



Gender Pay Gap Report 22/23

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Introduction

At Southeastern, we have seen seismic changes in how and when our customers intend to use our services. We also know that our colleagues' needs, responsibilities and priorities have changed. Our business must continue to adapt to guarantee our future success in a post-Covid world.

Tackling the gender pay gap is a priority for us. We are looking ahead to ensure we are bringing everyone along with us, strengthening our focus on nurturing our people and encouraging them and our business to thrive.

We welcome the news that our pay gap has narrowed since last year, although we know there is much more that we need to do to be as diverse as the community we serve. Our pay gap continues to be influenced by the salaries and gender make-up of our train driver community but the reduction in the mean pay gap tells us that we are heading in the right direction. Together, we will continue to work to narrow the gap until we achieve gender parity and leverage insights and benefits of a truly diverse team.



Steve White
Managing Director



What is the Gender Pay Gap?

Different jobs within our business pay differently and the number of women and men performing these jobs varies, therefore creating a gender pay gap.

The gender pay gap represents the difference between the average hourly pay and bonuses men and women receive across the business within or at a particular point of time.

- The **mean** (average) is the calculation most people will be familiar with when calculating the average of something – essentially this adds the total of the constituent parts and then divides by the number of the constituent parts to calculate the average for each.
- The **median** is different and is simply the middle figure of all of the constituent parts lined up. For example, if all employees were lined up in a separate female and male line, in order of pay from the highest to the lowest, the median gender pay gap compares the pay of the female in the middle of their line and the pay of the male in the middle of their line, as outlined in the graphic overleaf.



Corporate commitment

At Southeastern we are committed to supporting and promoting the fair treatment and reward of all our **4,500** employees, regardless of gender. We are committed to recruiting, retaining, and developing women at every level across rail and our wider operations. This commitment will help to improve our gender balance, which is predominantly male (79% of colleagues). One of the most visible demonstrations of our commitment to tackling the issue of gender imbalance is in the area of recruiting and retaining female train drivers, with a 137% increase over the last five years.

In Southeastern in 2022, the 17.84% mean gender pay gap was an improvement on the gap for 2021, narrowing from 19.5%

Our commitment is to continue to work with our colleagues, partners at Network Rail, and the wider rail industry to ensure we work together to attract and retain more women at all levels right across our industry.



Recruiting Women

Southeastern prides itself on being a pioneer for women in rail – from boosting female recruitment to retaining women in the workplace. Our Women in Rail Empowerment (WIRE) colleague network group, ensures our women employees are given fair and equal opportunities, continues to build momentum and make a significant impact. We know that there are roles which traditionally have been male dominated. We have entered into a partnership with companies across the rail industry to produce a book 'My Mummy is a Train Driver' aimed at tackling stereotypes and encouraging more women and girls to consider a role within rail. Female train drivers have doubled from 40 to 95 since 2019

Over the past 12 months, we have retained 92% of our women employees and have seen improved representation of gender balance in our new hires. This is due to our focus on reaching female applicants. To continue to attract women into under-represented roles, we have entered into new partnerships with Socially Recruited and Study Smarter to open up new audiences to careers on the railway. Additionally, we have maintained our Work180 endorsed employer status as a great place for women to work.

We are a significant adopter of the Apprentice Levy and provide equal access to qualifications for new entrants to our business. Of the 400 apprentices Southeastern currently has in training, 72 identify as women – 18% of the total. The focus on developing diverse apprentices has seen great success, and two-thirds of new entrants to our latest engineering cohort are women.

Our PULSE survey with our workforce has been conducted three times in the last 12 months and has consistently shown women are more engaged and have a more positive experience in the company than at the overall level.

Everyday Inclusion at Southeastern

Southeastern prides itself on being a great place to work and we believe in the importance of diversity when it comes to driving innovation, fresh thinking, and success in the rail industry.

Our dedicated diversity and inclusion (D&I) team and our six colleague network groups, including Women's Network group (WIRE) have helped create a diverse and inclusive workforce. Southeastern is a trailblazer for women in rail, setting a positive example for other train operating companies. Throughout 2022, our work reinforced our commitment to better reflect the diversity of our communities. This included supporting colleague networks and prioritising female and BAME retention. We are now a certified

endometriosis and menopause employer and continue to create awareness via policies of the '6 taboo subjects' including Baby Loss, Fertility and Period Poverty.

Our colleague network groups:



*Women in Rail Empowerment

We continue to take action within our recruitment strategy to ensure that we attract a diverse pool of applicants. We have held online recruitment webinars and attended job fairs so potential candidates can get an insight into the roles the rail industry has to offer. Our focus is not just on drivers and apprentices. We are proactively looking at how we attract and promote women in management grades.

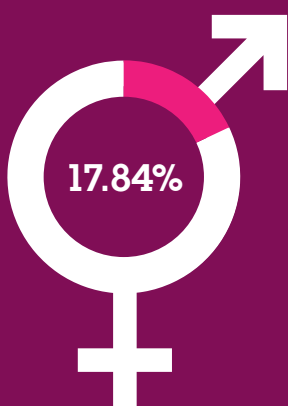


Future Commitments

- We are accredited by Investors in People (IiP) as Gold standard under its People and Wellbeing frameworks and we are ambitious to maintain these accreditations and evolve to become accredited as an Investor in Apprentices.
- Continue to develop our talented women by succession planning and talent development programmes such as Women in Rail Mentoring and reverse mentoring.
- Obtain Disability Confident status at Level 1.
- Leverage our recruitment partnerships to further develop diverse talent pools and promote opportunities for women.
- Improving the workplace which inspires all of our people to foster a culture of inclusion.



Our Results



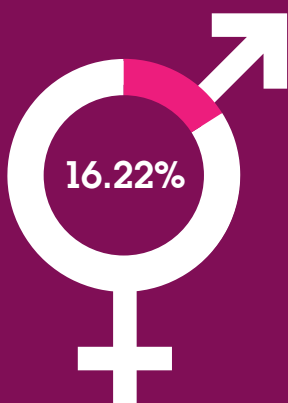
Mean Gender Pay Gap

The mean gender pay gap for Southeastern is **17.84%** – which has narrowed from 19.5% since last time.

The monetary amounts behind this figure are:

- A mean male hourly rate of £21.18
- A mean female hourly rate of £17.40

The 17.84% mean gap (£3.78) can be attributed to the large number of male train drivers in the upper and upper middle pay quartiles.



Median Gender Pay Gap

The median gender pay gap for Southeastern is **16.22%**.

The median represents the middle point of a population. If you lined up all the women in a company and all the men in order of hourly pay rate, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.

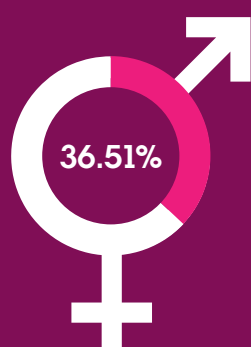
Bonuses

There has been no performance based Senior Manager or Director bonus. The figures are therefore based on sales commission only, which is earned by On-board staff, selling tickets to passengers.

Improvements since last year are driven by more passengers travelling and our focus on ensuring that all passengers travel with a valid ticket for their journey.

Key results:

- The proportion of male employees receiving a bonus is **11.70%** (in 2022 it was 9.4%).
- The proportion of female employees receiving a bonus is **12.95%** (in 2022 it was 9.5%).

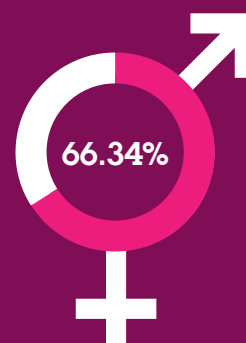


Mean Gender Bonus Gap

The mean gender bonus gap for Southeastern is **36.51%**.

Median Gender Bonus Gap

The median gender bonus gap for Southeastern is **66.34%**.



Southeastern pay quartiles, percentage in each band (number of employees in each band)



Upper Quartile	9.1%
Upper Middle Quartile	13.28%
Lower Middle Quartile	24.6%
Lower Quartile	34.4%

