



Gender Pay Gap Report 2019

mtr Elizabeth line



We are on a journey of transformation. In 2019, MTR Corporation (Crossrail) changed its trading name to MTR Elizabeth line, to reflect our role as operator of the future Elizabeth line. As London's newest railway, we are committed to ensuring our employees represent the diversity of our customers and the communities we serve.



While we can trace women's contribution to the railways back to the 1850s, it was the impact of two world wars that really shifted the perception of the variety of work women could undertake.

It has been a long journey and, as we close out one decade and enter a new one, we recognise significant work still needs to be done to attract more women into the rail industry.

At MTR Elizabeth line, we have introduced a range of initiatives that aim to improve gender balance, diversity, and inclusion by attracting more women to our industry. These initiatives are a long-term commitment towards tackling and addressing the underlying challenges, and support the creation of engaging and rewarding careers for all our people.

The Elizabeth line is one of the UK's most ambitious transport projects and its operation demands a similarly ambitious outlook with transformative behaviours and new ways of thinking. Our ambition

to deliver a world-class railway is underpinned by a collaborative approach and consistently demonstrating our values through our everyday work and relationships.

Even before the Elizabeth line is fully open, we are challenging industry norms and setting the benchmark for the kind of organisation we want to be. We were immensely proud to win the Women in Rail Diversity and Inclusion Award in 2019. We were also named Rail Operator of the Year at the National Transport Awards, which is a tremendous achievement. We do not take these accolades lightly and our focus remains firmly on continuing to forge new paths and in setting new standards that will define the future of the railway in the UK.

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

A handwritten signature in black ink that reads "Steve". The signature is stylized with a large, looped 'S'.

Steve Murphy
Managing Director

Understanding the Gender Pay Gap

Britain's overall gender pay gap is currently 17.3% – and continues to decline.*

There are wide-reaching benefits for organisations that successfully reduce their gender pay gap including increased productivity, profitability, and higher levels of innovation and employee engagement.

Since 2017, employers with more than 250 employees have been legally required to publish their gender pay gap and gender bonus gap figures annually. The UK was one of the first countries in the world to introduce gender pay gap requirements. The reporting process plays a key role in increasing transparency, identifying the steps they need to take to close the gender pay gap and to support the needs of a more modern workforce.

“We are thrilled to have our efforts to drive change in the industry recognised by being presented with the Women in Rail 2019 Diversity and Inclusion award.”

The Gender Pay Gap vs. Equal Pay

It is important to understand the difference between the concept of the gender pay gap and the concept of equal pay. We have provided definitions of both below.

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 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.



“While perceptions of working women in railway have shifted positively over the years, we recognise significant work still needs to be done to attract more women to the rail industry.”

This report has been prepared in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

** Office for National Statistics*

Our Organisation

Our vision is to set a new transport standard for the UK, moving people and connecting communities better than anyone else.

At MTR Elizabeth line we are dedicated to delivering our vision and strive to be industry-leading across every level of our business. We recognise that we can only successfully achieve our vision if we employ talented people who share our values, are reflective of the diverse communities we serve, and who can be empowered by our career development programmes to deliver their best and help drive change across the industry.



To add context to our gender pay gap statistics, it's helpful to understand the history and structure of our organisation.



Traditionally, the rail industry has been male dominated. Due to the technical nature of some work, this requires specific and highly specialist skill-sets with long-term industry experience. The historical composition of our industry means the pool of available specialists is largely male dominated.

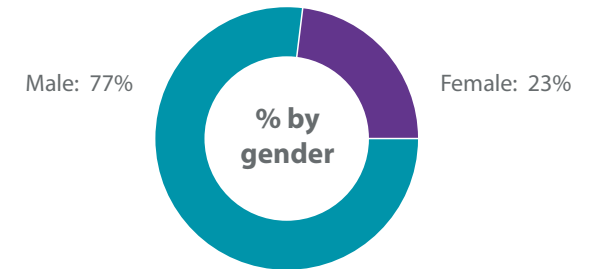


Currently our most senior roles are held predominantly by men. As those in senior roles receive a larger salary and annual bonus, this, in part, drives the imbalance in both the gender pay and bonus pay gaps. We are aware of this issue and are driving change through succession planning and ensuring all job roles attract a diverse balance of candidates.



We have a lower proportion of female employees in senior management positions and higher pay quartiles. We are making positive progress in attracting women into traditionally male dominated roles, but recognise it will take time for them to progress into the higher pay bands.

MTR Elizabeth line employees

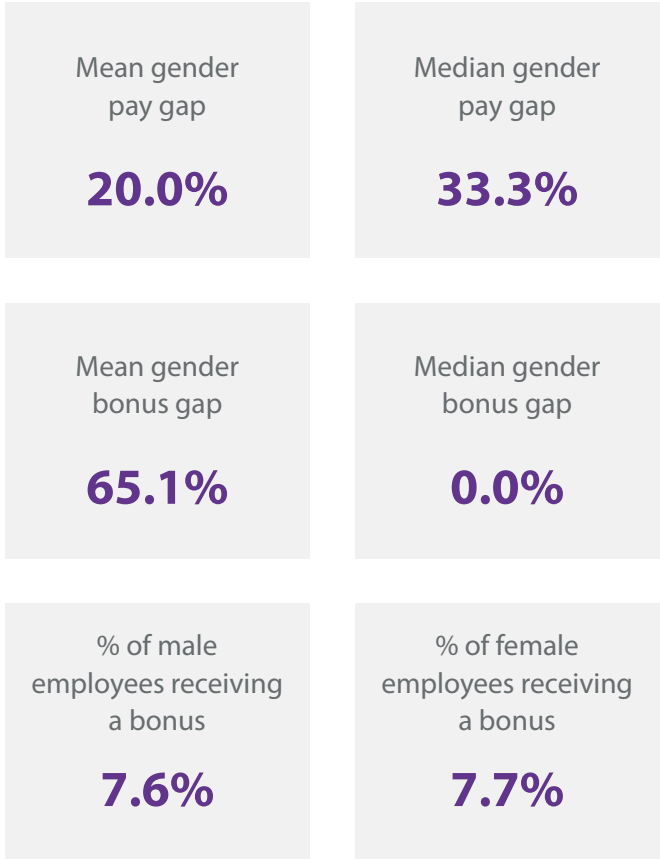


We are driving continuous improvement in attracting women to our organisation.

Over the past three years, since gender pay gap reporting began, we have seen a 6% increase in women employed by MTR Elizabeth line, from 17% in 2017 to 23% in 2019.



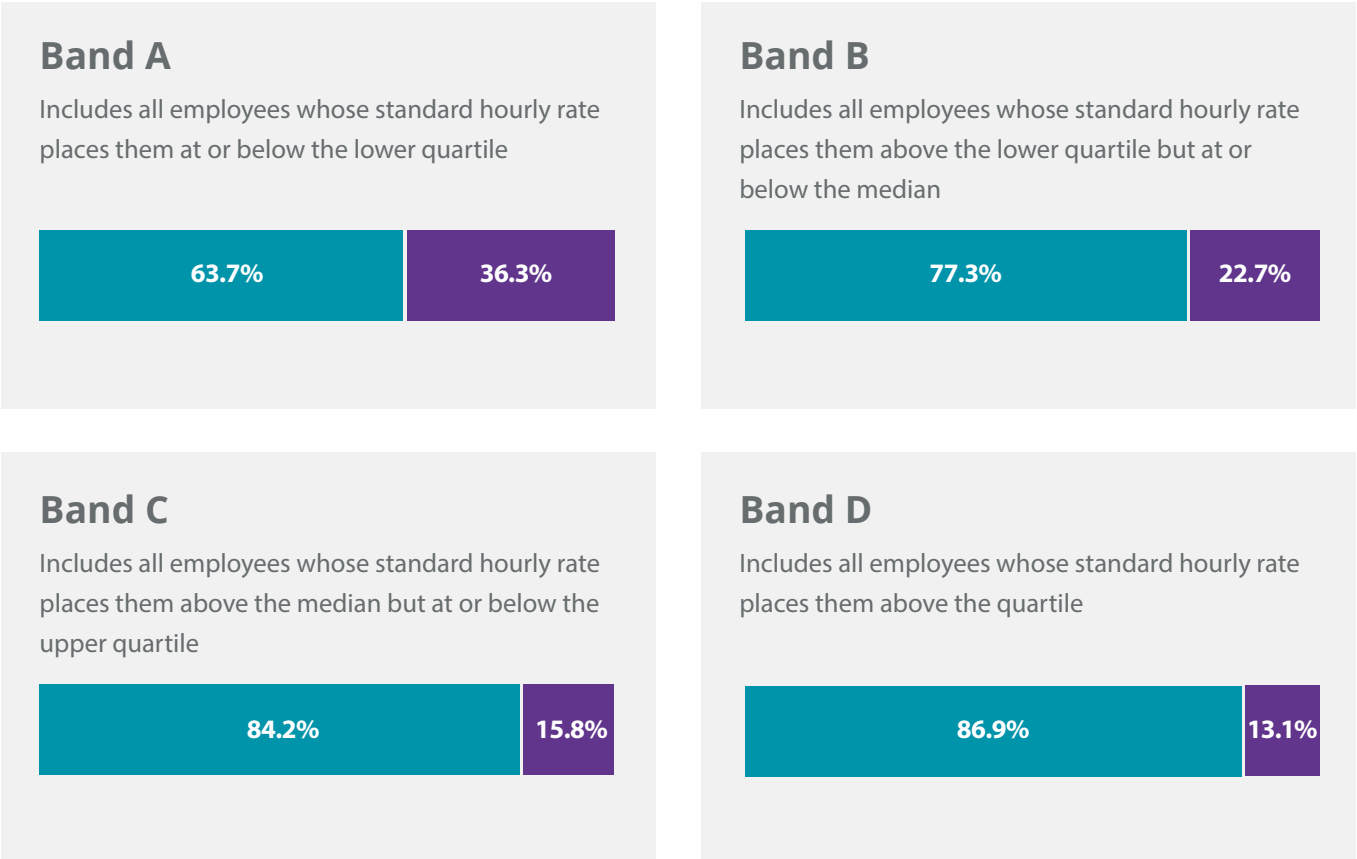
The statistics below represent the mean and the median gender pay gap and the gender bonus gap at MTR Elizabeth line.



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 April 2019 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

Our statistics show a decrease in our gender pay gap since the release of our 2018 report.

Our 2019 figures show a decrease of 3.4% in our mean gender pay gap. We understand the numbers will vary year-on-year by their very nature, as they reflect the composition of the workforce on the reporting date. It is, however, reassuring to see this positive improvement. There is also a steady increase in the numbers of female employees when comparing the proportion of male and females in each pay band quartile, supporting the success of our initiatives in attracting more women to the industry.

However, there has been an increase in the mean gender bonus gap due to the higher bonus levels paid to senior employees, who are predominantly male. The median gender bonus remains at 0%.

We are committed to improving gender balance and are pleased to see continuing gains, across many other areas of our business where we are invested in driving change. These changes are already making a difference, but it will take time to see a significant reduction in the pay gap.

Our progress in 2019

Despite rail being a male dominated industry, we are continuing to see an increase in female representation across the organisation and continue to work towards attracting women to the industry by offering the potential for a rewarding career, supported by ongoing development and mentoring opportunities. In 2019:

- Our total number of female employees increased from 20% to 23%.
- Female trainee driver applications increased, up to 14.6% from 12.7% in 2018.
- Customer service roles also saw a positive increase in female applications, up to 32.9% from 27.1%.
- The number of female participants attending our Engage training programme (aimed at Line Managers) increased from 33.3% to just over 56%.
- The number of women attending our Empower programme (aimed at 'Heads of' roles) rose to six out of 18. At 33%, we have a higher proportion of female attendees, compared to the number of potential participants from across the relevant bands.

We actively support our employees in maintaining a healthy work life balance through a variety of initiatives and benefits. We support flexible working, where the job role accommodates it, for example, home working and flexibility around childcare hours.

Presently, 4.51% of our female workforce works part-time, compared to 1.01% of our male workforce.

Through our external work, we encourage women to consider a career in the industry and actively encourage female applicants to apply for roles they may not have considered previously. We provide the necessary support through learning and development programmes to help them thrive in their roles, helping to drive positive change to create a more inclusive industry.

“Our commitment to fair and equal progression at MTR Elizabeth line applies to everyone. We strive to deliver a diverse, inclusive and safe environment with equal opportunities for all employees.”



Leading by example

At MTR Elizabeth line, we are committed to leading by example and have developed a range of training, development, networking, and mentoring initiatives dedicated to improving the gender balance and increasing diversity across the industry.



As part of a global organisation, MTR Elizabeth line works with colleagues in international operations, including Sweden and Australia, to share ideas and learnings. Collectively, we are working towards creating a greater global culture of inclusion through the stimulation of thinking around diversity and unconscious bias.

As members of Rail Delivery Group's Diversity and Inclusion Steering Group, we are committed to leading change across the industry and in using our voice to drive, support and achieve agreed targets within UK rail.

The work we are doing now supports the creation of a solid foundation from which we will continue to push boundaries at every level – from our recruitment processes to the procurement of our suppliers – we are integrating our core values into everything we do.

Over the past year, we have been successfully driving change within our own organisation and across the industry. We are thrilled to have our efforts recognised by being presented with the Women in Rail 2019 Diversity and Inclusion award. Achieving a significant increase in the number of female train drivers in our workforce (currently 12.8%, versus the UK average of 7%), as well as attracting applicants from a wide range of underrepresented groups, was a major contributing factor in securing the win.

In 2019, our dedicated Diversity and Inclusion team progressed a number of company-wide initiatives to contribute to positive change. Programmes - including Unconscious Bias training and the roll-out of our Equally Yours interactive learning tool - help to encourage internal dialogue around a range of diversity issues and allow employees to challenge their thinking and attitudes towards diversity and inclusion.



“The rail industry is evolving and women are becoming more empowered by an increase in opportunities, which I think is really beneficial.”

Thanusha Peripanathan

Assistant Contracts & Project Manager



**According to ASLEF.*

Leading by example

Women in Rail Mentoring Programme

Launched in 2019, the Women in Rail Mentoring Programme is designed to provide a support platform for women and men in rail, helping to champion diverse thinking, and encourage the cross-fertilisation of ideas and networks.

We used our talent and succession toolkit to identify participants and put forward six mentors and five mentees for 2019, and have signed up to the 2020 programme.



“The Women in Rail Mentoring Programme boosted my confidence and gave me greater insight into the industry.”

Manuela Carreiras

Quality & Environment Manager

ASLEF Case Study: ‘On Track with Diversity’

MTR Elizabeth line attended a reception at the House of Commons where ASLEF launched its ‘On Track with Diversity’ report, which focuses on diversity within the train-driving grade. We were invited to feature as the main case study within the report and are acknowledged by ASLEF as a leader of change within the industry. The study showcased our range of initiatives designed to improve diversity within the rail industry, and highlighted our success in recruiting and retaining female train drivers, for which we have a higher than national average.

Equally Yours

In 2019, we launched ‘Equally Yours’ - an interactive learning tool designed to approach Diversity and Inclusion in a more challenging and engaging way. It is designed to confront peoples’ own stereotypes and preconceptions and to open discussions in a safe and transparent environment. The board game, initially launched with the Executive team and with Managers, will now be rolled-out across the organisation.



We recognise it will take time to reverse history. By continuing to review, expand and strengthen our initiatives, we are creating a culture and environment at MTR Elizabeth line that offers women the opportunity to develop long-term successful careers.



Reviewing our 2019 figures, we can see positive improvement in the data and are confident that the steps we are taking now – from grass roots level up to our senior leadership – will help us further reduce the gender pay gap in the years to come. We are already seeing a steady increase in the number of female train drivers and more opportunities opening up across the organisation.

For me personally, being recognised by Women in Rail for our support of wide-ranging diversity and inclusion initiatives, being named best small employer for diversity and inclusion at the ENEI awards, and being invited by ASLEF to feature as a case study showcasing our success in attracting, recruiting and retaining female train drivers, were significant highlights.

As an organisation, we believe we are part of one of the most exciting and rewarding industries. It is one that we all benefit from and that is designed to serve each and every customer and community.

We want to represent the very best of what our industry has to offer. By creating a workplace that is truly inclusive and representative of London, and the surrounding areas, we are creating new opportunities and attracting a greater spectrum of talent to MTR Elizabeth line.

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