



# Gender Pay Gap Report 24/25

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# Contents

Introduction	3
What is the Gender Pay Gap?	4
Recruiting and Apprenticeships Programmes and Projects	6
Our Results	7
	8



# Introduction

**I welcome the positive development that in 2024, Southeastern's Gender Pay Gap showed a significant improvement from our 2023 report. The headline Mean Gender Pay Gap has narrowed from 17.16% to 14.21%. For the first time, I am delighted that we can also report our Ethnicity Pay Gap, using the same measures as the Gender Pay Gap for consistency. Our Mean Ethnicity Pay Gap is 14.27%.**

This reduction in the Gender Pay Gap is a substantial achievement and a direct result of the collective efforts of our entire team whose dedication to creating an inclusive workplace continues to drive meaningful change. With it, we are sending the important message that rail, and Southeastern in particular, is a great place to build and sustain a career.

That the pay gap has reduced is down to many factors and I would like to highlight three in particular.

- Firstly, improved industrial relations. The offer of a multi-year pay deal encompassing the years from 2022 to 2024 was accepted by our Station, Revenue, Engineering, Onboard and Driver colleagues. This settled a period of uncertainty for everybody in the industry and has allowed us to move forward with confidence.
- Secondly, recruiting the best people from across our communities. We achieved this with 354 new colleagues being welcomed to Southeastern in the 12 months to April 2024; 24.29% of these new starters were female and we also achieved a record of 30.79% from black, Asian, mixed race or other ethnic backgrounds underrepresented at Southeastern.
- Thirdly, demonstrating that we are a leading training provider. Southeastern are one of the largest providers of apprenticeships in our region with 354 Apprentices across all of our programmes on 31 March 2024. We are recognised as an Ofsted 'GOOD' provider, Gold in Investors In People – We Invest in Apprentices, Gold in the 5% Club and in the list of the Top 100 Apprenticeship providers nationally.

In the coming year, we will continue to strive to improve representation at all levels by working closely with the Purpose Coalition, King's Trust and other partners in our region which extends to schools, colleges and Canterbury Christ Church University and Greenwich University. We will continue to ensure that our recruitment practices are inclusive and that our advertising reaches and resonates with a wide range of diverse audiences and promotes social mobility. We will continue to offer a supportive and inclusive environment for both existing and new colleagues, ensuring that we remain a forward thinking, inclusive employer at the forefront of the future of rail.

Rail is a dynamic sector with a bright future. As one of the trailblazer, publicly owned, Train Operators, I am proud of the work we are doing with Network Rail to 'bring track and train together' and our collaboration across other operators. It is a positive step to see the Pay Gap narrow in this report. We remain committed to seeing further improvement as we continue to build a purposeful and inclusive railway.



**Steve White**  
**Managing Director**



# What is the Gender Pay Gap?

The pay gap is the difference between the average hourly pay and bonuses of all men and all women and of white employees with employees from other ethnic backgrounds in a company, regardless of the type of work they do. The government requires all businesses with 250 or more employees to publish their gender pay gap each year. We have decided to include Ethnicity Pay Gap data in the report for the first time.

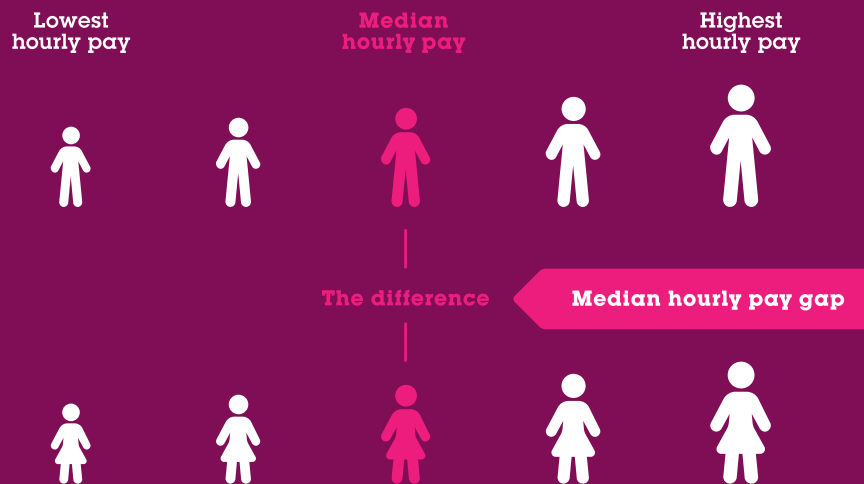
If we look specifically at gender, a gender pay gap is created because different jobs within the business pay differently and the number of women and men performing these jobs varies. There are two main ways of measuring the gender pay gap – the mean pay gap and the median pay gap. It's worth mentioning that the gender pay gap should not be confused with the equal pay gap, which compares the pay of a man and a woman carrying out the same or equivalent work. This is exactly the same for the Ethnicity Pay Gap.

## Mean pay gap

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 mean pay gap is subsequently the difference between the average female hourly pay compared against the average male's hourly pay. The mean figure can be skewed by say, a small number of highly paid individuals, which lifts the average higher. This is exactly the same for the Ethnicity Pay Gap.

## Median pay gap

The second measure is the median pay gap and this is often deemed to be more representative when there are greater variations in pay. To calculate the median pay gap, we line up the hourly pay for all female employees from the highest to the lowest. We do the same for all our male employees and calculate the difference between the two midpoints on each line to work out our median pay gap. This is exactly the same for the Ethnicity Pay Gap.



## Our Corporate commitment

Southeastern is committed to building a purpose driven workforce of colleagues who are representative of the communities they serve. We aim to be the best we can be, by building a diverse and inclusive place to work where everybody is valued and an asset to their community. Closing the Pay Gap for both Gender and Ethnicity is a vital part of that. We therefore focus on recruitment and attraction of diverse talent in as much as we focus on initiatives and programmes to support, promote and retain that talent in the business.



# Recruitment and apprenticeships

**Great recruitment gives us the opportunity to change the face of our company. We are proud that we have been able to take significant strides to attract women and ethnically diverse colleagues. We were able to increase female representation to 21.3% and representation from black, Asian, mixed race or other ethnic groups underrepresented at Southeastern to 11.1% of our company during the period covered by this report.**

Within this, there are some significant successes which have directly contributed to narrowing the Gender Pay Gap. For example, increasing women Train Drivers by 13.2% to 128, junior women and mid-grade Managers by 13.6% (14) and 27.3% (12) respectively. In terms of key roles impacting the ethnicity pay gap, we have increased ethnic diversity managers by 51.22%, Train Drivers by 10.53% and junior and mid-grade managers by 66.67% and 85.71% respectively. These are higher paid roles which, by leveraging our partnerships with organisations such as Work 180, we have had substantial success. We will continue

to run recruitment campaigns focussed on attracting candidates from a broad range of diverse backgrounds, including women, individuals from ethnically diverse communities and other marginalised or underrepresented groups. We will report on this recruitment campaign with our 2025 data.

We aim to inspire inclusivity and diversity through our dedicated diversity and inclusion (D&I) team and our six Colleague Network Groups, which include the Women's Network group (WIRE). WIRE continues to build momentum and makes a significant impact; its mission is to create a better workplace for everyone, regardless of gender, by amongst other things, identifying barriers to inclusion.

Another key tenet of our attractive offering to new women colleagues is our nationally recognised Apprenticeship programme. Since 2018, 711 colleagues have completed an apprenticeship programme with 10% (71) being men, and 23% (163) women.

# Programmes and Projects

## Trailblazing women in leadership apprenticeships

We are leading the way in railway apprenticeships with our level 3 and level 5 'Women in Leadership' programmes, tailored to address the unique challenges women face. The emphasis on empowering women and celebrating women in leadership has equipped emerging leaders with the tools they need to succeed, ensuring a pipeline of diverse talent that will continue to lead Southeastern into the future.

## Senior Leaders Group Coaching programme for women

We launched a bespoke programme, sponsored by our People and Commercial Directors, to invite 100% of women in senior management roles to participate in group coaching. We aim to provide them with the tools and insights necessary to excel in their careers. Incorporating action learning, the program focused on empowering women to overcome challenges and unlock their full potential.

## Mentors for underrepresented groups

In collaboration with the Rail Unites for Inclusion industry group, we have pioneered a mentoring program designed to offer guidance and support to colleagues from underrepresented groups demonstrating our commitment across the industry. By connecting senior leaders with individuals from diverse backgrounds, we are nurturing the next generation of leaders in our industry. Southeastern has also implemented its own internal schemes with 8 frontline

colleagues being partnered with senior managers. This initiative is already showing exceptional results, creating a more equitable leadership environment.

## New expectant mothers' safety standard

In partnership with our WIRE (Women in Rail Empowerment) network, we implemented a new standard and guideline that goes beyond legal requirements, offering a unique six month post return support period for mothers and those undergoing IVF treatment. This innovative approach is a shining example of how we prioritise the wellbeing and continued professional development of women in our workforce.

## Colleague Network Groups

Through ongoing collaboration with all our Colleague Network Groups, including 'CultuRAIL,' which champions a culturally diverse workforce and challenges racial discrimination, we partner with local communities to support, celebrate and mark key events. One such partnership is with a community temple, where we've supported children's summer camps, celebrated Diwali and Holi and hosted various social gatherings. These collaborations foster dialogue, learning and action to address disparities and raise awareness of broader issues of equity, inclusion and representation. Our Colleague Network Groups along with their Executive Sponsors, are crucial in advocating for change, sharing insights and ensuring every voice is heard. By fostering a culture of transparency, respect and accountability, we are making meaningful progress in closing pay gaps and helping everyone at Southeastern thrive.

## Commitment to ending violence against women

We achieved White Ribbon Accreditation, a testament to our ongoing commitment to combatting violence against women. By fostering a safe and supportive workplace culture and engaging with our community and stakeholders, we are actively working towards a future free from violence and discrimination.



# Our Results

21.4% of our workforce were female on 31 March 2024.

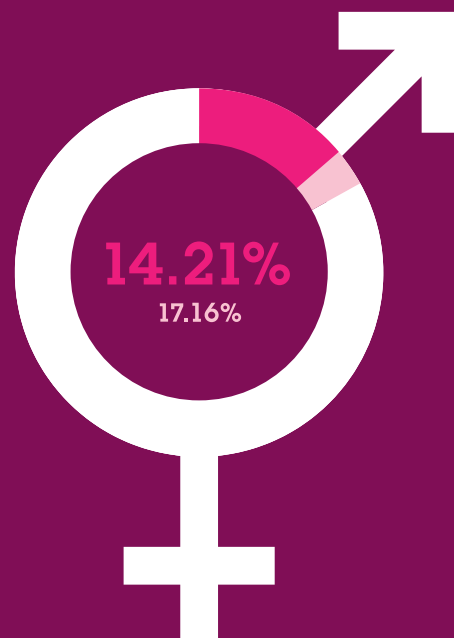
## Mean Gender Pay Gap

In 2024, the mean gender pay gap narrowed to **14.21%** compared to 17.16% in 2023.

The monetary amounts behind this figure are:

- a mean male hourly rate of £30.47
- a mean female hourly rate of £26.14

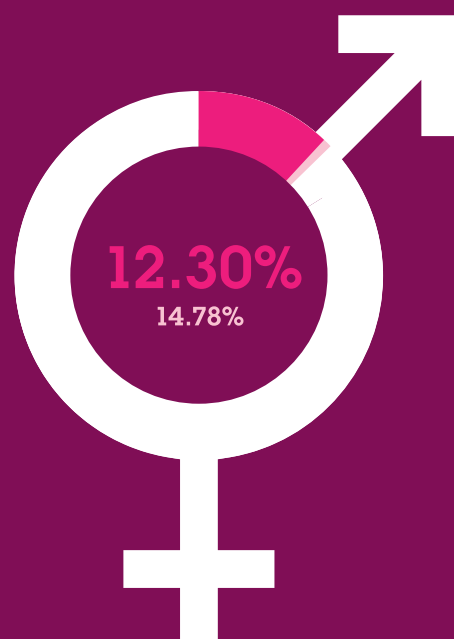
The 14.21% mean gap (£4.33) can be attributed to the large number of male train drivers in the upper and upper middle pay quartiles. Nevertheless, the year-on-year reduction is substantial and is a result of both the increase in women in well paid roles and multi-year pay deal implementation.



## Median Gender Pay Gap

The median gender pay gap is **12.30%**; in 2023, it was 14.78%.

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 man in the middle.





## Bonuses

As in 2023, no performance-based senior manager or director bonuses were paid in 2024. The figures are based on sales commission only, which is earned by on-board staff, selling tickets to passengers.

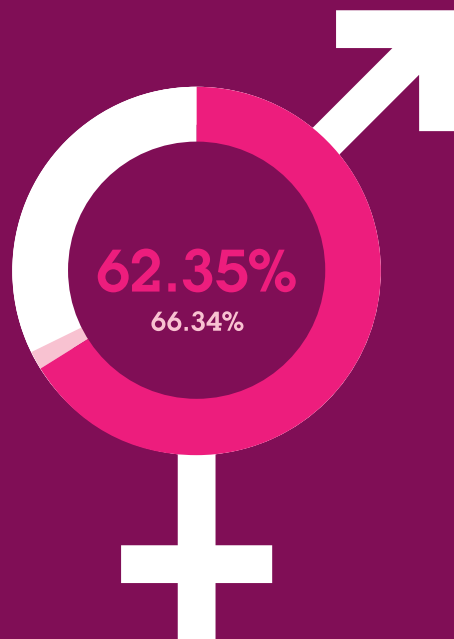
Changes since last year are driven by more passengers travelling using tickets purchased in advance and digital e-ticket options, reducing the opportunity for ticket sales onboard some of our trains. Nevertheless, we are focussed on ensuring that all passengers travel with a valid ticket for their journey.

### Key results:

- The proportion of male employees receiving a bonus is **10.94%** (in 2023 it was 11.69%).
- The proportion of female employees receiving a bonus is **11.25%** (in 2023 it was 13.47%).

## Median Gender Bonus Gap

The median gender bonus gap for Southeastern is **62.35%**, a slight improvement on 2023 which was 66.34%.



# Ethnicity Pay Gap Analysis

11% of the colleagues in our data set identified as black, Asian, mixed race or from another ethnic background underrepresented at Southeastern. This is the first time we have completed this review and do not have comparator data for 2023.

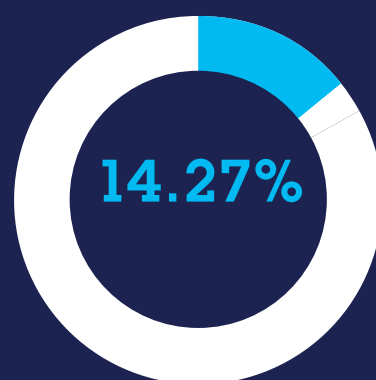
## Mean Ethnicity Pay Gap

In 2024, the mean ethnicity pay gap was **14.27%**, a difference of £4.28.

The monetary amounts behind this figure are:

- A mean White colleague hourly rate of £30.02
- A mean hourly rate of £25.74 for colleagues identifying as black, Asian, mixed race or from other ethnic backgrounds

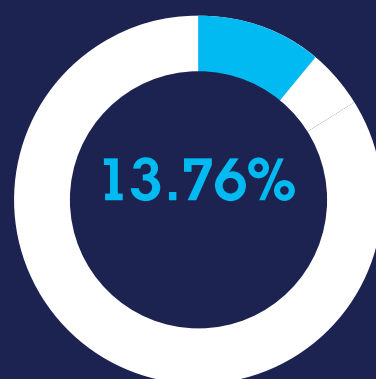
The 14.27 per cent mean gap (£4.28) can be attributed to the large number of White Train Drivers in the upper and upper middle pay quartiles. Attracting more diverse Train Drivers is a significant area of focus for us.



## Median Ethnicity Pay Gap

The median ethnicity pay gap is **13.76%**, a difference of £3.75.

The median represents the middle point of a population. If you lined up all colleagues from black, Asian, mixed race or other ethnic group and all White colleagues in order of hourly pay rate, the median pay gap is the difference between the hourly pay rate for the middle colleague from black, Asian, mixed race or other ethnic group compared to that of the White colleague in the middle.



## Bonuses

No performance-based senior manager or director bonuses were paid in 2024. The Bonus figures are therefore based on sales commission only, which is earned by on-board staff, selling tickets to passengers.

- White colleagues receiving a bonus was **11.69%**
- **5.48%** of colleagues identifying as black, Asian, mixed race or from other ethnic backgrounds received a bonus.

## Median Ethnicity Bonus Gap

The median ethnicity bonus gap for Southeastern is **91.66%**.

This reflects low numbers of colleagues working in commission earning roles (onboard and Ticket Office) and is an area of focus for us to attract increased numbers of ethnically diverse applicants for these roles.

