracting more ethnically diverse applicants to EMR, with year-on-year increases in candidates from a minority ethnic background rising from **21.5% in 2020 to 48% in 2025**. This reflects the impact of targeted activity and our ongoing commitment to be representative of the communities we serve.

To build on this progress, we recognise the need to focus on equity of opportunity, progression and representation in senior and higher-paid roles—key drivers of the mean Ethnicity Pay Gap. In 2025/26, we will continue to advance this work as part of our Diversity & Inclusion Strategy, with a specific focus on attraction, development, progression and culture.

Attracting and selecting ethnically diverse talent

- We will strengthen our recruitment reach and remove barriers in the selection process to support increased representation across the organisation.
- Inclusive outreach and advertising campaigns promoting career opportunities to ethnically diverse communities.
- Targeted social media campaigns for apprenticeship and Train Driver roles.
- Mandatory Diversity & Inclusion and Unconscious Bias training for hiring managers.
- Blind screening for all recruitment processes.
- Representation of ethnically diverse role models within candidate attraction.
- Challenging bias in industry-wide psychometric testing to support fair assessment.

Developing and progressing talent

- We will equip colleagues from ethnically diverse backgrounds with access to development, sponsorship and progression opportunities.
- Expand in-house mentoring and leadership development programmes.
- Track KPIs for applicant diversity, apprenticeship enrolment, internal progression and regretted leavers.
- Grow our RACE Employee Network Group to amplify colleague voice and insight.
- Increase visibility of diverse talent through case studies, career journeys and leadership profiles.
- Support key cultural moments including Black History Month, South Asian Heritage Month and National Inclusion Week to deepen understanding and allyship.

Policy and process improvement

- To support fairness and equity, we will continue to review systems, policies and decision-making frameworks.
- Ongoing evaluation of management roles and pay banding to ensure consistency and transparency.
- Diversity Impact Assessments for business projects and strategic decisions.

Ethnicity pay report cont.

- Delivery of diversity, equity, and inclusion learning through a range of accessible formats.
- Strengthening the capability of employee networks to influence change.
- Regular review of family-friendly and inclusive policies.

Creating a sense of belonging

We are committed to nurturing an environment where colleagues from ethnically diverse backgrounds feel safe, respected and supported.

- Active RACE Network Group and ally community.
- Anti Hate Crime awareness campaigns across EMR stations.
- Campaigns celebrating the diverse communities represented across EMR.

Our commitment

We know that increasing representation in senior and higher-paid roles is essential to meaningfully reduce the Ethnicity Pay Gap. Through focused action, accountability and partnership with our colleagues, we are confident that we can continue to make sustained progress.



Headlines at a glance

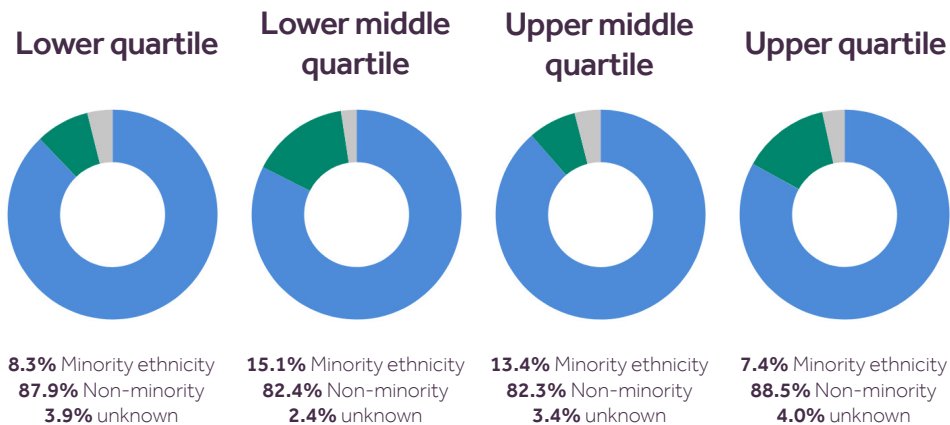
Our headlines confirm our mean and median pay gap based on hourly rates of pay at the snapshot date of 5 April 2025.

Minority Ethnicity overall pay gap		
	Mean	Median
Hourly pay	3.07%	1.90%
Bonus pay	59.37%	0%

Proportion receiving bonus pay in the 12 months to April 2025	15.10% of minority ethnicity	25.71% of non-minority ethnicity
	24.73% of minority ethnicity unknown	

Pay quartiles

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



Words from our Managing Director



At East Midlands Railway (EMR) we make a meaningful difference to the everyday lives of millions of people by providing reliable, accessible and affordable transport across our region. Delivering this takes dedication from colleagues working across every part of our business — from engineering and operations to customer-facing and support roles.

We know that we can only achieve our vision of placing customers at the heart of a sustainable railway for the East Midlands if we have a workforce that reflects the communities we serve. A diversity of backgrounds, perspectives and experiences helps us make better decisions, innovate more effectively and deliver stronger outcomes for our customers.

This year, our Gender Pay Gap has stayed broadly the same. Whilst I'm disappointed to not see a reduction on last year, it reinforces the importance of our continued focus on increasing female representation - particularly in our highest-paid roles within Operations and Engineering. We remain fully committed to accelerating progress and removing barriers to entry, progression and retention.

I am encouraged by the progress we are making with our Ethnicity Pay Gap. We will continue to work on improving ethnic diversity across our organisation, and I am proud of our ongoing commitment to transparently reporting our Ethnicity Pay Gap. Publishing this data is a vital step in understanding where disparities exist and taking meaningful action.

We are strengthening accountability and governance across this agenda. Our Equality, Diversity & Inclusion (EDI) Strategy is overseen by our EDI Governance Board, which includes senior leaders from across the business and is supported by executive sponsors aligned to each of our employee networks. This structure

ensures that progress is monitored closely and that we remain accountable for delivering meaningful improvements.

To support progress, we are committed to measurable goals, including increasing female representation in leadership roles and continuing to grow the proportion of colleagues from ethnically diverse backgrounds — with a target to achieve 15% representation of minority ethnic colleagues and 50% female representation in leadership by 2027. These targets reflect our long-term ambitions and our determination to drive sustainable and transparent change.

Our recent external accreditations reflect this commitment. We are proud to have been named a Top Employer for the tenth consecutive year, and to have retained Gold status with Inclusive Employers. These achievements are testament to the passion and hard work of our employee networks and colleagues who champion equity and inclusion every day.

As we move forward, I want to encourage colleagues across EMR to actively take part in this journey — whether that's joining one of our employee networks, participating in mentoring programmes, or engaging in inclusion learning and events. Every voice and every action contributes to creating an environment where everyone feels seen, heard and valued.

We know there is more to do, and we're committed to moving forward with pace and purpose. I'm confident that together, we can continue to drive greater fairness, transparency and equality — both within EMR and across the wider rail industry.

Will Rogers
Managing Director, East Midlands Railway

EMR Gender and Ethnicity Pay Report 2025

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 is slightly offset from the letter itself, creating a layered effect.