

GENDER PAY GAP REPORT 2022

GB Railfreight



COMMITTED TO IMPROVING DIVERSITY

Introduction

At GB Railfreight (GBRf), we understand that our people are our greatest asset: we wouldn't be where we are today without our employees' incredible efforts and support. And as we weather the turbulent economic climate, we're keeping our focus firmly on bringing in talented individuals – while also making a concerted effort to improve diversity across the organisation.

So the publication of our annual Gender Pay Gap Report provides us a welcome moment to reflect on the steps we've taken towards closing the pay gap and building towards a future with more women working for both GBRf – particularly in senior roles – and broadly across the industry.

Ultimately, we want to create a level playing field where everyone has equal opportunity to succeed and fulfil their potential. It's important to acknowledge that this will take a lot of hard work and it won't happen overnight: as an industry, we are lacking in representation of women in leadership roles, and men continue to make up the bulk of railway professionals.

But although we know it won't be an easy ride, we're committed to playing our part in improving diversity, equality and inclusion across GBRf. And as the business continues to grow, we celebrate the chance to create a more diverse workforce with fresh perspectives to help drive innovation and keep us competitive.

“WE WANT TO CREATE A LEVEL PLAYING FIELD WHERE EVERYONE HAS EQUAL OPPORTUNITY TO SUCCEED AND FULFIL THEIR POTENTIAL.”

John Smith

John Smith,
Chief Executive Officer

WELCOMING DIVERSE PERSPECTIVES

As one of the fastest growing rail companies in the UK, we couldn't have built our reputation as the most dependable logistics operator in the business without our incredible team.

But we're still aspiring to even greater things. And we know that to achieve them, we need to invest in our most valuable asset: our people. Improving diversity and inclusion invites fresh perspectives, which are crucial to staying innovative and competitive.

We're acutely aware that we're operating within an industry dominated by men, so it won't be quick or easy. Although we have a distance to go, we've seen the beginnings of promising signs with our mean gender pay gap closing by 1.5% over the last year.

**MEAN
GENDER
PAY GAP**
22.41%

**MEDIAN
GENDER
PAY GAP**
36.05%

ABOUT THIS REPORT

The gender pay gap is the difference in the average pay between men and women within an organisation. It's different to equal pay as it examines averages across all roles, while equal pay describes men and women receiving the same salary for the same job.

This report details our gender pay gap as of 2022.

The mean is calculated by adding all rates of pay together and dividing by the total number of

employees – for example, adding up all the rates of pay for women and then dividing by the number of women we employ to reach the mean salary that women working at GBRf receive.

The median is the number which sits right in the middle when pay is ranked from lowest to highest. To discover the median salary for women within the organisation, we identified the figure that's exactly in the middle of their highest and lowest pay.

The quartile figures relate to the proportion of men and women in four pay bands. The hourly pay for both men and women is arranged from the lowest to the highest – this is then divided into four quartiles (divided as evenly as possible). Then the proportion of men and women is calculated for each quartile.

WHY DO WE HAVE A GENDER PAY GAP?

There are a few factors at play that go some way towards explaining why we have a gender pay gap.

The wider industry

Rail freight and transport are both industries that are traditionally dominated by men. Our mean is much higher than the transport industry as a whole, which is 5.45%. It's worth noting, however, that this likely takes the entire transport industry into account rather than our specific niche of rail freight.

Historical company

Reflecting sector trends, GBRf has traditionally mainly employed men. Currently, the numbers stack up at 90% men and 10% women across our teams. Reporting this information every year has highlighted the lack of women in senior positions across the company, identifying it as a key area for us to focus on.

Flexible working

Within GBRf, our figures have been impacted by women taking maternity leave and career breaks, as well as moving to more flexible part-time work as they balance their careers with other commitments.

Salary sacrifice

We offer our team salary sacrifice opportunities. While this is a positive benefit, it does reduce contractual salaries – especially for women claiming childcare vouchers under the scheme.

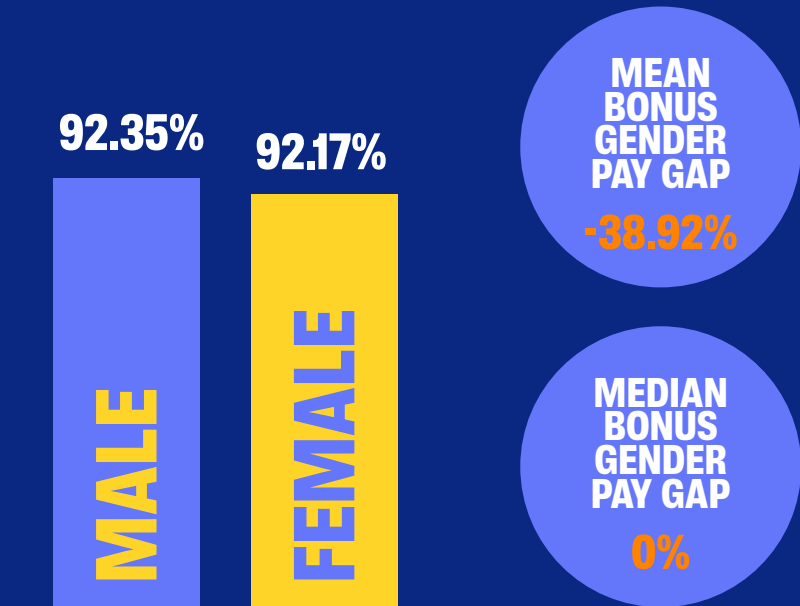


HOW WE'RE DOING

We may have a long journey ahead of us, but we're on the right path: while our median has increased by 1.05%, our mean has decreased by 1.59% over the last year.

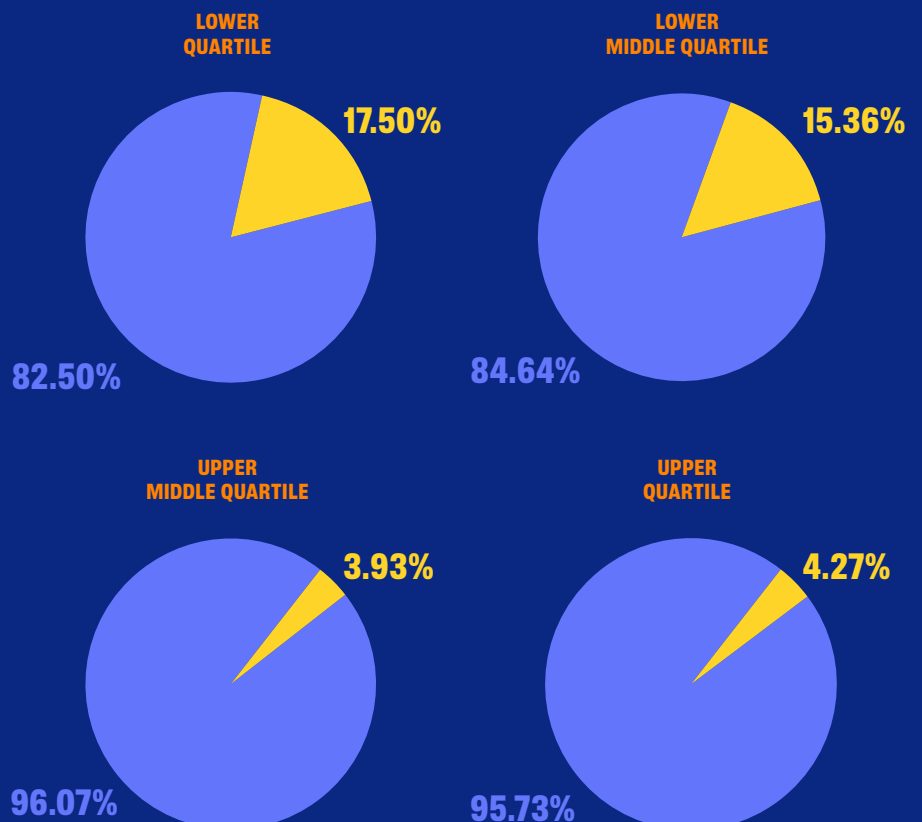
PROPORTION OF STAFF RECEIVING BONUS

While we can report a decreased mean gender bonus gap, it's partly the result of fewer women in the organisation combined with a bonus scheme that includes all employees.



PROPORTION OF MEN AND WOMEN IN EACH QUARTILE OF THE ORGANISATION'S PAY STRUCTURE

Last year's actions have clearly had a positive impact: the number of women in each quartile has increased across the board. However, these numbers remain low in comparison to men so we're aware we still have a lot of work to do.



● FEMALES
 ● MALES

TAKING POSITIVE ACTION

We've made a few big changes over the last year. It could take some time to see the full effects of all of these initiatives, but we're confident that they'll have a positive impact.

We've rethought how we advertise roles to attract more diverse candidates, adjusted our internal policies and have been taking steps to champion a positive and supportive workplace culture.

Inclusive recruitment

- We've de-gendered our job adverts to attract a more diverse pool of talent.
- Our newly created Talent Acquisition Team specialises in bringing fresh expertise to the business.
- We've worked towards removing unconscious bias during the hiring process by partnering with a psychometric assessment provider that champions inclusive recruitment.

Committing to better policies

- We've improved maternity benefits, offering full pay for six months.
- We've implemented a new menopause policy and started increasing awareness around menopause-related issues.

- We're proud members of the Equality, Diversity and Inclusion Industry Charter. Our commitment to this charter includes running an EDI and People & Culture Working Group, as well as providing training and education opportunities to support diverse individuals into senior roles.

Fostering a supportive culture

- We've continued PushFar, our peer-to-peer female mentoring scheme, with a relaunch on International Women's Day to encourage more participation.
- All Directors have taken external training on male allyship.
- We carried out a detailed equality, diversity and inclusion questionnaire to better understand how staff feel about inclusion.

DRIVING FUTURE CHANGE

We know that change is going to take time, but we're working hard to address gender imbalances and are already seeing results.

Year-on-year, we've increased the number of women both within the organisation and in higher paying operational roles. And our efforts don't stop there: we're also dedicated to improving diversity across socio-economic backgrounds, ethnicity and sexuality. Our aim is to attract, support and retain a diverse team that's all the stronger for its rich variety of lived experiences.

Increased representation across all levels

- We aim to double our gender diversity across the business by 2025, with particular focus on our middle and upper leadership levels.
- Our goal is to increase the diversity of our Executive Committee (Directors and Heads) and Board (Directors) and to have our first female Director by the end of 2023.
- We're launching staff networks for women, LGBTQI+ groups and cultural diversity.

Inclusive hiring, development and retention

- We're revamping our job adverts and interview selection questions to be more inclusive.
- We're launching a hiring manager toolkit that includes unconscious bias education.
- Our new Learning and Development Manager will create a structured process for staff development.

- We plan to boost the opportunities for internal promotions to support women into senior roles.
- By hosting events designed to appeal to a diverse range of people, we'll create a more family-friendly and inclusive environment.

Improving the day-to-day

- We're developing line managers' awareness of inclusivity issues and we plan to run a series of workshops covering the issue.
- The People & Culture Working Group is starting a project with the Sustainability, Safety, Operations and Facilities Team to ensure GBRf's facilities are accessible.
- We'll continue to build upon our menopause policy and awareness: as well as creating a safe and supportive environment for our team to talk about it, we're also launching educational video content for staff.



“PROGRESSION AND SUCCESSION PLANNING NEED ADDITIONAL FOCUS BUT WE’RE WORKING HARD ON IMPROVING THIS.”

I’m a Procurement Manager at GBRf in my eighth year with the company. There are a number of reasons why I’ve wanted to stay. The business’ potential and the variety and change afforded by our rapid growth are key, but fundamentally I like the access I have to the Directors and information – nothing is hidden.

The people are another big factor in what I enjoy about my role at GBRf. Working with like-minded individuals is a big positive bearing in mind the length of time you spend at work!

However, I do believe that things can always be better, and I am heavily involved in making changes via the Wellbeing Champions group.

And in my role with the People & Culture Working Group, we recognise we need to create more opportunities for advancement. There is opportunity for training, although progression and succession planning need additional focus – but we’re working hard on improving this.

Karen Parker
Procurement Manager

“THERE ARE DEFINITELY OPPORTUNITIES FOR TRAINING AND DEVELOPMENT: I’M PROOF OF THAT!”

I started at GBRf two years ago as an apprentice, before landing a role in PA support in February 2023.

It’s a great company to work for. I mostly enjoy that I can get on with absolutely everyone and that I feel supported in the work I do, giving me confidence that I’m doing well. I recently went to a few award ceremonies and took a trip to Poland with work. Working at GBRf certainly does open doors for you and it’s a great way to meet new people!

I’m also a peer mentor for Year 10 and 11 students through the Back on Track scheme, which helps support school-leavers who don’t know exactly what route to take into further education or work.

There are ways to develop your knowledge in your role by taking extra training, such as starting apprenticeships at higher levels, or going on specific programmes like Excel courses. So there are definitely opportunities for training and development: I’m proof of that!

Megan Claydon
PA Support



FUTURE INDUSTRY LEADER IN DIVERSITY

Decreasing the gender pay gap will take significant time and effort – not least because rail freight remains an industry that's dominated by men. It's also not the only pay gap we're tackling. Our commitment extends to improving diversity across socio-economic backgrounds, ethnicity and sexuality.

But we're confident that we're up to the job. By reporting regularly, identifying which areas need to change and acting on our findings, we're making steady progress towards closing unfair gaps and improving our team's experiences and opportunities for progression. And we strongly believe that a diverse team will bring an invaluable variety of perspectives, fuelling us to become a more innovative organisation.

Our vision is to become the UK's leading transport logistics provider – not just in performance, but in diversity and inclusivity, too.

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