



# Closing the Gap

LNER Gender and Ethnicity Pay Gap Report 2025



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# Key stats

**3,655**  
colleagues

**44%**  
of colleagues  
are women

**11%**  
Colleagues  
from ethnic  
minority  
backgrounds

**31%**  
**women in  
senior roles**

**81%**  
recommend  
LNER as  
a great place  
to work

A message from Paula Bullock

# Our commitment to equity, diversity and progress

At LNER we're proud that 44% of our workforce are women, but we know we have lots more to do. Not just because it's the right thing to do, but because we work in an industry where only 18% of the workforce are women, and supporting women in rail is essential to building a more innovative and inclusive industry. When women are empowered and supported to progress, we see better outcomes for our customers, colleagues, and communities. When women are empowered and supported to progress, we see better outcomes for our customers, colleagues and communities. We want rail to be a place where women feel they belong, where their contributions are visible and valued, and where they have equal opportunities to lead and succeed.

**Paula Bullock**  
People Director



**Gender equity in rail is something I'm deeply passionate about and I'm committed to further improving it at LNER.**

Pay gap reporting on the surface is about pay, but it's also about representation. When we get a more equal proportion of women and men in similar roles and at similar levels of seniority in terms of pay, we will close our pay gap further. This is why we are committed to increasing the number of women in driving and senior leadership roles.

This year our Empower employee network introduced a reciprocal mentoring scheme to match colleagues with senior women in the business and, recognising the power of informal relationships in the results, we will be expanding the scheme. We were the first train operator to receive the Period Positive Workplace accreditation, and we will be issuing our first menopause action plan in 2026, renewing our commitment to supporting women at all stages of their life and career.

When it comes to closing the ethnicity pay gap, we are working hard to increase the number of colleagues from ethnic minority backgrounds across roles and seniority. →

## A message from Paula Bullock continued

A total of 11% of our workforce come from ethnic minority backgrounds, representing over 165 more people than in 2018. An example of our progress in recruitment, our updated process to recruit customer experience hosts, which has grown the proportion of roles offered to candidates from ethnic minority backgrounds from 20% to 30%. This year we'll be introducing an internal talent programme for people from ethnic minority backgrounds, further recruitment improvements, and listening and dialogue sessions with senior leaders.

This is about making systematic change, so we are best placed to serve our customers by being as diverse as the communities we work in. As well as changing our hiring practices, we're working to make LNER an increasingly inclusive place to work and are measuring inclusion via our colleague surveys and diversity via our employee demographics so that we're making the right progress. Since we introduced our inclusion index in 2024 our scores have grown by over 14%, indicating that our work is having an effect. We've trained over 500 employees on inclusive hiring practices and have introduced diverse interview panels.

We're proud to have our work on inclusion recognised externally, with Inclusive Employers awarding us a Silver accreditation and LNER being named a Top Employer in 2025.

We're encouraged by our progress and remain committed to building on it each year, to close our pay gaps further and to make sure our people have an excellent experience at LNER.



### Together, we are building a culture where:

- Leaders are confident and competent to lead inclusively and promote EDI leadership
- LNER reflects the communities we serve
- People feel they belong so they can deliver the best customer experience possible

### We'll do this by:

- Equipping our leaders and line managers to embed our work on EDI
- Providing opportunities for people to connect based on shared identities and interests
- Recruiting for potential, harnessing the skills and abilities of all our people and attracting top talent



A message from Stuart Thomas

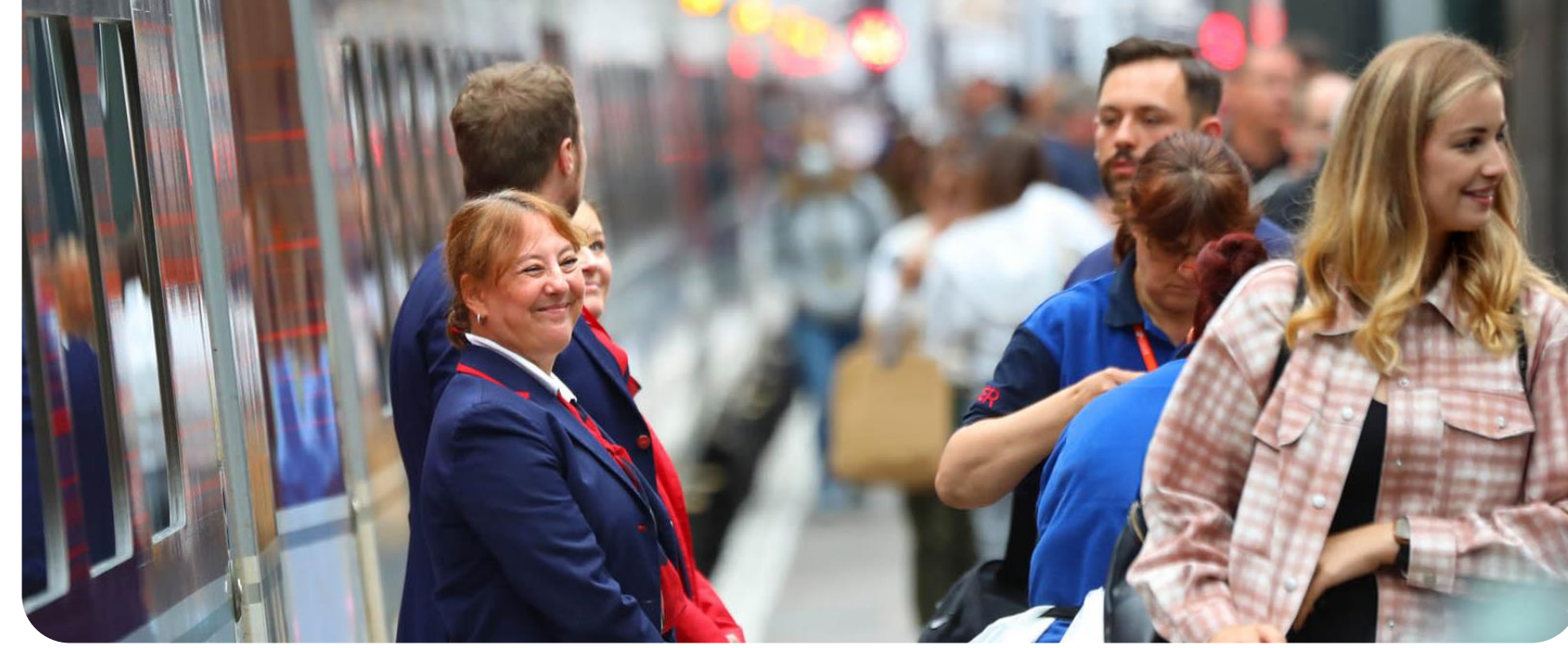
# Driving change through inclusive leadership

**As LNER's Responsible Business sponsor, my goal is to make sure we're doing everything we can to deliver on our commitment to be the most responsible way to travel for generations to come.**

Every day, I see passionate and dedicated people across LNER who genuinely care and consistently do the right thing. Diversity and inclusion aren't just words here – they're things we live and breathe. I'm incredibly proud of the work we do to help colleagues feel like they belong. Whether it's our thriving inclusion networks, recognising important cultural moments throughout the year, or investing in mentorship and leadership programmes that give future leaders the skills and

confidence to grow, we focus on initiatives that genuinely improve day-to-day happiness, connection and opportunity.

Looking ahead, the future of rail and the creation of Great British Railways give us a real chance to shape something better together. LNER is already known for putting colleagues at the heart of the business, and I'm excited to share what we've learned – the things that work and the things that make a difference. For me, it's about helping to build a workplace culture across the industry where people feel valued, supported and able to thrive, no matter their background. If we get that right, we'll naturally attract and keep the brilliant people we need for the years ahead.



**We know that achieving equity takes time, commitment, and consistent action.**

It takes time, effort and steady progress to close the pay gap. The numbers don't tell the whole story, but being open about them is an important part of moving forward. What really matters is how we use this insight – bringing everyone with us and making thoughtful choices along the way. That's how we show our commitment to doing the right thing as a responsible business.

**Stuart Thomas**  
Communications Director and Responsible Business Sponsor



At-a-glance

# Our workforce diversity



As examples of our progress, at the snapshot date: 17% of our customer experience hosts were from an ethnic minority background, compared to 15% in the previous year; 17% of our trainee train drivers were from an ethnic minority background, compared to 4% for our qualified driver population; and 25% of our trainee drivers were women, compared to 13% of our qualified drivers.

Analysis of our workforce by age also shows greater diversity among our younger employees: 16% of colleagues aged 20-30 and 14% of employees aged 30-40 are from ethnic minority backgrounds; and 47% of colleagues aged 20-30 are women, compared with 45% among those aged 30-40. We're confident that, if we continue to support our future talent, we will have an increasingly diverse employee base in the future that is reflected in smaller pay gaps.

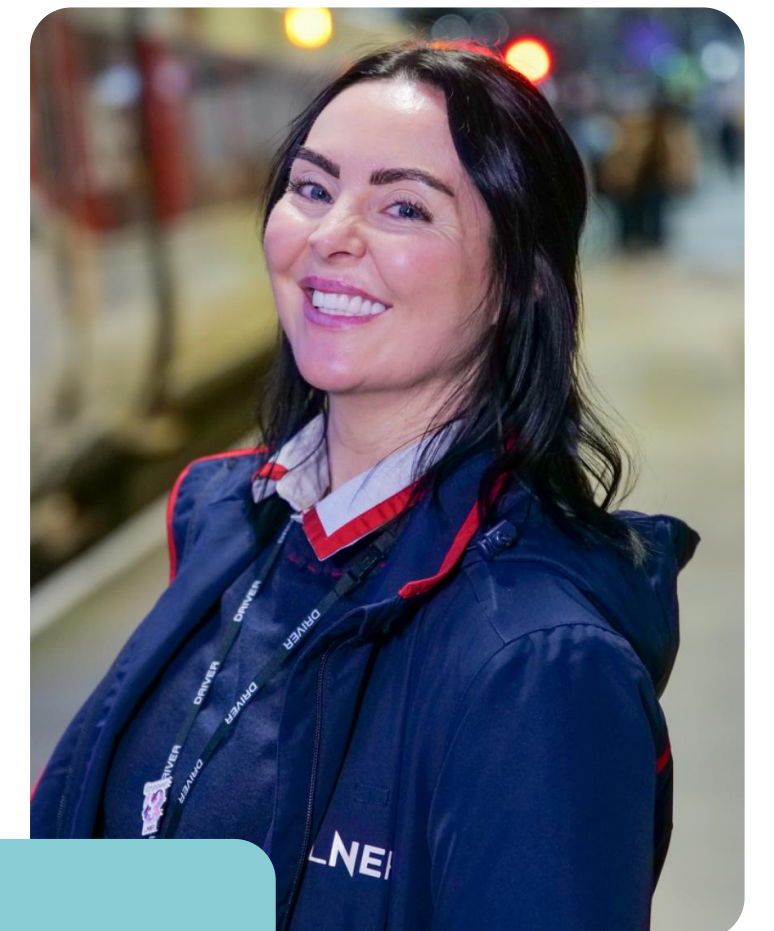
## Our networks:



Since 2024 we have built out our networks to support colleagues and help them to feel like they belong at work. These groups are all colleague-led and help create meaningful bonds with other likeminded people – supporting conversations and driving positive action from the heart of our business.



**Women lifting women isn't just empowering, it's game changing. A strong mentoring programme gives women the confidence, the connections, and the courage to go further than they ever thought possible. When we back each other, we break barriers. That's the power of Empower.**



**Clare Caddick**  
LNER Driver and  
Empower Women Chair

Interpreting the data

# Setting the scene



## In interpreting the data in this report, it is important to understand the context at the snapshot date of 31 March 2025:

- Unlike our 2023 and 2024 pay gap reports, this year's data is not influenced by the effects of industrial action, therefore provides a truer reflection of our pay gaps.
- Our 2025 pay gaps are affected by the recruitment of more customer-facing colleagues ahead of increasing services with the new East Coast Main Line Velocity timetable from December 2025. The majority of customer-facing colleagues are in the lower two pay quartiles.

## What is the difference between equal pay and the gender and ethnicity pay gaps?

Equal pay means paying people the same for like-for-like work and has been a legal requirement for over 50 years. We're confident that we do this. Equal pay isn't the same as the gender or ethnicity pay gap. The pay gaps shown in this report are a comparison between average hourly rates of pay for different groups of employees, and they reflect a combination of internal and external factors. For example, the distribution of men and women employees within an organisation can influence the gender pay gap, even though men and women employees are paid equally. Similarly, the distribution of white and ethnic minority employees within an organisation can influence the ethnicity pay gap.

It's important to distinguish between gender and ethnicity pay gaps and equal pay, as they address different issues in workplace equality, and we are committed to addressing the underlying causes of gender and ethnicity pay gaps. By fostering an inclusive workplace and creating pathways for growth and opportunity, we aim to ensure fairness and equity for all our employees.



## What information is included

All figures published in this report are from 31 March 2025. Publishing ethnicity pay gap data isn't a legal requirement, but we welcome the opportunity to be transparent about our ethnicity pay gaps and the reasons for them.

## Data sources and methodology

Pay gap calculations in this report use full-pay relevant colleagues, in line with statutory reporting requirements.

Representation data and role-based infographics use all LNER colleagues on the snapshot date. This means the colleague population included in pay-gap charts will differ slightly from representation visuals.

# Definitions

## Gender pay gap

The gender pay gap reflects the difference in average hourly earnings between men and women, shown as a percentage of male earnings. This gap varies due to factors such as the number of men and women in senior roles.. The gender pay gap is different from equal pay. Equal pay is covered by the Equality Act 2010, and requires employers to pay men and women the same for work of equal value.

## Ethnicity pay gap

The ethnicity pay gap reflects the difference in pay rates between white full-pay relevant employees and full-pay relevant employees from ethnic minority backgrounds. The analysis employs the same measures used for reporting gender pay gaps. In the context of the United Kingdom, the term "ethnic minority" encompasses all ethnic groups except the white group.

## Mean pay gap

To calculate the mean gender pay gap, the hourly pay for all women employees is added together and divided by the total

number of women employees. The same is done for men employees. The mean gender pay gap is the difference (shown as a percentage) between the mean hourly pay for women and men employees. The same approach is applied when calculating the ethnicity pay gap.

## Median pay gap

If all women employees were lined up in order of their hourly pay, and so were all men employees, the median would be the hourly rate of pay of the individual woman and man employee in the middle of each line. The median gender pay gap is the difference (shown as a percentage) between the hourly pay of the middle woman employee compared to the middle man employee. The same approach is applied when calculating the ethnicity pay gap.

## Bonus pay gap

The bonus gap is calculated using actual bonuses paid to colleagues for the 12 months from 1 April 2024 to 31 March 2025. The mean bonus, median bonus and gaps are calculated using the same formula as hourly pay.

## Pay quartiles

Hourly pay quartiles are created by sorting employees into a list from highest to lowest hourly pay, then dividing the list into four equal-sized groups, or quartiles. We then look at the proportion of employees, either men and women or white and ethnic minority, in each quartile.

## Gender identity

While we use the term 'gender pay gap' throughout this report, we understand that, for some people, the data used will be in relation to their sex but not their gender. The current gender pay gap legislation mandates reporting based on binary sex categories, thereby excluding non-conforming identities. This report focuses on pay disparities between men and women, while acknowledging its limitation in covering all gender identities.

We are dedicated to fostering gender inclusion, including the support of trans individuals and the recognition of non-binary genders.

Individuals may self-identify their gender without obligatory medical procedures and so ensure precise recording and analysis of all pay data regardless of gender identity while actively working towards addressing any identified pay discrepancies.



➔ **Our  
gender  
results**



Our gender results

# Our gender pay gaps

In 2025, our mean gender pay gap was 19.2%, which means that men were paid on average 19.2% more than their women colleagues. Our median gender pay gap was 13.7%, meaning that the salaries of middle-paid men employees were 13.7% higher than the salaries of middle-paid women employees. We continue to see progress in reducing LNER’s gender pay gap metrics, extending the positive trend we have seen since 2022. This reflects work we have undertaken, for example, with our Empower women’s

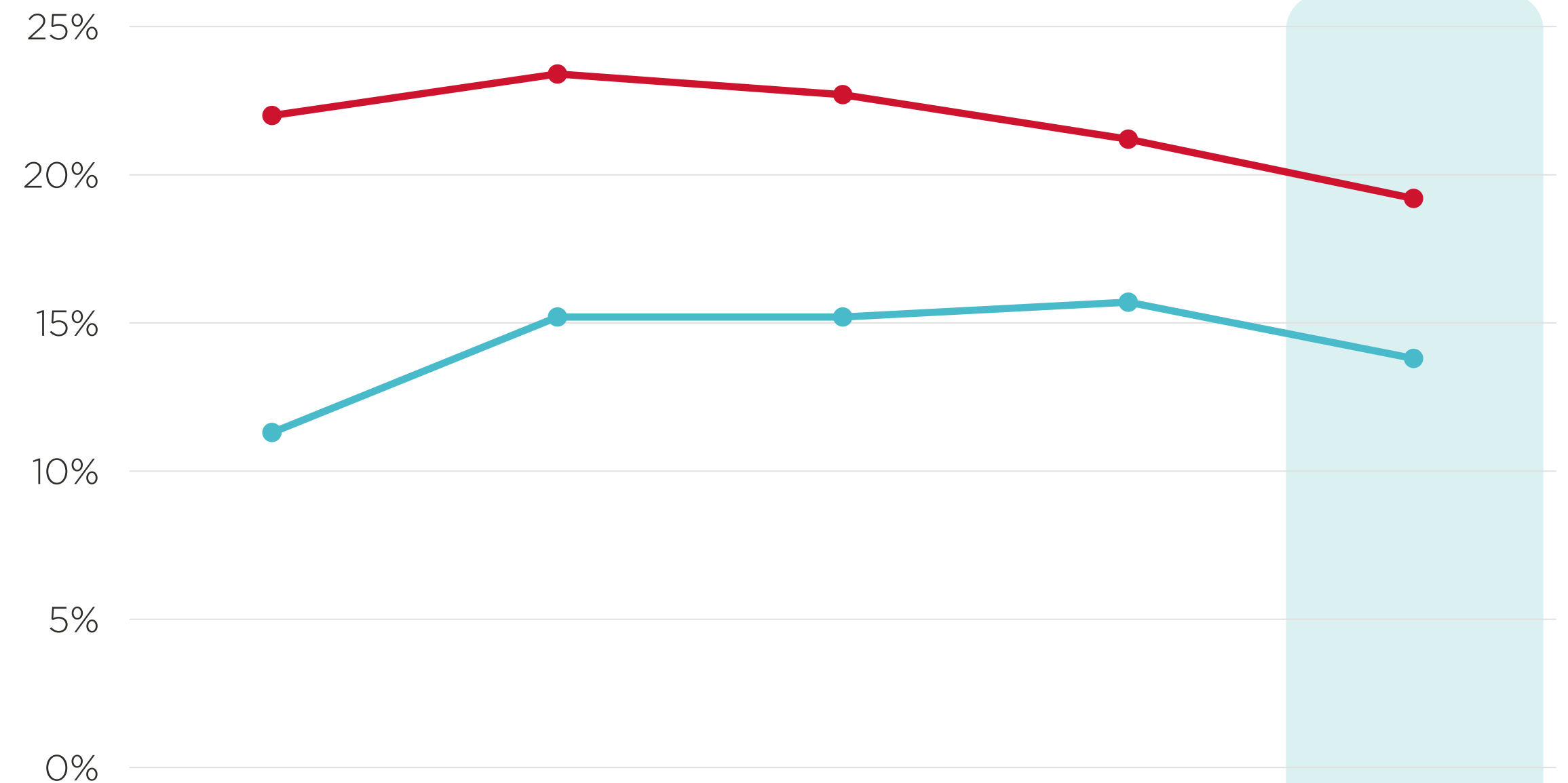
network and showcasing the careers of women in LNER.

44% of LNER’s 3,655 employees on the snapshot date were women, 56% men.

While we are encouraged by the reduction in our gender pay gap measures, we recognise the importance of continuing our focus on growing the number of women in roles, including drivers and senior leaders, to build on the progress we’ve already made.



## Where we are and where we’ve been



	2021	2022	2023	2024	2025
● Mean gap	22.0%	23.4%	22.7%	21.2%	<b>19.2%</b>
● Median gap	11.3%	15.2%	15.2%	15.7%	<b>13.8%</b>
<b>% Splits</b>					
Women	41.9%	41.6%	43.0%	43.4%	<b>41.2%</b>
Men	58.1%	58.4%	57.0%	56.6%	<b>58.8%</b>



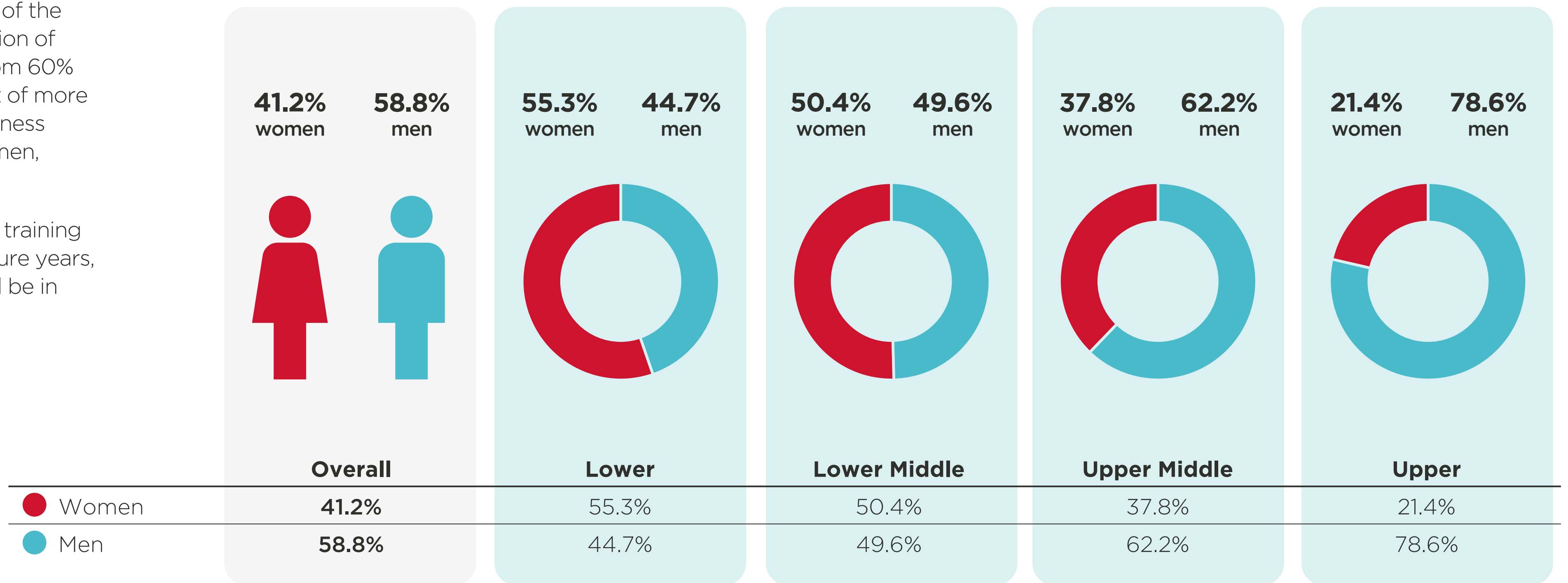
Our gender results continued

# Employees by gender in each pay quartile

The proportions of men to women employees by quartile saw only minor shifts over the year, with the exception of the lower quartile, where the proportion of women employees decreased from 60% to 55%, reflecting the recruitment of more men to entry-level roles. The Business Leadership Team is now 31% women, 69% men.

More women colleagues in driver training roles will improve pay gaps in future years, as, once fully qualified, drivers will be in the upper two pay quartiles.

## Proportion of employees by gender across pay quartiles



Our gender results continued

# Proportion of men and women in example roles

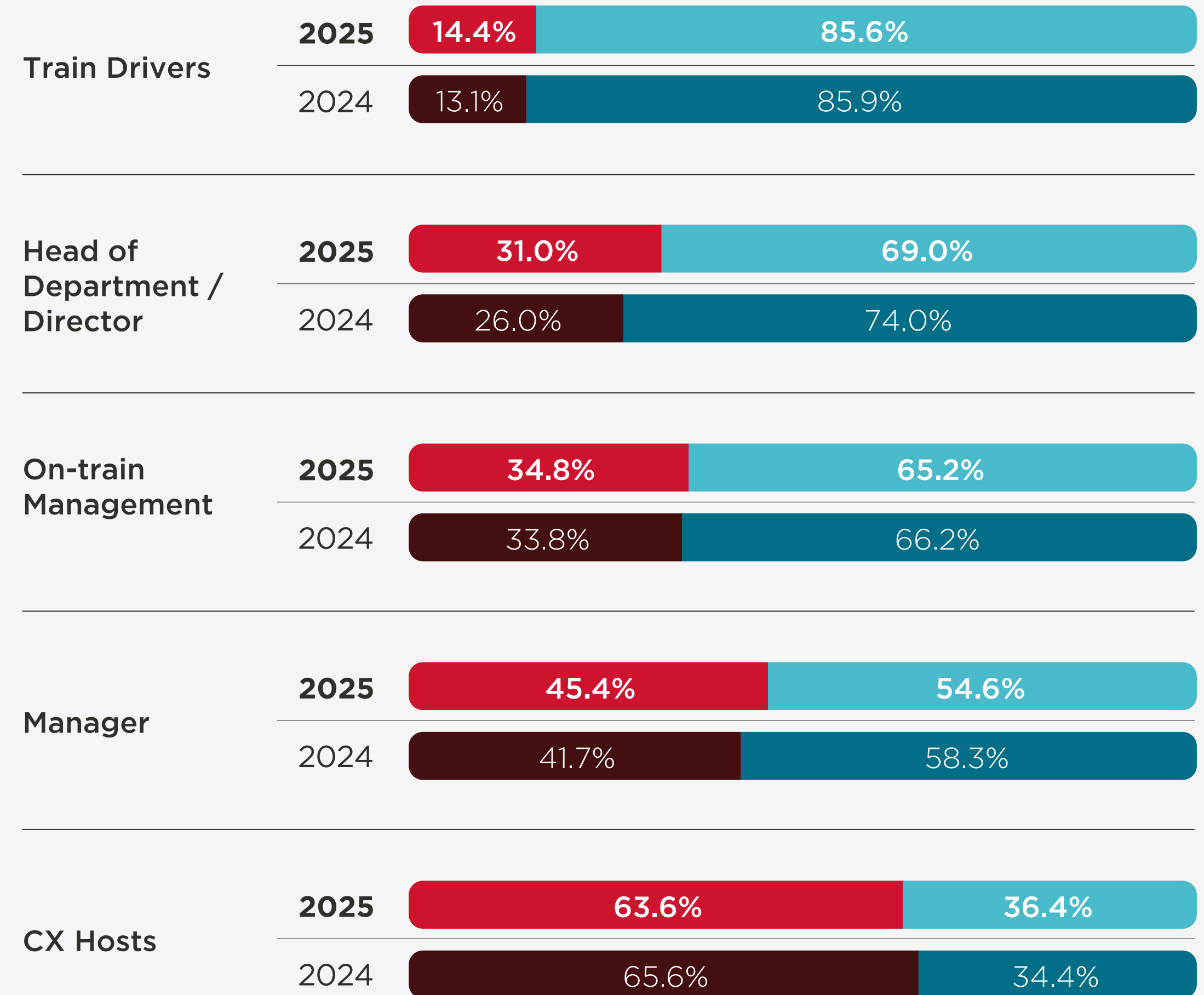
We saw an increase in women train drivers compared to the previous year - increasing from 13.3% to 14.4% of all of those in driver roles.

Among our management population, the number of full-pay relevant women colleagues grew by 22%, compared with 7% for men. This shift shows that more women are stepping into leadership pathways and that our efforts to reduce barriers - such as internal mentorship programmes and fairer recruitment practices - are beginning to take effect. The proportion of women at Head of Department and Director levels has been steadily increasing.

While overall gender representation improved, we also saw areas where men's headcount increased more significantly which has an impact on quartile data. Men in the customer experience host role increased by 17%, compared to the year before. This is traditionally a role that was held by more women and sits in the lower quartile. This increase, combined with a drop of 1% in women in these roles, has led to our lower quartile pay gap narrowing on the year before. These shifts in the structure of our workforce highlight the importance of attracting and retaining a diverse mix of colleagues at every level.

## Proportion of men and women in example roles

● Women ● Men



# Our gender bonus pay gaps

## Understanding our gender bonus pay gaps

This year we saw a marked reduction in our mean gender bonus pay gap, with a higher proportion of both women and men receiving a bonus. Our median bonus gap was more stable, with only a slight increase.

### Proportion of employees receiving a bonus by gender

	2023	2024	2025
Number of employees on the snapshot date	3,236	3,440	3,655
Number of employees receiving bonus pay	1,876	1,843	2,079
Percentage of women receiving bonus	64.1%	60.2%	63.6%
Percentage of men receiving bonus	53.3%	48.7%	51.6%

### Our gender bonus pay gaps

	2023	2024	2025
Mean bonus pay gap	45.06	66.45	45.83
Median bonus pay gap	36.24	33.33	34.34



→ **Our  
ethnicity  
results**



Our ethnicity results

# Our ethnicity pay gaps

Our mean ethnicity pay gap increased compared to last year, although remained lower than the 2023 figure. In 2025, our mean ethnicity pay gap was 13%, which means that white employees were paid on average 13% more than their colleagues from ethnic minority backgrounds. Our median ethnicity pay gap was 8.8%, which means that the salaries of middle-paid white employees were 8.8% higher than the salaries of middle-paid ethnic minority employees.

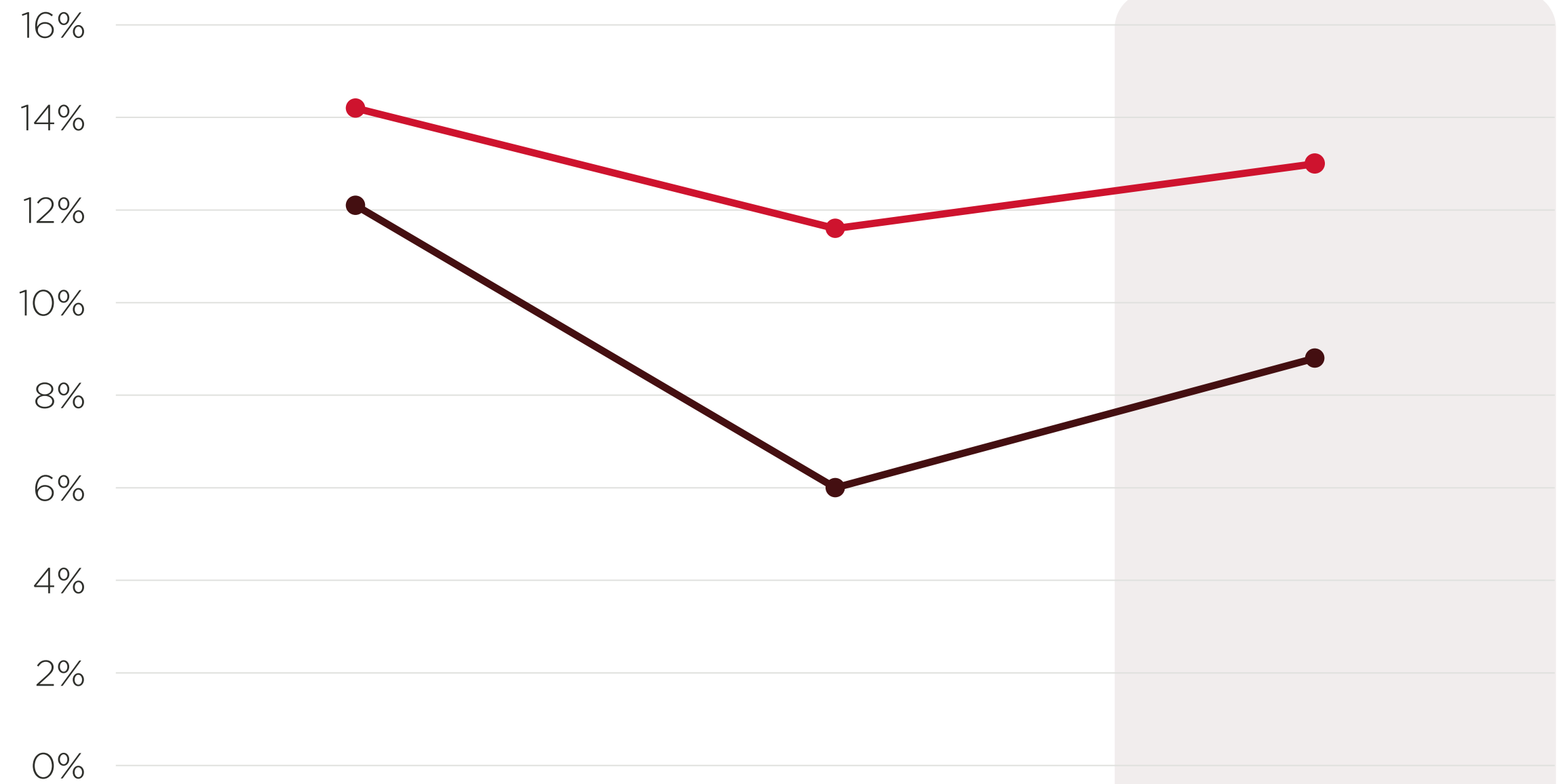
Since the previous year, the 17.8% increase in colleagues from ethnic minority backgrounds outpaced the 6.3% increase in the total number of colleagues.

The corresponding figures on a full-pay relevant basis were a 20.5% growth in colleagues from ethnic minority backgrounds and an increase in total employees of 10.9%.

As of the 31 March 2025 snapshot date, 95.6% of our workforce had shared their ethnicity data with us, an increase from 93% in 2023, when we first began monitoring ethnicity data. We want to continue to make more colleagues feel comfortable to share this information so we have an accurate view of our workforce and can make informed decisions around how to improve further.



## Overall difference between ethnicity pay gaps



	2023	2024	2025
● Mean gap	14.2%	11.6%	<b>13.0%</b>
● Median gap	12.1%	6.0%	<b>8.8%</b>
<b>% Splits</b>			
Ethnic minority*	9.4%	10.0%	<b>10.8%</b>
White*	85.6%	85.7%	<b>85.4%</b>

Pay gap figures calculated using full-pay relevant colleagues on the 31 March 2025 snapshot date  
 \*Does not include employees who selected prefer not to say / unknown

Our ethnicity results continued

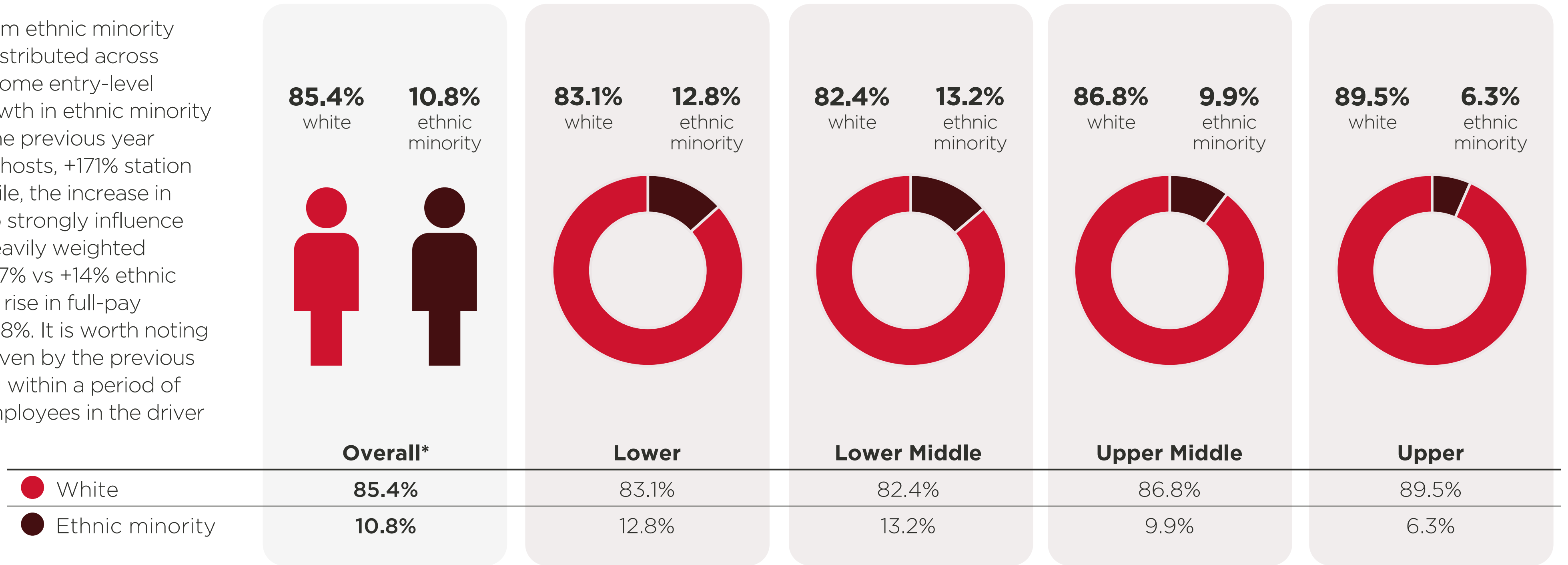
# Employees by ethnicity in each pay quartile



As the data shows, our ethnicity pay gap rose on last year but remains down on the 2023 figure.

Representation of people from ethnic minority backgrounds is not evenly distributed across higher-paid roles, however, some entry-level positions saw significant growth in ethnic minority colleagues compared with the previous year (+20% customer experience hosts, +171% station support assistants). Meanwhile, the increase in full-pay relevant drivers, who strongly influence pay data, was much more heavily weighted toward white colleagues (+57% vs +14% ethnic minority), driven largely by a rise in full-pay relevant status from 71% to 98%. It is worth noting that this change is largely driven by the previous snapshot date in 2024 falling within a period of industrial action so not all employees in the driver role were included.

## Proportion of employees in each ethnicity pay quartiles



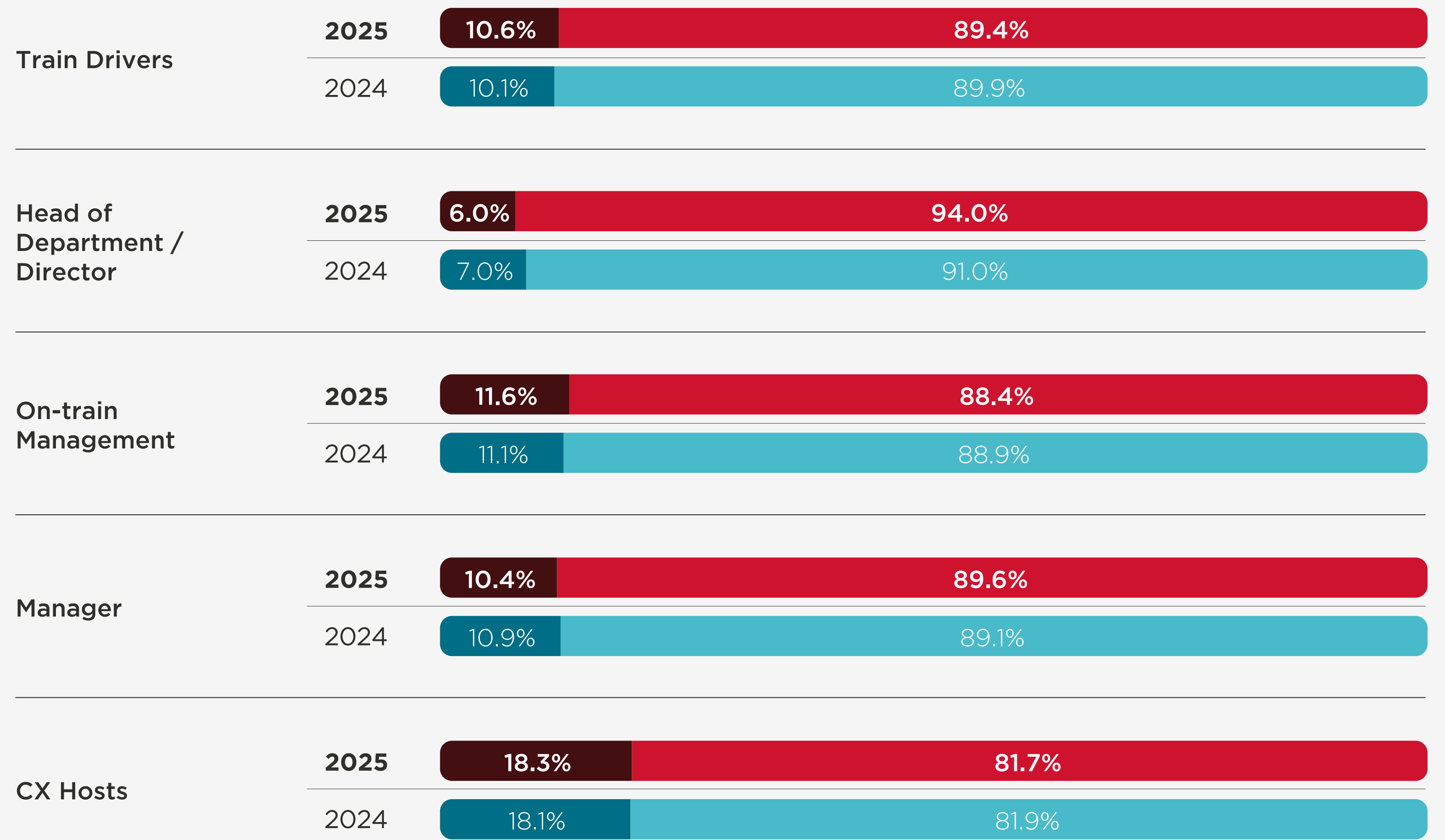
Pay gap figures calculated using full-pay relevant colleagues on the 31 March 2025 snapshot date  
\*3.7% of colleagues unknown

Our ethnicity results continued

# Proportion of employees by ethnicity in example roles

## Employees in various roles

🟡 White    🟠 Ethnic minority



# Our ethnicity bonus pay gaps

## Understanding our gender bonus pay gaps

This year, our data indicates a reduction in both the mean and median bonus gaps compared to 2024. With ethnic minority employees comprising almost 11% percent of our workforce, the bonus gap is sensitive to fluctuations due to the smaller sample size.

### Proportion of relevant employees receiving a bonus by ethnicity 2025

	White	Ethnic minority	Unknown*	Total
Number of employees on the snapshot date	3,091	411	153	3,655
Number of employees receiving bonus pay	1,773	231	75	2,079
Percentage receiving bonus	57.4%	56.2%	49.0%	56.9%

### Our ethnicity bonus pay gaps

	2023	2024	2025
Mean bonus pay gap	42.89	47.67	34.09
Median bonus pay gap	13.68	16.41	13.00

Pay gap figures calculated using full-pay relevant colleagues on the 31 March 2025 snapshot date  
 \*Includes employees who prefer not to say



Looking ahead

# Our ambitions over the next 12 months

At LNER, we believe in creating a workplace where everyone can thrive – and we’re energised by the journey ahead.

During 2025/2026 we will take steps to strengthen gender and ethnic minority representation, continuing to build a culture where everyone belongs and can succeed.

Here’s how we’re raising the bar:

## Elevating the Empowered Women mentoring programme

We’re doubling the number of participants and expanding it into a 12-month journey of growth, confidence and leadership.

## Championing wellbeing with our Menopause Action Plan

We’ll introduce a supportive framework that ensures every colleague experiencing menopause feels understood and empowered.

## Unlocking potential through a targeted talent programme

We’ll introduce a new internal development pathway designed to remove barriers and support colleagues from ethnic minority backgrounds into leadership roles.

## Reimagining how we hire for a more inclusive future

With diverse shortlists for leadership roles wherever possible, we’re shifting the dial on representation and ensuring fairness is built into every decision.

## Amplifying employee voice in the moments that matter

We’re strengthening how colleague perspectives shape our direction – ensuring a diversity of voices influence decisions at every level.

**We’re not just closing gaps, we’re unlocking potential, building confidence and shaping a future where everyone at LNER can thrive.**





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