



**LNER**  
LONDON NORTH EASTERN RAILWAY



# Gender pay gap report

2019





# At LNER we believe in career opportunities for everyone regardless of gender.

We want a diverse and gender balanced workforce which reflects the customers and communities we serve and ensures our people can be their best at work.

As a company we are committed to addressing gender representation and supporting women in the workplace.

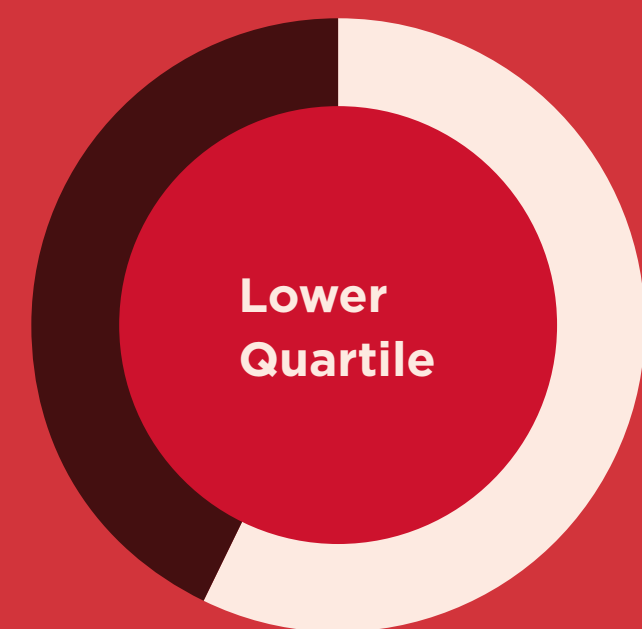




# Our results

## Pay quartiles

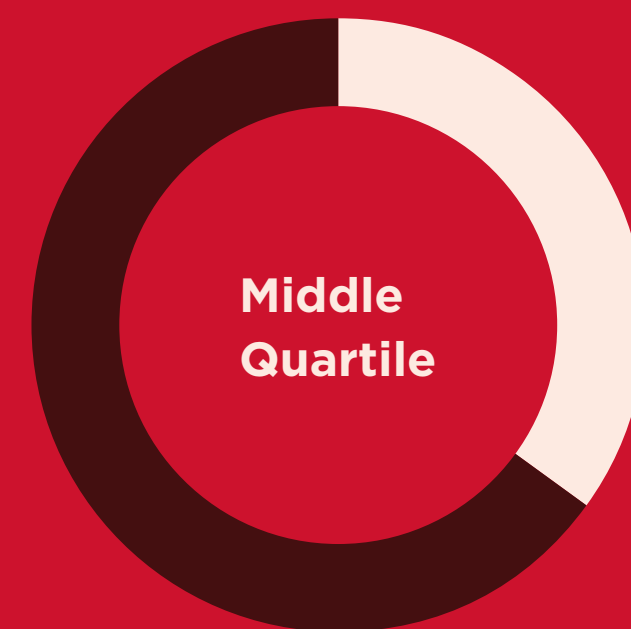
Proportion of males and females in each pay quartile, each quartile contains 657 employees.



43% 57%



54% 46%



65% 35%

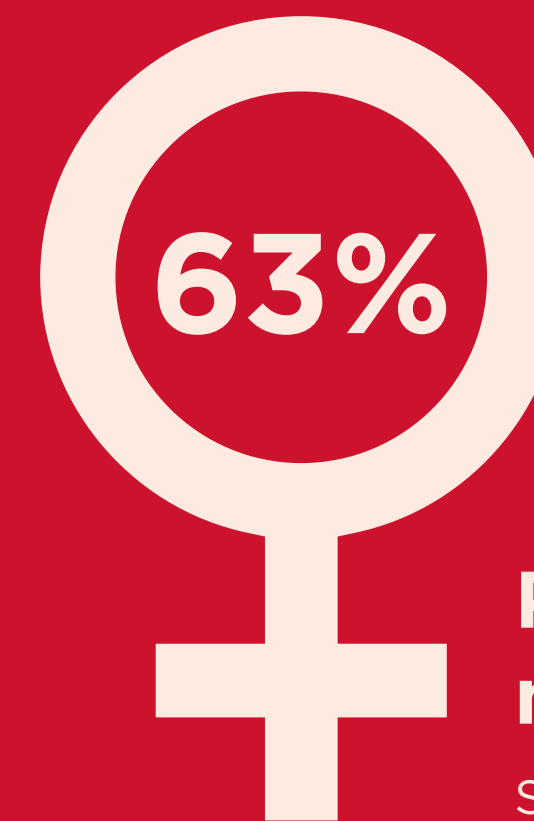


82% 18%

Male Female

## The overall difference between men and women

	Mean (average)	Median (average)
Gender Pay Gap	<b>23.38</b>	<b>14.50</b>
Gender Pay Bonus	<b>39.01</b>	<b>24.81</b>



## Proportion of females and males receiving a bonus

Some of the non-management roles within our customer experience directorate earn commission on food and ticket sales. Under Gender Pay Gap Reporting regulations, these commission payments are classified as a bonus and are reflected in our Gender Pay Bonus Gap results.



# Our story today

We are passionate about creating a diverse and inclusive workforce, representative of the communities we serve and are creating ways to inspire diverse talent to join LNER.

In practice this means working with schools, supporting training programmes, creating opportunities through work placements and apprenticeships, making sure our recruitment processes are free from bias, developing talent, offering career progression and creating a great place to work for all.

Ultimately it is about making sure all of our people fulfil their potential and have a career they can truly be proud of here at LNER.

We know that there is no quick fix. It will take years to see any significant change in a traditionally male orientated industry such as rail. This is reflected in our results, but we have clear plans to further and continually balance our workforce.

Whilst our median gender pay gap is 14.5%, we are confident that this is not caused by equal pay issues, but rather a lack of females in our higher paid roles such as train drivers and engineers. If we remove these roles from our calculation, then the median pay gap falls to 5%. This is still too high, but it demonstrates where we need to focus our efforts.

One example of how we are addressing our lack of gender balance in driving and engineering roles are in the strategic partnerships we have built with schools in each of our main depot areas. The schools and colleges we partner with are within communities that have a greater socio-economic need and we have engaged with over 600 students as part of this programme to date.

We are proud to be one of the only companies within our industry to have a balanced gender Executive Committee. In recognition of the work we have done to date, we won the Highest Gender Balanced Workforce award at the Women in Rail Awards.

Some great progress has been made and it will take all of us at LNER, and indeed the whole rail sector, working together in true partnership to create gender balance across the industry.

We have a huge ambition to engage fully with a truly diverse and inclusive workforce, and we are working hard to achieve it.

**Karen Lewis**

People Director





# Our ongoing journey



## Inspiring the next generation

1

We have established **Schools Partnerships** in diverse communities engaging with over 600 students

2

29 students completed our annual **Summer Academy** preparing them for the world of work and we intend to grow these year on year

3

We showcase our career opportunities through our involvement with the **Big Bang Fair**, the largest celebration of science, technology, engineering and maths in the UK

4

We provided 19 **T level work experience placements** to students studying Travel and Tourism

## Attracting talent



1

A new **applicant tracking system (ATS)** was implemented in Q4 2019 to effectively monitor the diversity of applicants throughout the recruitment process

2

Our **adverts** are **gender neutral** and our **screening process** uses artificial intelligence to **remove bias**

3

We partner with **Work 180** and **Together Communications** to promote our career opportunities directly to diverse groups

4

Hosted **5 Driver experiential days** to change perceptions and breakdown stereotypes. **95%** of attendees **applied for a trainee driver position**

5

We want to be recognised again by **Women in Rail** for our commitment to a gender balanced organisation

6

We aim to improve gender balance from **41%** to a minimum of **43%** female by **2022**

## Developing talent



1

Our **Apprenticeship Programme** creates opportunities for new roles and upskills our existing workforce

2

Following a comprehensive Learning Needs Analysis, a new **Leadership Training Programme** is in development for delivery in 2021

3

We Champion the Yorkshire **Women in Rail** group hosting four events per year that provide training and networking opportunities for women in the industry

4

We are proud to part of the Rail Delivery Group Gold Membership of **Women in Rail** and fund 10 places on the **mentoring scheme** each year

5

We are creating **career pathways** to help our people navigate their career journey simply and effectively

6

Over the next year we will deliver a programme of **Inclusive Leadership** training to all of our people managers



## Creating a great place to work

1

We have completed the **Working Families** benchmark and are using the feedback to make improvements to our policies and working practices

2

We established an **Inclusion Network** and are collaborating with our people on the delivery of our strategy and programme of initiatives

3

In May we pledged our commitment to support the TSSA **#NoBystander** campaign and are working towards the Inclusive Rail Standard. We aim to achieve Gold standard by 2022

4

We have appointed 10 **Inclusion Reps** and are working collaboratively with our trade unions to make our policies and ways of working more inclusive

5

In 2019, we implemented a new **job evaluation** system to ensure our people are **fairly and consistently rewarded**