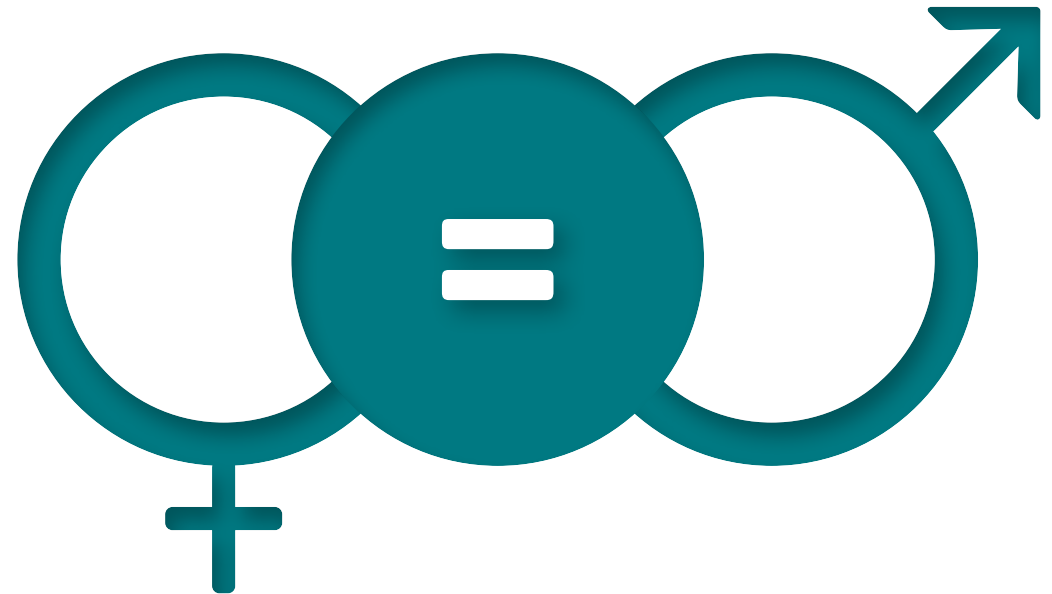


Gender pay gap report

Network Rail's gender pay gap has been calculated in line with Government regulations. The report is based on a snapshot of data as of 31 March 2025 and covers activities between April 2024 – March 2025.



2025

This report is prepared on behalf of Network Rail Infrastructure Limited, a member of the Network Rail Group of companies owned by Network Rail Limited.

As executive sponsor of our employee network for gender equity, Inspire, I want to reflect candidly on this year's gender pay gap findings. This year's results show real progress, but they also remind us that meaningful change takes time and consistency.

While our gender pay gap remains below the national average of 12.8 per cent we are seeing more women join us across the railway for the fourth year running. That includes a rise in women entering apprenticeships, graduate schemes and technical roles. This is good news for the long term. These early career colleagues are the senior leaders of the future, and we are already seeing the impact of this investment with an increase of 2.93 percentage points in the number of women in senior roles this year.

At the same time, more women joining us in lower paid and entry level roles has contributed to a 0.7 per cent increase in our median pay gap, now at 11.1 per cent. Meanwhile our mean pay gap remains stable at 8.6 per cent thanks to steady growth in the proportion of women across all pay quartiles.

Representation is only one part of equity. We want women to feel heard, respected and supported throughout their careers with us. That means

removing barriers that have existed for too long. Better welfare facilities on the frontline, flexible working from day one and improved support around menopause and menstrual health are already making a difference. And this year our colleagues were recognised with four national awards from Women in Rail and Women in Science and Engineering (WISE) for their work on wellbeing, development and inclusion. These achievements highlight that progress belongs to all of us.

As we move towards Great British Railways, our commitment to gender equity will not fade. A fairer, more inclusive railway helps us serve our passengers and communities better every day. We still have work to do, but we are moving in the right direction and we are doing it together.



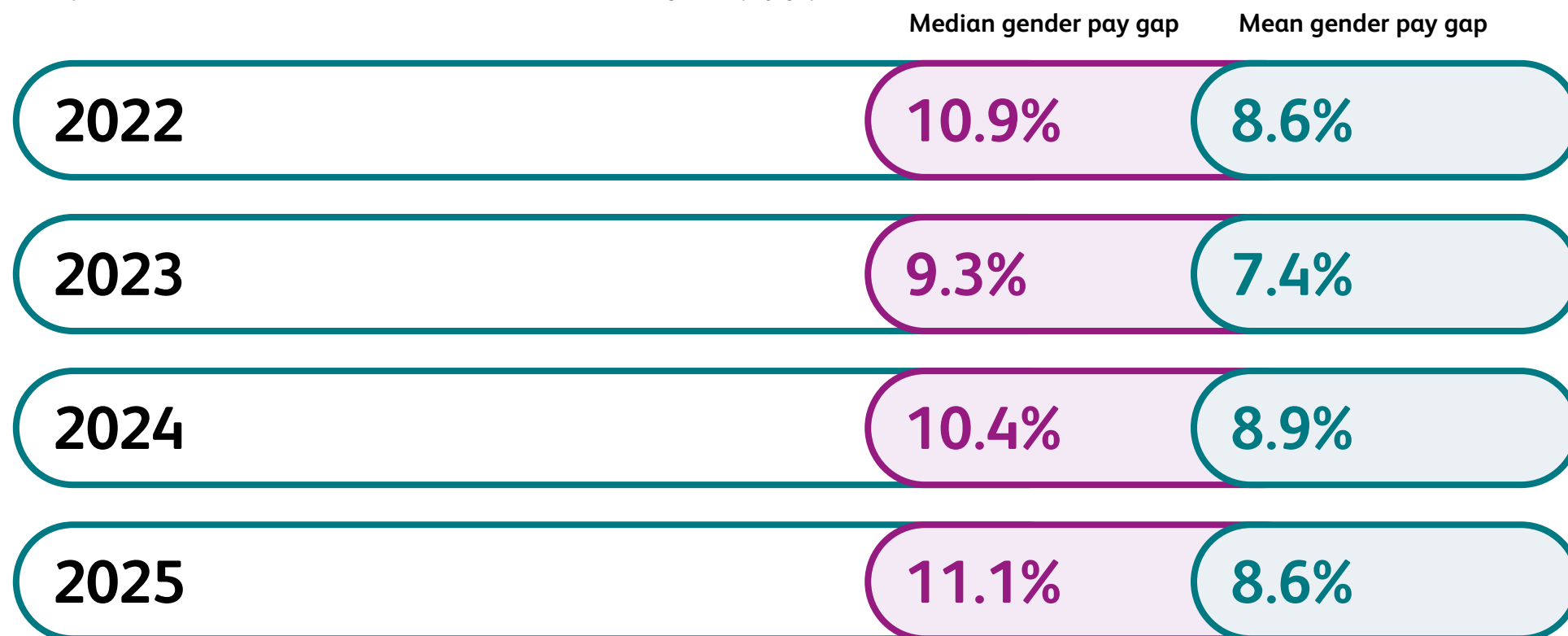
Ellie Burrows

Managing Director, Southern region

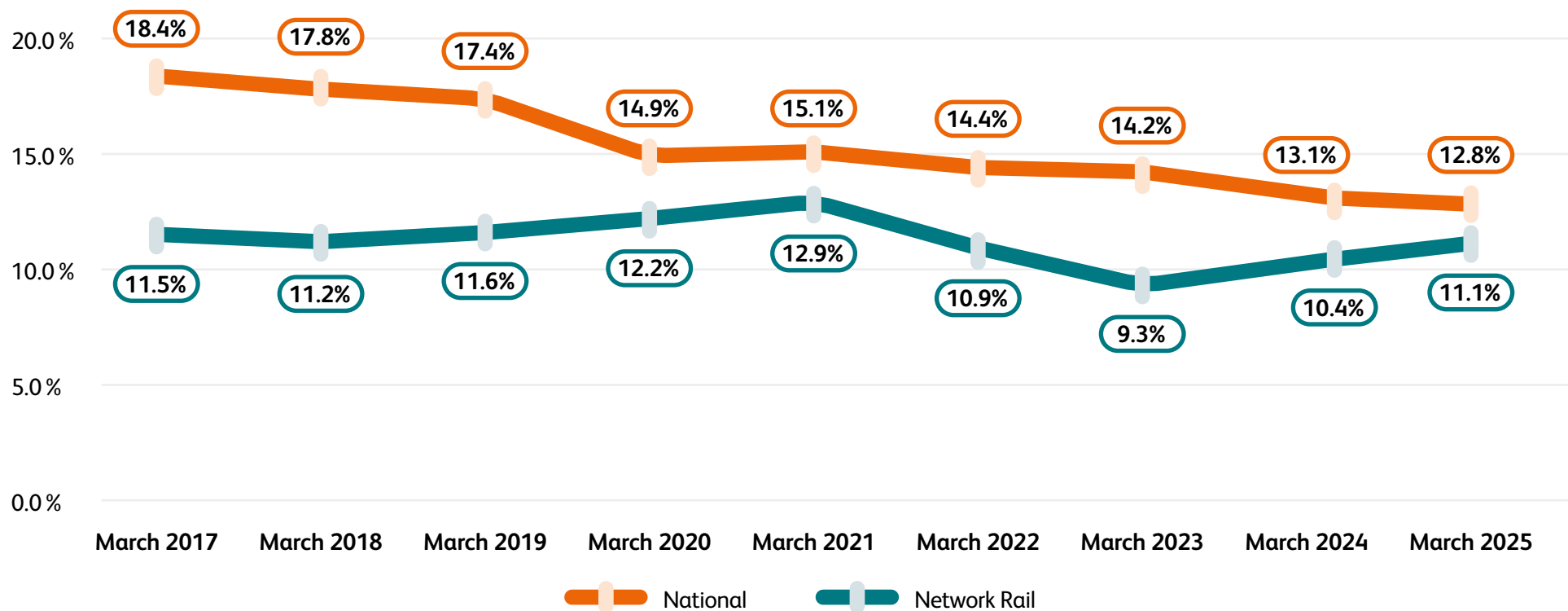
Our gender pay gap

Median pay gap has increased this year by 0.7 percentage points to 11.1 per cent. However, our mean gender pay gap remained relatively stable compared to last year, with a decrease of 0.3 percentage points to 8.6 per cent.

In the 2024/25 reporting year, Network Rail's workforce increased by 2.4 percentage points. There was a larger overall increase in headcount of our female colleagues by 4.2 percentage points compared to a 1.9 percentage point increase for male colleagues. This increase in female representation was within our lower paid roles which has therefore resulted in an increase in our gender pay gap.



Median pay gap



Difference between mean and median

We look at both the mean (average) and median (middle) for pay gap reporting. The mean difference is the difference in average hourly pay, adding all pay rates together and dividing by the total number of people. The median difference is the difference in hourly pay between the middle paid (the person at the mid-point if you were to line all employees up from low to high pay) male employee and middle paid female employee. The median is the most representative measure as it stops a small amount of very high or low salaries skewing the results.

A pay gap exists because of an imbalance in the proportion of males and females across all levels of the organisation. At Network Rail, we have a greater proportion of males in higher paid roles. Therefore, the average rate of pay for a male is higher than a female, resulting in a pay gap. This is not the same as equal pay where it is the legal requirement for males and females to be paid the same for performing the same work or work of equal value.

Headcount by quartiles

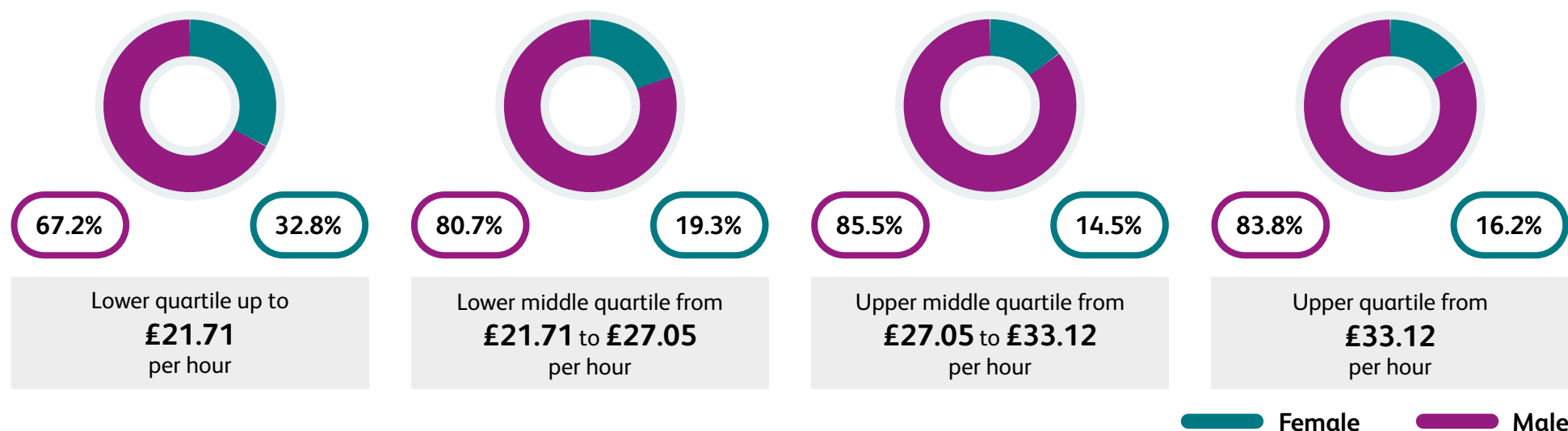
In the 2024/25 reporting year, Network Rail's workforce increased by 2.4 percentage points. There was an overall increase in headcount of our female colleagues by 4.2 percentage points compared to a 1.9 percentage points increase for male colleagues bringing the total percentage of women in Network Rail to 21 per cent. The increased representation of females in Network Rail is a positive as we seek to be more representative of the population.

We split our lowest to highest paid employees into four groups (quartiles):

- Senior managers and leaders generally sit in the upper quartile.
- Middle managers mostly sit in the upper and upper middle quartiles with most junior managers in lower middle and upper middles.
- Technical and clerical grades are predominantly in the lower quartile.
- Operations and maintenance roles can span across all four quartiles due to the wide range of roles.

It is encouraging to see a consistent increase in female representation across all four quartiles. The lower, lower middle, and upper middle quartiles each saw an increase of 0.2 percentage points, while the upper quartile experienced a 0.3 percentage points rise. This trend explains why our mean gender pay gap remained relatively stable compared to last year, with a slight decrease of 0.3 percentage points to 8.6 per cent.

We conducted analysis to look at why the median gender pay gap has widened. We compared this year's median hourly pay for males and females with last year's. The median male hourly rate stayed at the 54th percentile in both 2024 and 2025. However, the median female hourly rate fell from the 40th to the 37.5th percentile. This drop is mainly because more female colleagues are concentrated in the lower pay quartiles, which pulls down the median female hourly rate and increases the gender pay gap.

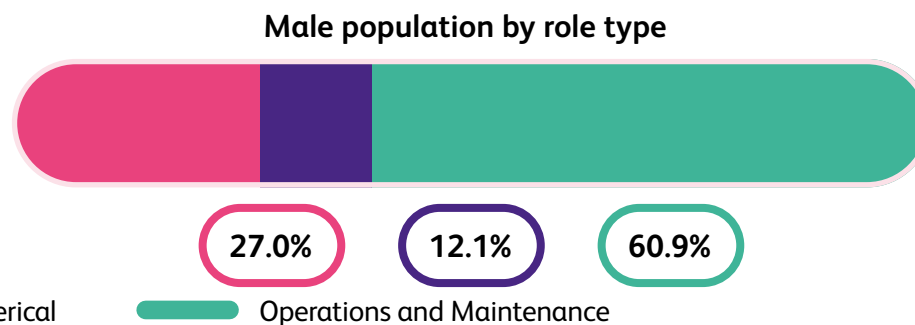
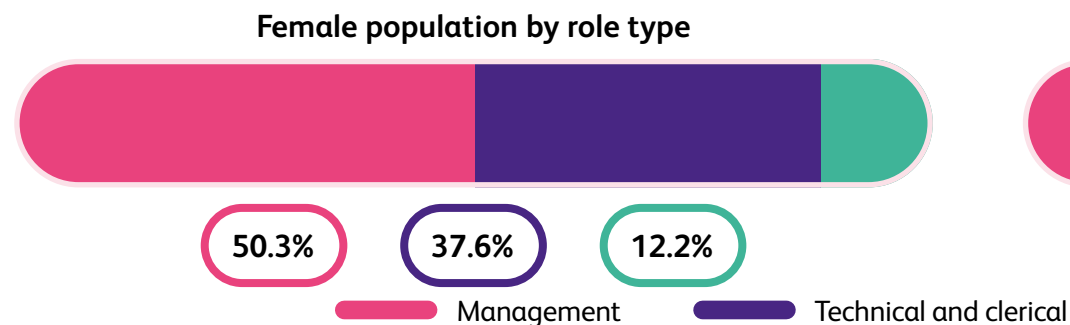
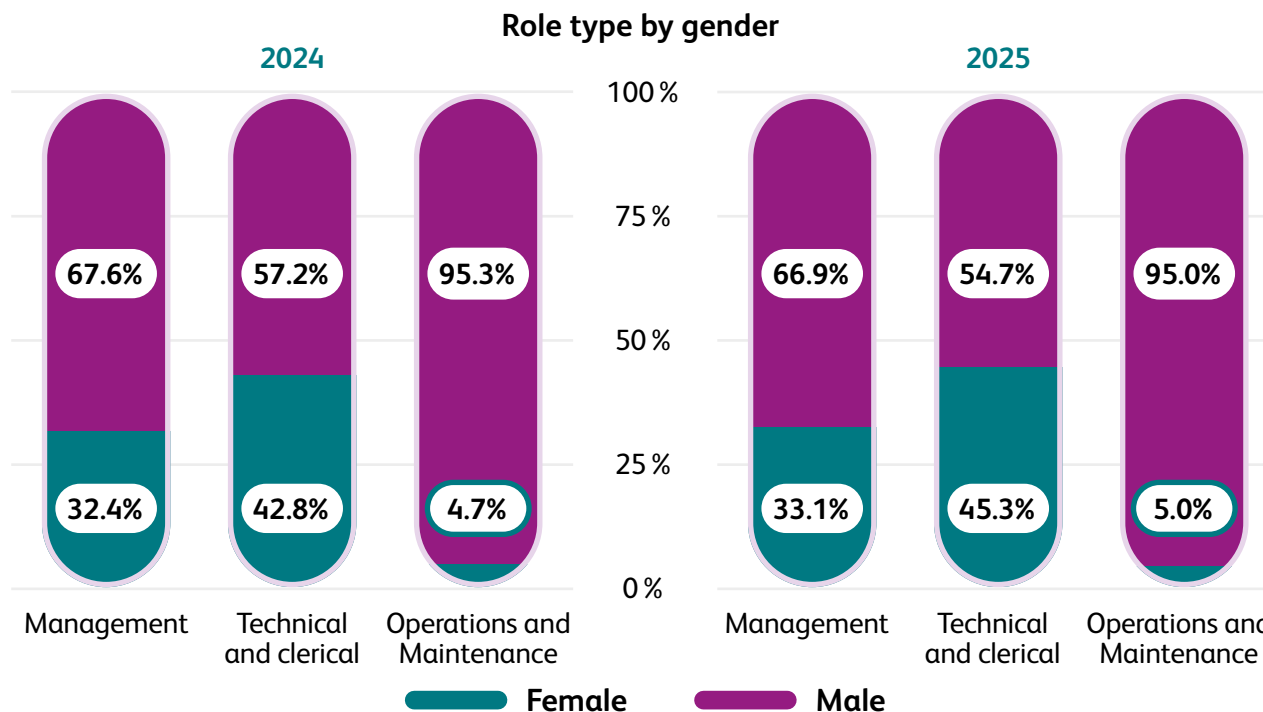


Population changes

There has been a consistent increase in female representation across the three role types from last year. Technical & Clerical roles (our lowest paid roles) have seen the highest increase at 2.5 percentage points, followed by a 0.7 percentage points increase in Management roles, and a 0.3 percentage points increase in Operations & Maintenance roles.

Although there has been a positive increase in females within the management band, the majority are within Band 4, which is our lowest paid management band. Notably, 24 per cent and 57 per cent of females within Band 4 sit in our lower and lower mid quartile range respectively.

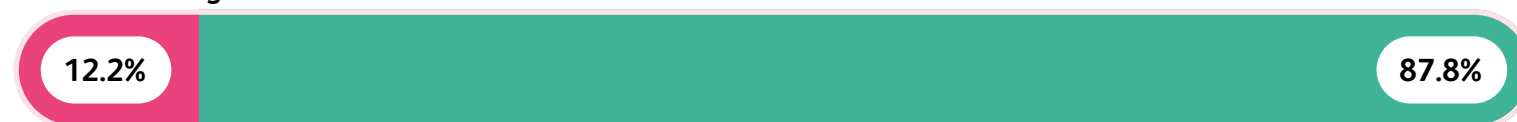
The gender distribution for Technical & Clerical roles shows a significant increase in the proportion of females within this role type (2.5 per cent). Over half of the females in these roles are in Band 5, which is our highest paid technical and clerical band.



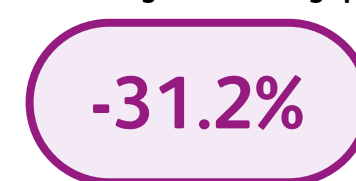
Gender Performance Related Pay gap

At Network Rail, our 'bonus scheme' is called Performance Related Pay (PRP). For the purposes of this report and to stay consistent with internal terminology we will refer to any bonus payment as Performance Related Pay.

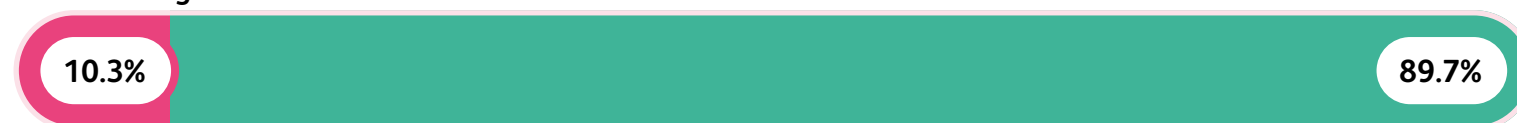
Female colleagues who received PRP



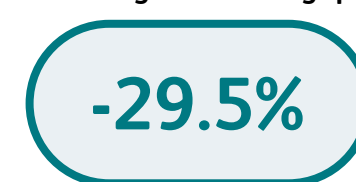
Median gender PRP gap



Male colleagues who received PRP



Mean gender PRP gap



No PRP received

Received PRP

There are two bonus schemes at Network Rail: The Annual Performance Related Pay (APRP) scheme for employees in management grades is a 'percentage of salary' scheme and has higher payouts. The General Performance Related Pay (GPRP) scheme for all other employees such as technical, clerical and operations and maintenance staff is a 'fixed amount' scheme.

For the 2024/25 reporting period, any payments received in this period will be in relation to the 2023/24 performance year.

Our median and mean PRP gap is -30.4 per cent and -31 per cent respectively. A key factor contributing to this gap is the distribution of employees in management roles, therefore eligible to the APRP which attracts larger payouts. Over 50 per cent of female colleagues hold management positions

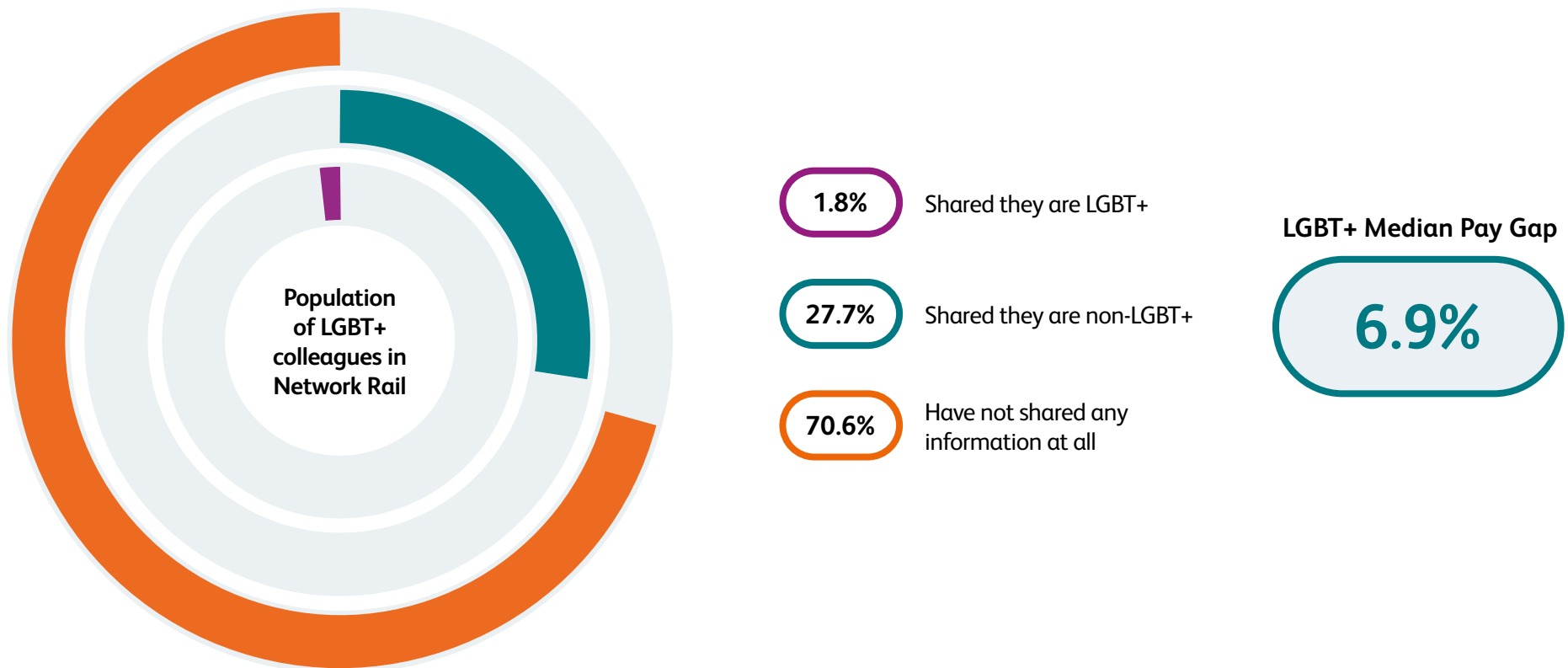
compared to male colleagues who are more heavily represented in general grades, and eligible to the GPRP scheme. Only 27 per cent of male colleagues hold management roles. This difference in role distribution and scheme eligibility has contributed to the overall negative PRP gap.

The eligibility cut off for new starters for 2023/24 PRP payments was 31 December 2023, any new starters in the 15 months between this date to the reporting snapshot date in this report will not be eligible to a PRP payment. The slightly higher proportion of females not receiving PRP correlates with the slightly higher proportion of female new starters in this period. Additionally, there are several reasons why an employee may not receive a bonus payment, these could be due to long term absences, poor personal performance, receiving a disciplinary warning or no performance rating submitted (for APRP scheme).

LGBT+ pay gap

LGBT+ data sharing rates have decreased this year to 29.5 per cent, down from 31.4 per cent last year. 1.8 per cent of our workforce have shared they are LGBT+ and 27.7 per cent have shared they are not LGBT+. A larger proportion of our workforce compared to last year (70.6 per cent vs 68.6 per cent) have not shared.

The LGBT+ pay gap increased from 5.7 per cent last year up to 6.9 per cent this year. However, with under a third of the workforce disclosing their LGBT+ status and only 1.9 per cent sharing they are LGBT+, we know that the LGBT+ pay gap may not be representative of our whole workforce. This is why it is important that we increase information sharing to improve the accuracy of our reporting.



Intersectionality

Intersectionality means looking at how various social identities (protected characteristics) are interconnected.

Gender pay gap by age

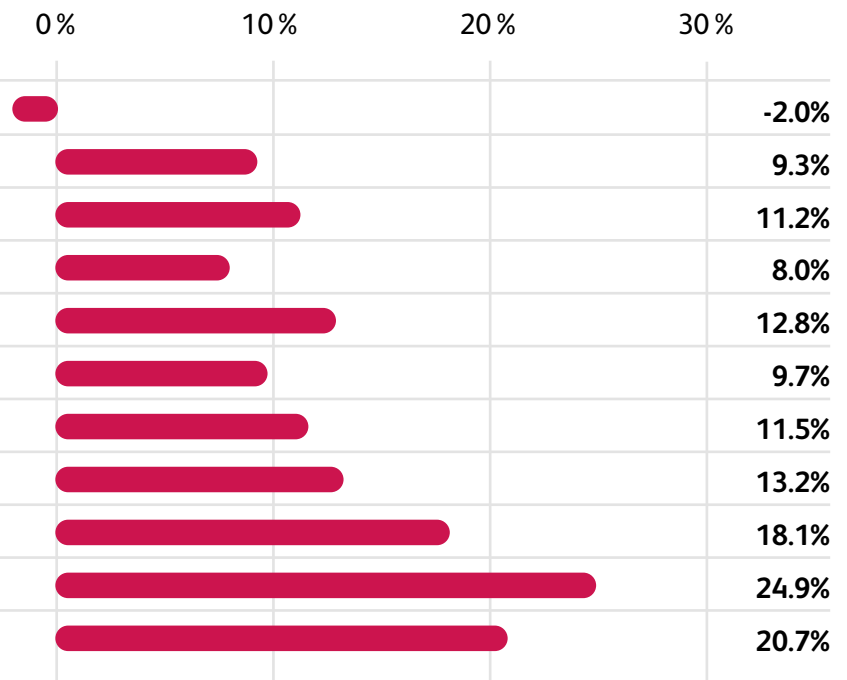
Our own employee data shows a similar trend with the pay gap narrowest at 8 per cent in the 31-35 age bracket and widening to over 20 per cent in the 61 to 65, and 65 and over bracket.

As in previous years, there is a negative pay gap in our 20 and under age group. This is largely due to our apprentices who are our lowest paid employees and mostly made up of young male colleagues which results in a -2.0 per cent pay gap in the 20 and under bracket.

Network Rail workforce by age and gender

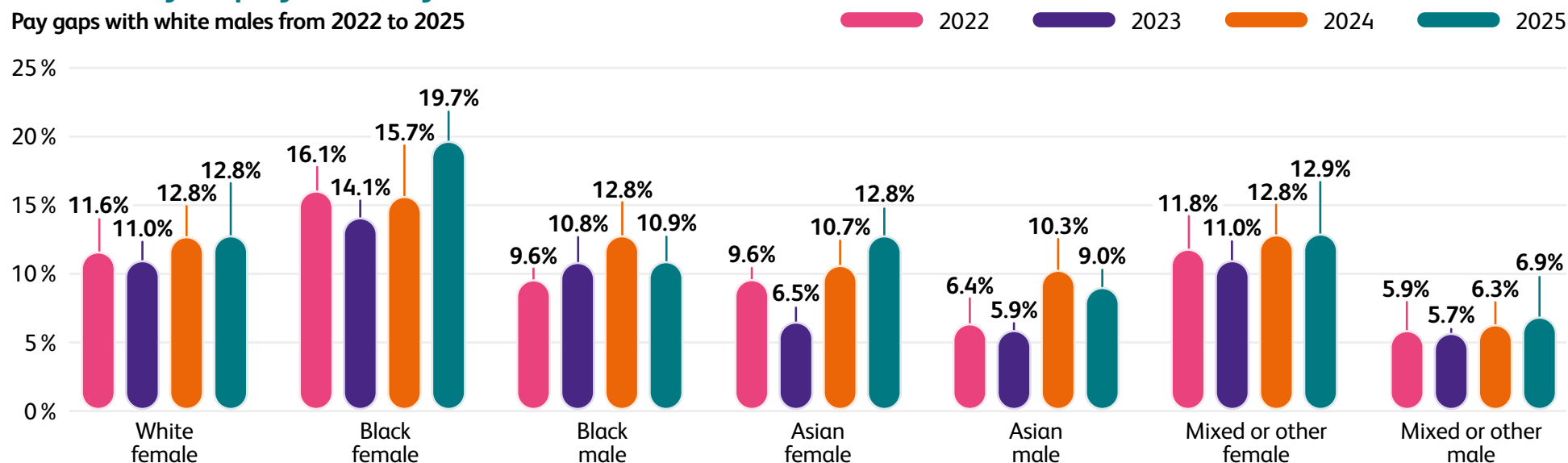
Age	Number of females	Number of males	Number of employees
20 and under	84	359	443
21 - 25	527	1736	2263
26 - 30	1174	3401	4575
31 - 35	1407	4251	5658
36 - 40	1265	4428	5693
41 - 45	1257	3944	5201
46 - 50	1019	3524	4543
51 - 55	922	4361	5283
56 - 60	634	3869	4503
61 - 65	284	2147	2431
66 and over	66	516	582

Gender pay gap by age



Gender Pay Gap by ethnicity

Pay gaps with white males from 2022 to 2025



Males compared to white males

The pay gap between White male and Black male employees has decreased this year, decreasing by 1.9 percentage points to 10.9 per cent. This brings the pay gap back in line with the level reported in 2023. The pay gap between White male and Asian male employees has also gone down this year, by 1.3 percentage points to 9.0 per cent. This improvement is attributed to a rise in the proportion of Black and Asian male employees within the upper middle and upper pay quartiles.

However, there has been a small increase in the pay gap for males from a mixed or other ethnic background compared to white males by 0.6 percentage points. The pay gap between these two groups remains the lowest over the years.

Females compared to white males

Compared to the previous year, the largest increase in the pay gap with White males was observed among Black female employees, rising by 4 percentage points, followed by Asian female employees with an increase of 2.1 percentage points. This shift is linked to a higher proportion of Black and Asian female employees in the lower and lower middle pay quartiles. However, due to the relatively small population sizes of these groups, the figures are more sensitive to fluctuations.

Other female ethnic groups remained relatively stable compared to the previous year, with no change in the pay gap for White female employees and a marginal increase of 0.1 percentage points for those in the Mixed or Other category.

Overall, all female ethnic groups continue to experience a greater pay gap compared to their male counterparts, indicating that gender, alongside ethnicity, is a factor when looking at median pay gaps.

Our gender project

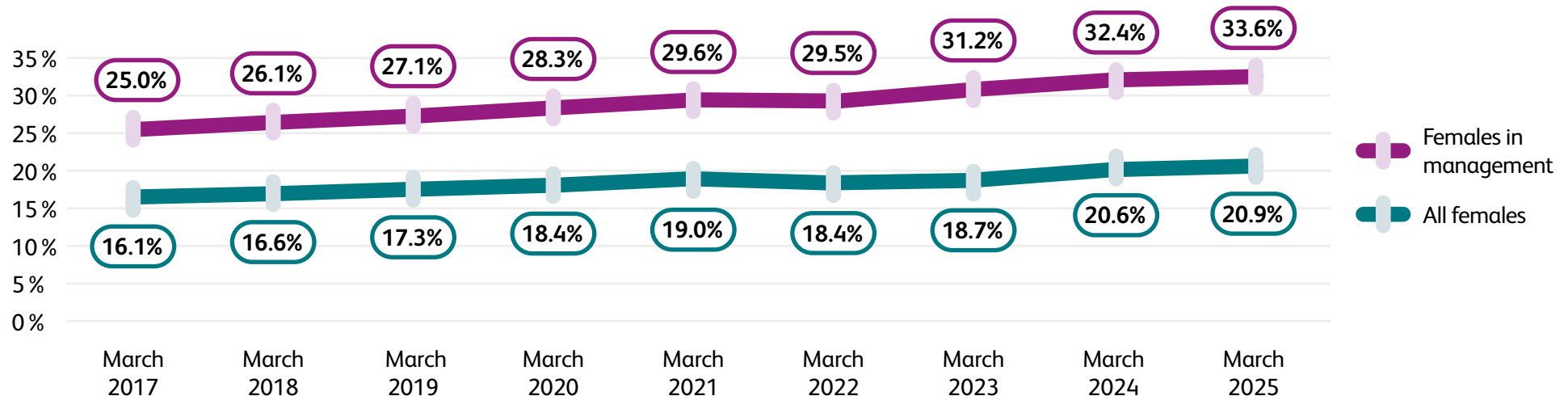


Although our median gender pay gap has increased this year, we are encouraged to see an increase in female representation in early career and development roles, such as graduates and apprentices. While this impacts our current gender pay gap, it signals progress in broadening entry-level opportunities for females.

The gender project is Network Rail's longest running programme in equity, diversity and inclusion (EDI) and has influenced positive change for female colleagues consistently since 2017. However, we know there is still more to do.

As we prepare for the transition to Great British Railways (GBR), it is more important than ever that we maintain our commitment to paving the way for a truly inclusive and equitable railway.

“By expanding the female talent pool at the start of the career journey and leveraging targeted development programmes, we are building a stronger pipeline that will translate into greater gender balance at senior levels over time.” Amy Dodd, EDI specialist and Gender project lead





Gender equity project

Our Gender Equity Project is a cornerstone of the Everyone Belongs strategy for equity, diversity, and inclusion (EDI), running from 2024 to 2029. Its purpose is to ensure women have an equitable experience at Network Rail, where gender is never a barrier. This builds on the foundations of our original 2014 strategy, when females represented just 14.23 per cent of our workforce. Since then, thanks to sustained efforts, female representation has increased by 6.76 percentage points to 20.99 per cent in 2025.

We adopt an intersectional, evidence-based approach to gender equity. Our initiatives are informed by data and colleague feedback, with the understanding that gender does not exist in isolation. We therefore consider how other characteristics intersect—such as race, disability, age, and socioeconomic background—to shape the experiences of our colleagues. In line with our commitment to transparency, for the fifth year running we've once again published intersectional pay gap data, demonstrating our dedication to understanding and addressing the varied experiences of our colleagues.

In recent years, we have focused on increasing gender diversity across all levels and specialisms. Initiatives such as improved flexible working, enhanced welfare facilities, menopause guidance and maternity-friendly PPE have contributed to a 1.53 percentage point increase in females in frontline roles over the past four years. Over the past year, we have seen an additional 122 females join the organisation.

But representation is only part of the story. What truly matters is creating an environment where women feel safe, valued, and heard every day. At Network Rail, we're committed to creating policies, practices and approaches that foster a culture where inclusion isn't just a goal—it's a lived experience for everyone.

The following sections outline the progress we've made from April 2024-March 2025 to make Network Rail a more inclusive and equitable workplace.



Recognition

Women in Science and Engineering (WISE) Awards

For the first time, we were proud to win the Women's Wellbeing at Work Award from Women in Science and Engineering (WISE).

The award was presented by Princess Anne, The Princess Royal and Royal Patron of WISE, and recognised our leadership on women's health across the wider rail industry, alongside the inclusive culture we have embedded nationally—ensuring women feel safe, supported, and able to thrive at work.

Dannielle Dickens, a senior equity, diversity and inclusion specialist at Network Rail, said:

“This award recognises our commitment to gender equity – not just in policy but in real, tangible changes that improve the everyday experiences of women in our industry. From menopause awareness and period dignity initiatives to female-friendly PPE and enhanced miscarriage policies, we are driving meaningful change.”

Women in Rail Awards

Network Rail had a strong year at the Women in Rail Awards, which celebrate outstanding contributions to gender equity and inclusion across the rail industry.

From 39 nominations and 18 submissions, we were proud to receive four awards in total.

These included Best Network Group (Inspire), Best Training or Development Programme (Group Finance), Inspirational Woman of the Year (Ellie Burrows), and The Adeline Ginn Unsung Hero Award (Caitriona O'Brien).

We're incredibly proud of the colleagues recognised and the impact they are making to advance gender equity across the industry. While we celebrate this success, we know it's not the finish line. There is more to do to ensure women can thrive without barriers at Network Rail—and these achievements give us momentum to keep pushing for positive change.

Celebrating women

We are dedicated to raising awareness and encouraging meaningful conversations on issues that affect women, especially those from minority backgrounds. Over the past year, we have proudly marked and celebrated key events including Race Equality Week, Ramadan, South Asian Heritage Month, International Day of Disabled Persons and National Coming Out Day to name a few.

For International Women's Day 2024, we collaborated with external partners such as Women in Science and Engineering (WISE) and rail industry peers like Rail Unites for Inclusion to produce a programme of events that spotlight and inspire women in the rail industry according to this year's theme #InspireInclusion.

Our employee networks collaborated in a series of awareness and discussion-based events to create safe spaces to share experiences and discuss barriers to inclusion women face at work from an intersectional perspective, engaging hundreds of colleagues across the organisation in these important conversations.

Our gender equality network and family network Inspire and Family Focus collaborated on an event discussing confidence when returning to work after extended leave or secondment, and our Cultural Fusion network hosted a virtual tea-break with award-winning author and journalist Angela Saini about the history of patriarchy.



Creating meaningful and lasting change

To help reduce the gender pay gap and increase gender equity and inclusion across our organisation, it's essential that we consider every stage of the employee experience and work towards making them as inclusive as possible. To create change that is sustainable and systemic, we work closely with specialist teams across the country to implement best practice and learn from each other to make sure our initiatives are relevant, robust and sustainable long-term.

For example, this year we worked closely with our national resourcing team to try and address the lower rates of women applying and interviewing for roles at Network Rail, relative to men. Although the rate of progression and promotions for women is increasing year-on-year in relation to men, recruitment data tells us that there are still barriers preventing women from succeeding when they first apply, in comparison to male applicants.

That's why this year we updated our inclusive recruitment by design model and made it easier for hiring managers to apply when they are recruiting externally. Instead of a policy or lengthy document, a short briefing pack was developed that covers everything colleagues need to know to make the process as inclusive as possible. This included information about various diverse job boards available to use, tools available that help decrease gendered language, advice to recognise and minimise bias, myth-busters to demystify common misconceptions, and practical checklists to help streamline the process.

The briefing pack was rolled out to line managers and HR and added to our existing EDI Line Managers Toolkit that provides everything line managers need to know about inclusion at Network Rail in one place. We're hoping to see the impact of initiatives like this in next year's data.



Never Mind the Gap

In September 2024, Network Rail partnered with Women in Rail and local train operators to host 'Never Mind the Gap', a two-week extensive programme at Leeds station promoting careers in rail for women.

The programme provides tailored career workshops, engaging work placements, training and one-to-one support for women who want to get their careers back on track following time away from the workplace.

Over two weeks, the women attended various CV and interview workshops, as well as active days out including visiting a working train depot with Northern, a behind-the-scenes tour of King's Cross station with LNER, and shadowing a Mobile Operations Manager (MOM) from Network Rail, a first point of contact for any incident on the railway, touring the key hotspot locations across West Yorkshire and learning about operational response.

“This is a brilliant programme that demonstrates the wide range of job opportunities in the rail industry by empowering women to take the next steps in their career.

“It has been fantastic to work alongside colleagues from train operating companies to bring this excellent initiative to Leeds station.”

Sarah Birtles, head of customer and stations transformation for Network Rail and co-chair of Women in Rail Yorkshire.

Serena Woodcock who completed the scheme said:

“I joined this programme after being a stay-at-home mum for 10 years. I was eager to get back to work, but anxious that the gap in employment would be a barrier.

“This course has been invaluable to me; it has provided me with the confidence to progress in my job searches and has me looking forward to a potential career in rail.”

We are grateful to our colleagues and partners for their continued support, which enables programmes like this and showcases the rail sector as a compelling career pathway for women re-entering the workforce.





Welfare and period dignity

At Network Rail, we want to ensure that everyone feels comfortable, supported, and able to be themselves at work.

We recognise that many colleagues are impacted by periods and menopause during the working day, and that inclusive workplaces must respond to real, everyday needs. That's why, in 2022, we began our journey to become a Bloody Good Employer, embedding practical support and open conversations to help remove stigma and create a more supportive working environment for all.

Since 2022, we've conducted colleague surveys on menstrual health and menopause at work to help identify opportunities for further support, completed a facilities audit, held myth-busting and upskilling workshops on menstrual equity at work for all colleagues and rolled out free period products to over 600 locations across the country, including depots, signalling control centres, offices and over 70 remote locations.

This year, we continued to expand the free period product rollout and gathered feedback from colleagues. Thanks to this feedback, we identified an issue with accessibility of welfare facilities in remote locations. So, working with our colleagues in Scotland, we trialed a new eco-friendly, disposable 'Sanni Bin' that can be disposed of with general waste, to eliminate the need to specialist external contractors and increase the accessibility of welfare facilities in these locations. Made out of 100 per cent paper with anti-microbial properties, these 'Sanni Bins' can be used safely for three months from first use before needing to be replaced. Initial feedback has been overwhelmingly positive, and we're looking to expand the trial to other regions soon.

In the coming year, we look to introduce a Period Dignity Guide to offer workplace guidance for colleagues and line managers, including conversation guides, FAQs and myth-busting content to help break down the stigma and normalise conversations around menstrual health at work. This is helping to remove barriers and support women which is leading to big increases in women moving into roles in greater numbers traditionally held by men.



Allies for Inclusion

In collaboration with our gender equality network Inspire, Women in Science and Engineering and an industry working group, we created the 'Allies for Inclusion' project. The project's aim is to create safe spaces for colleagues to talk openly about women's experiences at work, and the importance of male allyship through a series of videos based on real life experiences and guided facilitation.

In 2024, the project was rolled out to thousands of colleagues across the organisation with the help of our regional EDI Leads. For example, our Early Careers team integrated the project into the Graduates and Apprentices induction, whilst colleagues in Technical Authority broke down the content into bitesize chunks to deliver as part of regular safety briefings for frontline colleagues.

“Since its launch, 93 per cent of participants said they now feel more confident to challenge inappropriate behaviours in the workplace.”

After collecting a wealth of feedback from participants, we're aiming to expand the project even further. For example, we're going to make it easier for colleagues to find and contact facilitators by ensuring every region and function has a minimum number of trained facilitators to host a session.

Implementing new guidance

In October 2024, the government's Worker Protection (Amendment of Equality Act 2010) Act 2023 came into force. The new amendment requires employers to take reasonable steps to prevent sexual harassment. We worked closely with our HR and legal teams by updating all relevant policies and guidance.

We also hosted a virtual webinar to upskill colleagues on how the new amendment could impact them, as well as separate webinars for colleagues in HR and Trade Union Equality Reps to ensure everyone understands what the new guidance means and what we're doing as a business to maintain and strengthen our steps towards prevention.



Inspire – our gender equity network

Inspire is our gender equality employee network. Its vision is that women in Network Rail can feel safe, valued and supported, and is our biggest employee network. This year, Inspire welcomed two new co-chairs to their leadership team and held over 100 events for colleagues on topics ranging from Inspiring Senior Leaders to welcoming Andy's Man Club as part of its lunch and learns.

But Inspire isn't just about bringing colleagues together. This year, Inspire was involved in reviewing and giving their members' feedback on several company-wide projects, such as the new sexual harassment policy and reporting site. Ensuring our colleagues have a voice, the means to be heard, and that their feedback is actioned is extremely important at Network Rail.

But don't just take our word for it. This year, Inspire won the Women in Rail Award for Best Network Group Driving Gender Equity and Intersectionality!

Safety and respect

Creating a safe workplace is fundamental to everything we do. And safety doesn't stop trackside; it extends to how we behave towards each other. A safe, reliable and high-performing railway depends on trust and on everyone treating each other with respect.

White Ribbon

As a White Ribbon accredited organisation since 2020, Network Rail is committed to taking action to help end men's violence against women and girls. This year marks our fifth year as an accredited organisation, and we continue to work closely with external partners such as White Ribbon UK and the Employers Domestic Abuse Covenant (EDAC) to raise awareness and support our efforts to prevent violence against women and girls.

In November 2024 we marked White Ribbon Day with a series of events in collaboration with industry peers including White Ribbon UK to start colleague and customer conversations around the theme, 'It Starts with Men.' As a male-dominated organisation, we recognise how important it is to involve men in the conversation around women's safety and engage them by role-modelling male allyship and promoting positive masculinity. That's why we're passionate about encouraging men to reflect on how they can be an ally and share the White Ribbon message with their colleagues.

To demonstrate our commitment to standing against violence against women and girls, our CEO at the time, Andrew Haines, and Capital Delivery Director, Stuart Calvert, joined senior male colleagues from Northern and the British Transport Police in an online panel discussion hosted by White Ribbon UK's then CEO, Anthea Scully, focused on creating a safer rail and transport industry for women, both passengers and colleagues.



Our colleagues in Scotland joined ScotRail and British Transport Police to receive White Ribbon Scotland Status on behalf of Scotland's Railway, after a year of cross-company collaboration and awareness-raising.

“The White Ribbon award being presented to ScotRail, Network Rail, and BTP today is a worthy recognition of the hard work each organisation has undertaken in addressing this important issue.”

Jim Fairlie MSP, Minister for Agriculture and Connectivity

We are encouraged to see an increase in women joining us through early careers such as apprenticeships, graduate schemes and technical roles as this strengthens our future leadership pipeline.

We've seen more women join lower-paid and entry-level roles, which has resulted in a slight increase in the median pay gap, while the mean pay gap remains stable due to broader representation across all pay quartiles. We've also seen an increase in women in senior positions.

While initiatives such as Never Mind the Gap help women re-enter the workforce after career breaks, and our talent programmes continue to support progression, there is still more to do.

This year we witnessed some of our colleagues being recognised for their efforts towards equity, diversity and inclusion including our Employee Network – Inspire who continue to support colleagues and allies.

We still have more to do as part of the **Everyone Belongs strategy** and as we head towards Great British Railways, we remain committed to removing barriers that women face in the workplace.



Navleen Kalra

HR Director, Inclusion and Transformation,
Network Rail

**Network Rail Limited and
Network Rail Infrastructure Limited**
Waterloo General Office
London SE1 8SW

Tel 020 7557 8000

[networkrail.co.uk](https://www.networkrail.co.uk)

Company number: 4402220
Registered in England and Wales

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