Gender Pay Gap Report 2017
Introduction

Our industry is one of great importance to the British public and has been for many years. We are currently seeing the industry change at an amazing rate with new infrastructure available and more choice for customers travelling by rail.

In December this year, the Elizabeth line will open, making journeys for Londoners easier than they have ever been.

We at MTR Crossrail will operate the Elizabeth line on behalf of Transport for London, helping to transform the railway and make it the travel mode of choice for Londoners by ensuring a safe, reliable and high-quality journey.

For me, transforming the railway stretches far beyond just infrastructure and performance targets.

MTR Crossrail aims to actively engage with the communities that it serves, becoming an important partner rather than just a part of their daily commute. Moreover, we want our workforce delivering this fantastic project to be diverse, empowered and inspired, and most importantly, reflect the communities in which we serve.

Like any transformation, we know this will take time and potentially more so in the rail industry which for so long has struggled to attract women but we are committed to seeing this change.

I am proud to introduce our first gender pay gap report which outlines some of the initiatives we are also carrying out to ensure we continue to focus on improving diversity, gender balance and equality.

“Despite being a young company of just over three years, I am delighted to say that we have a female driver population of 12.8%, which in light of the industry average of 6%, is a fantastic achievement.”

We have a great company culture and positive relationships with our communities however, we know there is still work to do but I am confident and excited that the initiatives we have in place will sees us continue to improve our gender balance, diversity and inclusion across the business.

Steve Murphy
Managing Director
Understanding Gender Pay Gap Reporting

From April 2017, new legislation requires employers with more than 250 employees to publish their gender pay gap and gender bonus gap figures annually.

This legislation is intended to provide greater transparency in the difference in pay between men and women and to drive organisations to take steps to address any gender pay gaps they find.

Sample data was collected on 5 April 2017 that considered the appropriate earnings for the reference period together with any bonus paid in the previous 12 months.

To ensure transparency and accurate reporting, MTR Crossrail enlisted an external organisation, XpertHR, to analyse the data.

The figures below outline the mean gender pay gap and mean gender bonus gap for Private Sector Services, the category in which MTR Crossrail is included:

Private Sector Services - Mean Gender Pay & Bonus Gaps

<table>
<thead>
<tr>
<th>Gender</th>
<th>Mean gender pay gap</th>
<th>Mean gender bonus gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>20.9%</td>
<td>30.9%</td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

What is the gender pay gap?

The existence of a gender pay gap, should not be confused with the concept of Equal Pay.

They are two separate issues:

Equal Pay

Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.

Gender Pay Gap

The gender pay gap is the difference between the average earnings of men and women across an organisation; this can also be expressed across the employment market.

The gender pay gap reflects the difference between the average earnings of men and women over a period, regardless of their role or seniority. Gender pay gap reporting summarises any pay differences between men and women on a wider level.

Currently in Britain, there is an estimated, overall gender pay gap of 18.1%. The reasons for the gender pay gap are varied and complex. A gender pay gap may occur for example where men and women are distributed unevenly across the workforce.

If an organisation employs more women in lower paid types of work, they are likely to have a larger gender pay gap.

The gender pay gap can be influenced by a range of socio-economic factors for example, women returning to work following career breaks, into lower paid and often, part time, jobs.

This does not necessarily mean that there are unequal pay practices within the organisation.
Our Statistics

The infographic below outlines both the mean and median gender pay gap and the gender bonus gap within MTR Crossrail.

This data was collected on the 5 April 2017 and analysed by an external organisation, XpertHR.

Proportion of males / females in each pay band quartile

This high-level data is split into four equally sized groups, known as quartiles. These are based on hourly pay rates, with Band A being the lowest paid group and Band D the highest.

The following tables show the percentage of male and female colleagues in each group:

<table>
<thead>
<tr>
<th>Band</th>
<th>Description</th>
<th>Males Percentage</th>
<th>Females Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Band A</td>
<td>Includes all employees whose standard hourly rate places them at or below the lower quartile</td>
<td>75.2%</td>
<td>24.8%</td>
</tr>
<tr>
<td>Band B</td>
<td>Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median</td>
<td>81.2%</td>
<td>18.8%</td>
</tr>
<tr>
<td>Band C</td>
<td>Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile</td>
<td>86.2%</td>
<td>13.8%</td>
</tr>
<tr>
<td>Band D</td>
<td>Includes all employees whose standard hourly rate places them above the upper quartile</td>
<td>89.9%</td>
<td>10.1%</td>
</tr>
</tbody>
</table>

Whilst we have seen an increase in female representation across a number of levels in the organisation, since our inception, there is further work to be done.

Currently in Britain there is an estimated gender pay gap of 18.1%
Our Organisation

On the 30 July 2014, MTR Crossrail, a 100% owned subsidiary of MTR Corporation Limited, was awarded the concession for operating the new Elizabeth line services across London. Over the course of the concession, the MTR Crossrail family will grow to operate the Elizabeth line through London, serving 41 stations, 700 services a day and 200 million journeys a year.

As a rail operator, MTR Crossrail is an organisation that values its workforce, offering career progression and providing the platform for people to grow and develop.

MTR Crossrail aspire to set a new transport standard for the UK, moving people and connecting communities better than anyone else. We are making long-term improvements to our network and creating a better service for our customers. We are a trusted operator with proven experience and have a mission to enable our employees to reach their full potential.

As an employer, we are committed to equality of opportunity in all areas of employment which includes recruitment, development and promotion.

In order to understand our gender pay gap statistics, it’s important to understand some key points about our organisation:

- The transport industry in which we operate has traditionally been a male dominated one. The rail industry is no different: at MTR Crossrail, 83% of our workforce is male.
- Like many transport companies, we have a lower proportion of female employees in senior roles and higher pay quartiles.
- We have traditionally had low rates of job applications from female candidates.
- 8.6% of our female workforce work part time; this applies to only 1.3% of our male workforce.
- Those in senior management positions have generally been recruited into the organisation with previous specialist industry experience which has been historically lacking in females.
- Whilst we are succeeding at attracting females to traditionally male-dominated job roles, it takes time for them to train, become qualified and gain the experience necessary to progress into higher pay bands.
- The majority of the candidate pool with specialist rail or technical qualifications required for high quartile positions is male-saturated meaning less females currently hold these specialist positions.
- The most senior roles by their very nature generate a larger salary and annual bonus - this in part drives the imbalance in both gender pay and bonus pay gaps.
How We Are Addressing The Gap

Gender continues to form part of our inclusion strategy as we aim to reflect the communities we serve.

If we are to achieve this, we must continue the work we have started with Women in Rail, Working Mums and working with schools and apprenticeships to encourage women into rail and STEM industries.

Women with Drive

MTR Crossrail is currently working to support the TfL Supplier Skills Team with the launch of a new pre-employment initiative, Women with Drive.

The initiative is aimed at women interested in a new career as a train or bus driver. The two-week pre-employment course offers women an opportunity to develop their CV and improve interview skills, whilst boosting confidence to apply for trainee driver roles starting in 2018.

Participants will gain valuable knowledge about working in the rail sector and the role of a driver. Pre-employment training is provided by The College of Haringey, Enfield and North East London and will be followed by a two-week work-placement.

The programme is supported by the TfL Supplier Skills Team who will provide support and guidance throughout and after completion of the programme.

Women Returns Programme

MTR Crossrail continues to support the Crisis Women Returns pre-employment programme.

Women in Travel & Tourism, in conjunction with Crisis, have launched the ‘Women Returns’ pre-employment programme for women in long-term unemployment and/or have homelessness issues, that MTR Crossrail supports as a founding partner.

The first programme commenced in January 2018 and included a one-week training course as well as opportunities to meet various employers and gain interview experience.

MTR Crossrail will maintain contact with Women in Travel & Tourism and support interested candidates through the application process when launching the frontline Customer Experience recruitment campaign.

Attraction and Development

We aim to attract and retain the best candidates from the widest possible talent pool. We are carrying out the activities below to address the factors influencing our gender pay gaps:

- Identifying and developing future female leaders as part of our talent and succession programme
- Expanding our development programme and introducing mentoring schemes to show clear progression paths
- Exploring increased pay transparency measures across all job roles
- Ensuring gender-neutral language in our job adverts and descriptions
- Reviewing our essential criteria for management job roles and supporting the use of transferable skills
- Providing comprehensive unconscious bias training for hiring managers
- Continuing to monitor our gender pay gap and activity
- Continuing to recognise the work we are doing by submitting industry award submissions. In 2018 already we have been shortlisted for two diversity and inclusion awards
- Continuing to advertise on specialist job boards aimed at women such as Women in Rail
- Using a video of a female driver on our job application page to help dispel any myths about driving
Summary

For there to be little or no gender pay gap, we would have to be an equal number of male and female employees in each quartile of our workforce.

The rail industry has long been known as a male-dominated environment, which historically has failed to attract female applicants; with a workforce that is made up of 83% male employees, a gender pay gap was expected.

We will continue to review our policies and practices, building upon progress already made and continually work on our plan to address the gap.

We recognise that closing our gender pay gap will take time and may fluctuate given that the make-up of the workforce at all levels does not remain static.

We have introduced a number of initiatives within MTR Crossrail with a view to breaking down some of the barriers and perceptions that have traditionally existed within the railway industry.

We have carried out a number of successful driver recruitment campaigns targeted at attracting female candidates and our current population of female drivers is a testament to this.

We have a committed team focussed on diversity in all areas, including women. We are actively developing initiatives in these areas to address our gender pay gap. I look forward to seeing the results of this as we continue to strive towards creating a diverse workforce, fully representative of the communities we serve.

We are confident that our commitment to change, as demonstrated in the measures planned and being taken, will help us see greater gender balance across all levels of our organisation over time.

Alison Bell
HR Director

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