



# Introduction



As key workers, the impact of the global pandemic produced many unexpected challenges throughout 2020. Despite this, our colleagues across MTR Elizabeth line (MTREL) consistently went above and beyond to keep our customers safe

and our services on track. Although we have all faced much uncertainty, the past year has highlighted our commitment to teamwork, with MTREL colleagues collaborating to deliver an outstanding service to the customers and communities we serve.

We have continued to champion diversity across the rail sector, looking for opportunities to move the debate forward. Building strong relationships and partnerships, both within and outside of our industry, has enabled us to attract more women to increasingly diverse roles, and demonstrates our commitment to supporting women throughout their careers. However, it's not just women outside the organisation that we need to reach out to. We recognise the impact of the pandemic on our own colleagues and as a result have enhanced our Health and Wellbeing programme to ensure that we are offering all colleagues a range of initiatives and assistance during this difficult period.

Current research has indicated that the pandemic has hit women particularly hard. Many have been required to take on the responsibilities of full time home schooling, in addition to their day job, and the myriad of challenges

COVID-19 presents appear to be changing women's lives more drastically than men's in general.

The impact of the pandemic means it is increasingly important that we continue to provide opportunities and to deliver an ongoing programme of support to help maintain momentum and drive change. This includes supporting the Women in Rail Mentoring programme, signing the Women in Rail Charter, and a plethora of initiatives our Community Ambassadors deliver both to support women on the railway, and develop an interest in the railway as an employer.

We have achieved wide-ranging recognition for our dedication to D&I and our ongoing initiatives. The British Quality Foundation awarded us its Excellence in Community Engagement Award and we were proud to receive many accolades in 2020 for our Apprenticeship programme. We've also been finalists in the Best Diversity & Inclusion category at the HR Excellence Awards, and were shortlisted in the Personnel Today Awards for Best HR Team, for our team's response to COVID-19.

Notably, individual MTREL employees have also enjoyed a range of national recognition. For example, Katrina Treacy, Customer and Community Engagement Manager, won the Outstanding Personal Contribution (Management) Award at the 2020 National Rail Awards and both Joyce Herbert and Elizabeth Jara, from our Customer & Community Ambassador Team, were finalists for Frontline Employee of the Year at the London Transport Awards. MTREL was the

headline sponsor for the 2021 Working Mums' Top Employer Awards too, encouraging recognition for women across sectors and society.

We are proud that both our company, and individual team members, have received recognition for our ongoing work to break down the many barriers that women and other under-represented groups face, but we are not complacent. At MTREL, we know how important it is to work together to effect change, which is why we will continue to collaborate in pushing the rail industry forward with its approach to diversity.

While we are proud to continue to make progress, our report indicates that there is still much work to be done. Research clearly shows that balanced and diverse teams enhance business performance, so as well as a moral and legal imperative there is real business value in ensuring that MTREL's team is a diverse team. It is essential to our identity and values that we are progressive with our initiatives, in our desire to truly represent and reflect the communities we serve, and to recognise the unique contribution we play in keeping our city moving.

I confirm that the data included in this report is accurate.

A handwritten signature in black ink, appearing to read 'Nigel Holness', written over a white background.

**Nigel Holness**  
Managing Director

# Understanding the Gender Pay Gap

**In 2019, the UK's Gender Pay Gap decreased from 17.3% to 15.5%, the lowest figure to date. Since 2017, UK employers with more than 250 employees have been required to publish their pay and bonus gaps annually, MTR Elizabeth line has always focused on transparency when it comes to areas we need to improve – and the comprehensive steps that we are taking to close this gap.**

Undertaken effectively, Gender Pay Gap reporting provides useful data to help better understand the current workforce in greater detail. The data also provides a breakdown of exactly which areas of the business are most affected and points to the underlying causes. This ensures an organisation can not only benchmark itself against others in their sector, or country, but also offers the ability to identify and nurture the right talent in their workforce.

## **The Gender Pay Gap and Equal Pay: What's the difference?**

The terminology used in this field can be confusing; however, it is important to understand the difference between the Gender Pay Gap and Equal Pay.

**Gender Pay Gap:** The gender pay gap is the difference between the average earnings of men and women across an organisation regardless of their role or seniority; this can also be expressed across sectors, or markets.

**Equal Pay:** Equal pay means that men and women with the same or similar jobs, or carrying out work of equal value, must be paid equally, as set out in the Equality Act 2010.

MTR Elizabeth line has always focused on transparency when it comes to areas we need to improve – and the comprehensive steps that we are taking to close this gap.



## Our Organisation – at a glance

**Throughout this incredibly difficult year, our employees have shown an outstanding level of dedication and commitment to keeping our customers safe and delivering excellence, despite the immense personal challenges they have had to face.**

As we uphold our company values, a crucial part is our dedication to creating a diverse workforce that reflects the communities in which we operate.

More than 75% of our workforce is sourced from our local community. Our workforce is now 23.2% female, a marginal improvement on 2019, although the size of the improvement is likely explained by the slowdown in recruitment during the COVID pandemic.



Despite this commendable position, there is still room to advance further and we continue to focus on how we can narrow our pay gap. Understanding our Gender Pay Gap statistics requires knowledge of the background to the rail sector's workforce and the structure of our organisation.

### **The rail industry: A historic perspective**

Traditionally, the rail sector has been dominated by men, often due to the technical nature of the work being perceived as a male profession. In contrast, women in general have faced barriers associated with these specialities. Often these highly skilled jobs combined with the requirement for industry experience has historically precluded women from progressing quickly up the career ladder.



### **More senior roles are held by men: Addressing the historic skills divide**

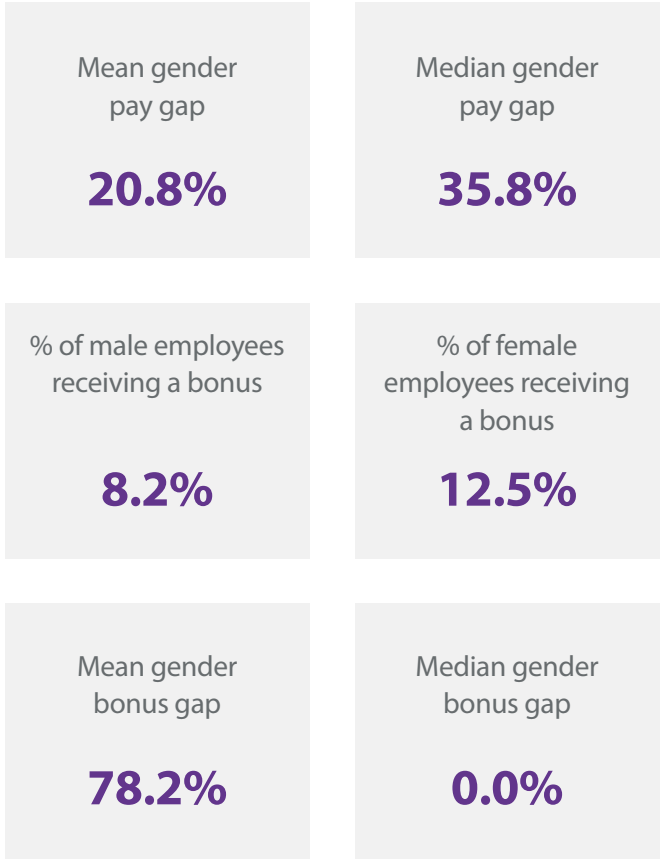
Currently, our most senior roles are primarily held by men, and as these roles receive larger salaries and bonuses, this fact accounts in part for the imbalance in both the gender pay and bonus gaps. We are challenging this consistently through detailed succession planning, a regular review of policies and practices and company-wide investment into colleague development to ensure that any barriers to progression for women are removed.

### **Women are under-represented in higher pay quartiles: Driving change for the future**

We have fewer women in senior management positions and higher pay quartiles than we would like, which is why we have invested in and developed specific initiatives to attract women to the higher paid roles, although we recognise that it will take time for these new recruits to progress to senior posts.

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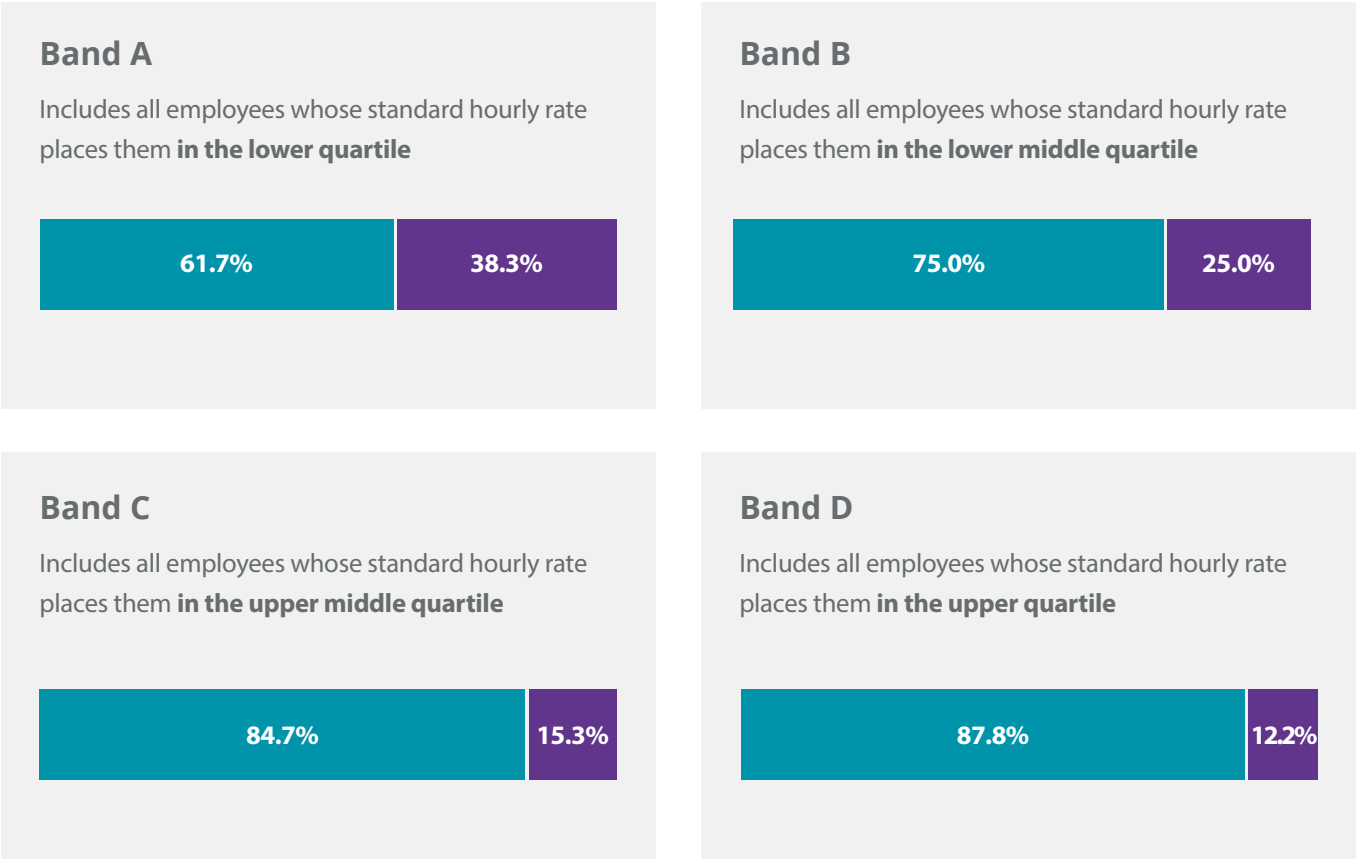
The statistics below represent the mean and median gender pay gap and the gender bonus gap at MTR Elizabeth line.



### 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 figures show the percentage of male and female MTR Elizabeth line colleagues in each group:



■ Male ■ Female

The data was collected on 5<sup>th</sup> April 2020 and analysed by XpertHR, an independent external organisation. Mean = average of all figures in data. Median = the middle value of all data

# What our statistics show

## Headline results

Our statistics present a mixed picture, with an increase in our gender pay gap in the higher quartiles, Bands C & D, (the more senior roles within MTREL), with a decrease in female representation at this level. In the lower quartile roles, Bands A & B, there has been a decrease in our gender pay gap combined with an increase in female representation in both Bands, totaling a 1.5% increase in women employees overall.

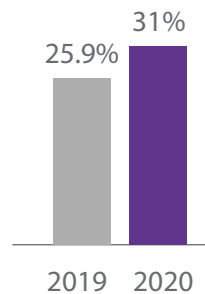
The changes in the make-up of the more senior roles have been driven by our need to run a number of short and medium term projects which have required team members who have significant experience, as well as specialist's, traditionally more highly paid skillsets, which proportionally are held by men because of the historic profile of the industry.

It is however reassuring, to see more women being the recipients of bonuses than in 2019. The percentage of women receiving bonuses has risen by 4.8% (from 7.7% to 12.5%) in comparison to their male counterparts, who have seen an increase of 1.4% (7.6% to 8.2%).

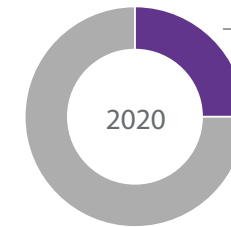
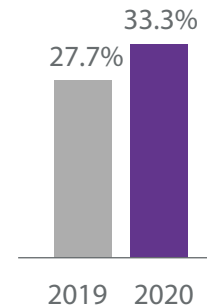
In 2020, there were 24 part-time employees, 15 of which were female, translating into 62.5 % of the part-time work force as female.

## Our 2020 progress

### Applications



### Hires



Women now represent a **quarter** of employees. This was **up 2.7%** from 2019, and is in part due to our focus on female development and progression.

More than **50% of participants** in our 2020 Empower Leadership programme were women.



Our Empower programme is aimed at 'Head of' roles to support their leadership development within MTREL.



Family-friendly



Inclusivity



Flexible Working



Retention

We have conducted a review of our existing business policies for family-friendly focus and inclusivity, flexible working and retention strategies, the results of which have fed into our current comprehensive diversity and inclusion programme.

## Leading by example

**At MTREL, we are dedicated to diversity, with women a core part of our comprehensive equality, diversity and inclusion strategy. We recognise that women are significantly under-represented in the rail industry and, since our inception, we have worked hard to rectify this historic trend, making MTREL a welcoming, supportive and attractive proposition where women can enjoy a fruitful and rewarding career.**

As a part of a global organisation, we are able to draw on international experiences and best practice insights that have offered us real value in the design and development of our diversity programmes.

We were one of the first train operating companies to sign the Women in Rail Charter - a commitment by the rail industry to work together to build a more balanced, higher performing sector - which has now been backed by over 140 organisations.

Similarly, we will be working alongside the newly elected RMT Equality Representative, with an ASLEF and TSSA equivalent in the pipeline, to bring consistency and a cohesive approach between rail companies and unions.

Benchmarking internally and externally is also an essential element of ensuring quality. In 2020, we were able to benchmark ourselves against other companies and evaluate how they are tackling these challenges at key conferences including:

- The ENEI (Employers Network for Equality & Inclusion) annual conference which covered 'Inclusive practices addressing the Pay Gap' and the 'Ethnicity Pay Gap'
- Network Rail's Diversity & Inclusion Conference 2020, 'Everyone Matters'

These experiences have helped to shape our approach to making our working environment welcoming, positive and progressive for women of all backgrounds and to develop new, and evaluate existing, proactive programmes and partnerships.

In 2020, we were able to offer four mentors and four mentees the opportunity to take part in the national Women in Rail Mentoring programme. The programme champions diverse thinking and the cross-fertilisation of ideas and networks while promoting diversity in rail. One of our mentees, HR Business Partner Sarita Badhan, showed such dedication that in November 2020, she received a Highly Commended Award for Most Committed Mentee of the Year!

Over the past year, we have also been able to more effectively harness our feedback following a revision to the management of our Annual Employee Engagement Survey. Our movement to a new platform has delivered a more comprehensive and detailed set of results that have enabled us to review survey outputs far more thoroughly, allowing for useful comparisons and the ability to develop very specific action plans to address any areas for improvement.

The survey has also enabled us to identify priority areas for 2021. These include a focus on female employee engagement and an extension of our comprehensive workforce wellbeing programme. Through the recent introduction of quarterly pulse surveys, we will be able to address issues swiftly, develop bespoke action plans and deliver targeted, positive change more rapidly.

**"My advice to women new to the industry would be to be confident, don't be afraid to challenge the norm and always ask questions – there is nothing wrong with showing vulnerability."**

**Sarita Badhan**  
HR Business Partner

## Leading by example



“My career has spanned 24 years and I have worked with a multitude of inspirational women across the industry in all types of posts.”

**Katrina Treacy**

Customer and Community Engagement Manager

### MTREL's Community Ambassador Team

Our team of Customer and Community Ambassadors have a huge impact on our local communities. In 2019, the team delivered around 80,000 customer engagements that resulted in more than 100,000 customer contacts, many of which were encouraging women onto the railway or explaining how rewarding a career in rail could be. Whether it's working to show schoolchildren that a career in rail is an excellent option; helping the Muslim Ladies' Cycle Group to interact with the railway; supporting the Ageless Teenagers (a group of mainly women between 55 and 93 years from an Afro Caribbean background) in their endeavours; or an isolation tea party for elderly residents, our Ambassadors are part of our programme of ensuring equality, diversity, inclusion and access for all on our railway.



### Award winning apprenticeship programme

On an organisation-wide scale, we are investing in the development of our people through our commitment to industry-leading apprenticeship schemes. Since our inception, more than 550 employees have already undertaken, or are currently completing, an apprenticeship.

There has been a steady rise in the number of women undertaking apprenticeships, from 18.6% of apprenticeship starts in 2019, to 29.7% by March 2020.

We are proud that our commitment to apprenticeships, since 2015, has caused a ripple effect across the rail sector. Our innovation, and dedication to employee development, has been recognised by specialist third parties and industry partners, including being named:



No.5. in the Top 100 Apprenticeship Employers in England



Large Employer of the Year (London region) and winner of the Recruitment Excellence Award (London region) in the National Apprenticeship Awards 2020



Apprenticeship Employer of the Year by the Personnel Today Awards 2020



**At MTREL, we are continuing to develop a culture that welcomes diversity, with a flexibility to accommodate a vast range of working practices, but there is still a significant amount of work to be done. In view of the current COVID climate, we recognise that for many under-represented groups, including women, life may be getting harder. We are therefore reviewing the support we offer to engage with these audiences and ensure that they can remain a valuable part of our company, and still follow the career paths that they richly deserve.**



The charity, the Fawcett Society, undertook research that highlighted women were more likely than men to lose work or hold the responsibility for childcare. It reported a

third of working mothers had lost work or hours due to a lack of childcare during the pandemic, rising to 44% when it came to Black, Asian and minority ethnic (BAME) mothers. The responsibility on employers to continue to drive forward their diversity and inclusion agenda has never been more timely or important.

I am proud of all we have achieved, despite the additional challenges of the past year. Our varied, multi-faceted approach to engaging women across all aspects of our business has reaped benefits for many individuals, as well as MTREL as a whole, with growing numbers of women offering their skills, professionalism and commitment to our business. Many of our women have undertaken apprenticeships, from Level 1 to Level 5, and some have been so successful, that they have gone on to study for a second apprenticeship.

Our business is full of inspiring stories. I'd like to thank all the women we have engaged with this year, including those who participated in our successful internal initiatives, like our Empower programme or the Women in Rail Mentoring programme; as well as

those not yet part of MTREL who have engaged with us through our Ambassadors, or on their journeys to work.

Our commitment to changing the face of the rail industry will ensure more under-represented communities can enjoy a career in rail. The success of our approach is reflected in us currently employing twice as many female train drivers than the industry norm and receiving more female applicants for job roles than ever before. We have a positive, proactive and benchmarked approach to gender equality that offers us, and women UK-wide, stepping stones to equal representation in the rail industry.

Although 2020 has been a year of significant change and unprecedented challenges, our dedicated MTREL team has demonstrated inspiration, innovation and an investment in our customers' wellbeing that has been truly remarkable. As we move into another unparalleled chapter, we pledge to maintain our long-term commitment to giving under-represented communities the voice they deserve; striving to deliver our stringent diversity targets; and reporting honestly on our progress.

I confirm that the data included in this report is accurate.

A handwritten signature in black ink that reads "Alison Bell".

**Alison Bell**  
HR Director