

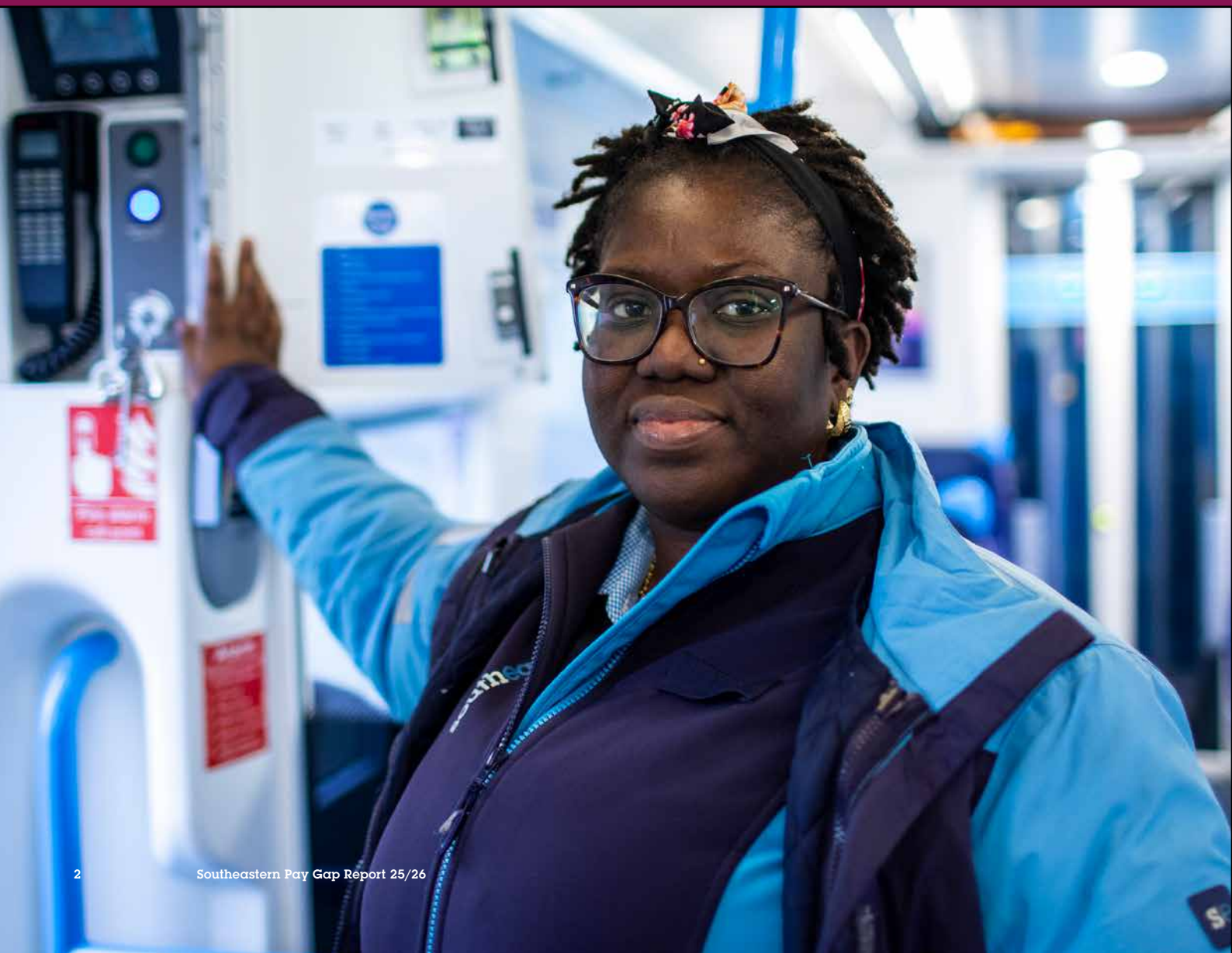
Gender Pay Gap Report 25/26

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Introduction

Between the 2024 and 2025 Gender Pay reporting periods, Southeastern undertook its largest recruitment drive in more than a decade. Over 1,000 colleagues joined, or progressed internally, across the business. This included hiring 165 Train Drivers (compared with around 90 in a typical year) and 124 colleagues into Ticket Offices as we rebuilt these essential customer-facing teams.

This has been a positive step for Southeastern, but it has also influenced both our Gender and Ethnicity Pay Gaps. In last year's report (data as of 31 March 2024), we saw our Gender Pay Gap narrow and, for the first time, were able to publish our Ethnicity Pay Gap. The 31 March 2025 data shows a widening: the Mean Gender Pay Gap increased from 14.21% to 15.32%, and the Mean Ethnicity Pay Gap from 14.27% to 16.21%.

These new pay gap figures reflect the profile of new entrants—many of whom were women or colleagues from underrepresented ethnic backgrounds—starting in our lower paid roles, while more experienced colleagues moved into higher paid positions such as management or Train Driver roles. Despite a bespoke recruitment campaign that generated a 140% increase in female applicants, the railway continues to attract a majority of male applicants, which is reflected in appointments.

In January 2025 we brought the servicing of our Class 395 train fleet inhouse, resulting in over 50 well paid engineering roles and 10 management roles—predominantly male—transferring under TUPE into Southeastern. This has also influenced our pay gap.

Around 80% of roles at Southeastern are represented by our Trade Union partners (RMT, TSSA and ASLEF). Improving pay for our people is a shared ambition, and we will continue to provide a competitive offer within public sector pay constraints. Multiyear pay deals are one way we can support this, and we will continue to pursue these where possible. Alongside pay, our wider reward package remains important: participation in our Defined Benefit pension scheme, discounted rail travel, and a range of salary sacrifice benefits (e.g. Cycle to Work, Tech Scheme, Electric Vehicle Scheme) all provide significant value. Many of our policies—including Baby Loss, Menopause, Paternity Leave, Kinship Carer, Shared Parental Leave, mentoring, senior leader coaching and free period products—are considered industry leading and support colleagues through key life stages.

Southeastern Trains has joined Network Rail, Kent Route, to become the first in a new era of integrated railways under public ownership. We are already seeing the benefits of this with the organisations learning from one another and people taking up secondments to enable personal development. As we move towards the fully integrated Great British Railway in 2027, we remain committed to supporting the development and progression of women and colleagues from underrepresented ethnic backgrounds, helping us reduce the pay gaps that exist today. We are also committed to promoting social mobility. Our ambition is to create a railway which is demonstrably more integrated and more inclusive.



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/white people and all women/ethnically diverse people 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 again as a comparator to our first publication of the data in our last report.

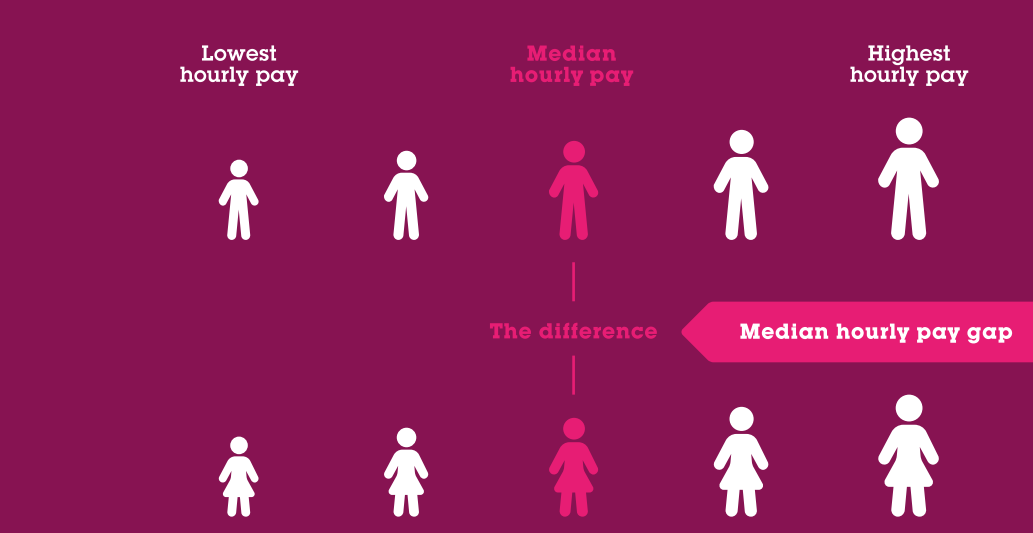
If we look specifically at gender, a gender pay gap is created because different jobs within the business pay differently and the number of women and men performing these jobs varies. There are two main ways of measuring the gender pay gap – the mean pay gap and the median pay gap. It's worth mentioning 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

In Summer 2024, we ran a targeted recruitment campaign to improve gender and ethnic representation across our frontline roles. Insight from colleague focus groups, manager interviews and YouGov research shaped messaging that addressed barriers to applying, while creative concepts were tested with potential applicants from relevant sectors. Working with the UNITE and OMD advertising agencies, we promoted roles through programmatic advertising, social media and podcast sponsorships to reach people from lower socioeconomic and ethnic minority backgrounds. The campaign generated over 16,500 applications in two months, with a 140% increase in applications from women, under-25s and people of the global majority, who made up 75% of all applicants.

We also strengthened our commitment to fair and inclusive recruitment by creating role profile videos featuring a diverse mix of colleagues, redesigning our interview structure to focus on our Ways of Working, and publishing our core question bank

online to improve transparency and enable candidates to arrive well prepared for their interview. Our progress has been recognised externally, with Southeastern winning Best Performer in the Transport Category at the WORK180 UK Equitable Workplace Awards for two consecutive years, highlighting our ongoing commitment to creating an equitable workplace where everyone can thrive.

During this year, we had 369 colleagues join an apprenticeship programme. Over this year we have seen a stabilisation in the gender diversity with an average 22% of our apprentices being female, we have however seen a slight increase in the ethnic diversity of our apprentices rising from 15% to 17%.

When looking at our apprenticeship completions for the 2024/2025 academic year, 87% of females on programme successfully completed their programme, which is 8% higher than their male colleagues.

Programmes and Projects

Work180, Top 15% Employer

This year, we strengthened our longstanding partnership with Work180, achieving recognition as being within the top 15% of all employers across the UK, United States and Australia. This reflects our sustained commitment to creating equitable workplaces and advancing women's careers in a historically male-dominated industry.

Enhanced Support for Women's Health and Wellbeing

We expanded our wellbeing offer with the launch of our Employee Assistance Programme, providing specialist support tailored to women's health needs.

We introduced Menopause Specialist Doctor appointments, responding to themes raised in our menopause drop-in sessions where colleagues reported limited support from GPs. This ensures women receive timely, specialist guidance to sustain their wellbeing and help them thrive at work.

Strengthening policies and guidance to support life stages and caring responsibilities

We have developed several new colleague-centred policies and were the first train operating company to introduce Kinship Care leave, thanks to a colleague who saw an opportunity for us to support our people at a time of need. From now on, colleagues who become a kinship carer (as part of a new arrangement) are entitled to Kinship Care Leave. This is to ensure colleagues have the time and flexibility needed to adjust to their new circumstances.

Our policy is designed with wellbeing and work-life balance in mind, enabling colleagues, particularly women who disproportionately shoulder caring responsibilities, to continue thriving at work.

Driving Social Mobility

Southeastern became the first Train Operating Company to publish a Social Mobility Action Plan, ensuring we create opportunities for communities facing socio-economic barriers.

Our partnership with The Purpose Coalition continues to shape this work, and we play an active role in the Social Impact Advisory Council, helping refine the emerging 'Social Scopes' model to measure and accelerate positive impact.

Show You Care, a Company-wide inclusion programme

We launched 'Show You Care', a major inclusion initiative designed to strengthen gender balance, equity, diversity and inclusion across Southeastern. Reaching all colleagues, the programme combines facilitated team-talks with short videos based on real Southeastern scenarios, developed through extensive colleague research. Each session encourages reflection and open discussion, helping colleagues understand the impact of their words and actions and supporting the creation of a more respectful, accountable and inclusive culture.

Maintaining Triple Gold, Investors in People

Our triple Gold Investors in People accreditations for People, Wellbeing and Apprentices, reflect our genuine commitment to creating a workplace where colleagues feel supported, healthy and able to build their future.

This recognition shows that investment in our people is embedded in our culture, not just our processes. It also particularly benefits women and colleagues who remain underrepresented in senior rail roles, by ensuring fair access to opportunity, support and career pathways.



Southeastern's Pay Gap Analysis

On 31 March 2025, 21.96% of our workforce were female and 12.79% identified as being from a BAME background.

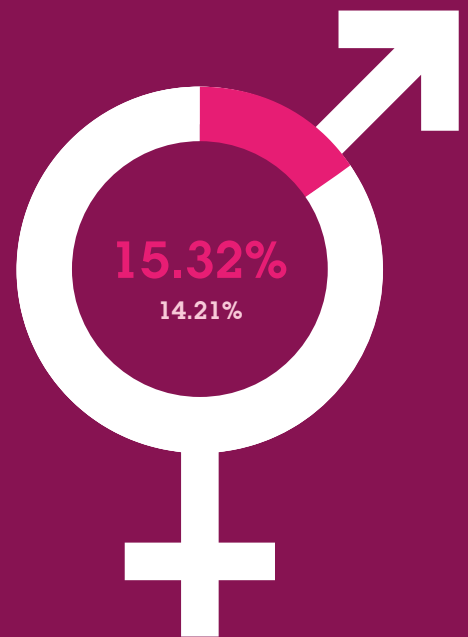
Mean Gender Pay Gap

In 2025, the mean gender pay gap increased to **15.32** per cent compared to 14.21 per cent in 2024.

The monetary amounts behind this figure are:

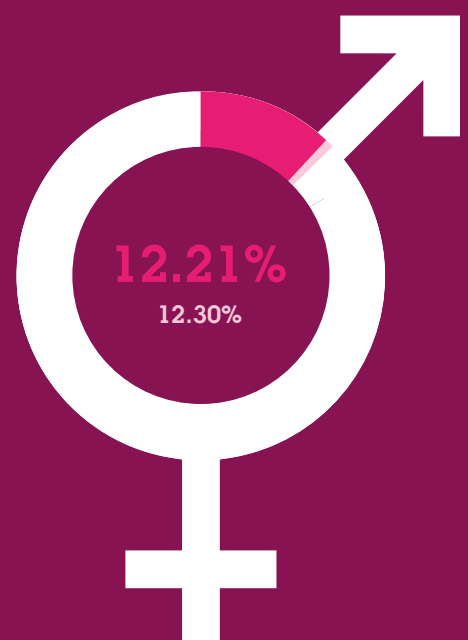
- a mean male hourly rate of **£33.18**
- a mean female hourly rate of **£28.09**

The mean pay gap can be attributed to the large number of male train drivers in the upper and upper middle pay quartiles. Nevertheless, the year-on-year increase is substantial and is a result of our significant hiring programme and the TUPE of staff into our engineering team.



Median Gender Pay Gap

The median gender pay gap reduced slightly **12.21%** compared to 2024, when it was 12.30%.



Bonuses

As in 2024, no performance-based senior manager or director bonuses were paid in 2025. The figures are based on sales commission only, which is earned by on-board staff selling tickets to passengers.

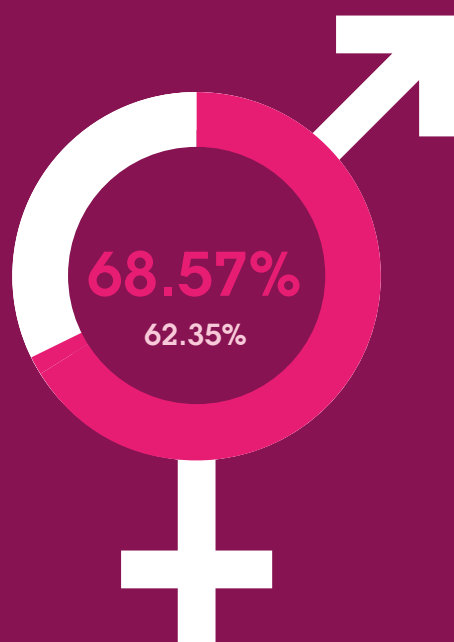
We expanded our ticketless travel zone in 2024, and the Bonus Gap reflect the first full year of comparison.

Key results:

- the proportion of female employees receiving a bonus is **11.97%** (in 2024 it was 11.25%)
- the proportion of male employees receiving a bonus is **10.26%** (in 2024 it was 10.94%)

Median Gender Bonus Gap

The median gender bonus gap for Southeastern is **68.57%**, a slight increase on 2025 which was 62.35%.



Ethnicity Pay Gap Analysis

14.77% of the colleagues in our data set are identified as being ethnically diverse.

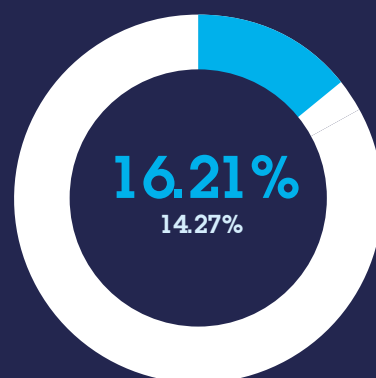
Mean Ethnicity Pay Gap

In 2025, the mean ethnicity pay gap was **16.21%**, a difference of £5.34 per hour. In 2024, it was 14.27%.

The monetary amounts behind this figure are:

- a mean White colleague hourly rate of **£32.97**
- a mean Ethnically diverse colleague hourly rate of **£27.62**

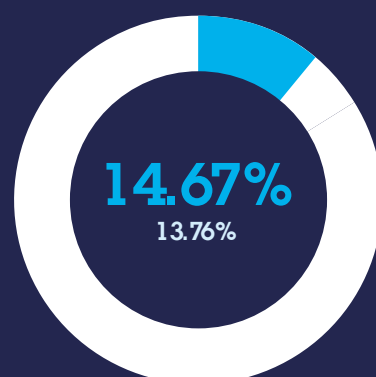
The 16.21% mean gap (£5.34) can be attributed to the large number of White staff and particularly Train Drivers in the upper and upper middle pay quartiles. Attracting more diverse Train Drivers is a significant area of focus for us.



Median Ethnicity Pay Gap

The median ethnicity pay gap is **14.67%**, a difference of £4.36. In 2024, it was 13.76%, a difference of £3.75.

The median represents the middle point of a population. If you lined up all the Ethnically diverse colleagues at Southeastern and all the White colleagues in order of hourly pay rate, the median pay gap is the difference between the hourly pay rate for the middle Ethnically diverse colleague compared to that of the White colleague in the middle.



Bonuses

No performance-based senior manager or director bonuses were paid in 2025. 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 **11.2%** (in 2024 it was 11.69%).
- Ethnically diverse colleagues receiving a bonus was **5.69%** (in 2024 it was 5.48%).

Median Ethnicity Bonus Gap

The median ethnicity bonus gap for Southeastern is **89.26%**. In 2024 it was 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 diverse applicants for these roles.

