

Pay gap report 2025



Welcome



Chris Jackson, Managing Director

Though we are a train operating company, it is actually our people – customers and colleagues – who are at the very core of our business.

We are extremely proud of the people-focused approach of TransPennine Express, and it is this which has driven the adoption and integration of our values – be yourself, make someone’s day, pull together and raise the bar.

These values are not simply buzzwords, they are tenets by which we gauge our performance and that help us to deliver an environment which welcomes individuality and promotes a culture of belonging.

However, we recognise that TransPennine Express, and the wider rail industry, still has work to do to become truly representative of the communities we serve. Measuring pay gaps helps us to understand the challenges we face in achieving gender and ethnicity balance across our workforce and enables us to take informed, evidence-led action.



Our values help us create an environment that welcomes individuality and promotes a culture of belonging.



Nicola Buckley, People Director

At TransPennine Express, we connect and serve diverse communities across our network, and we recognise the importance of building a workforce that reflects those communities at every level of the organisation.

We are clear that inclusion is a journey. Our focus is on embedding equity, diversity and inclusion across our culture, policies and ways of working, aligned to our core value of “be yourself”, so colleagues feel supported, confident and able to build fulfilling careers at TPE.

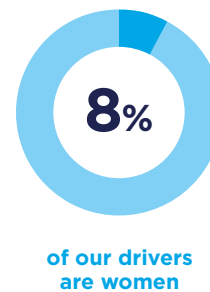
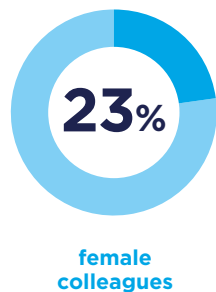
We want all colleagues to understand that they have opportunities to develop and progress, and that talent is recognised and supported fairly. Creating a more representative workforce is not only the right thing to do, but is essential to building a high performing organisation and addressing the structural factors that contribute to pay gaps.

Since 2021, we have made progress in improving the quality of our workforce data and our understanding of representation across the organisation. Establishing robust baseline data has helped us to better understand where inequalities exist, where progress has been made, and where further action is needed.

While we recognise the progress achieved to date, we also acknowledge that there is more to do. We remain committed to using data and insight to make informed, evidence-led decisions, to track progress transparently, and to focus our actions on increasing representation and supporting fair outcomes for all colleagues.

Gender

Facts



Definition

The gender pay gap indicates the difference in the average hourly earnings of men and women across an organisation, regardless of their roles. Figures are expressed as a percentage of the average male earnings.

The statistics can be affected by a range of factors, for example the different number of men and women in senior roles across the business.

The Government Equalities Office sets out the calculation methodology for all organisations to report their mean and median gender pay gap, bonus gap and distribution across pay quarters.

How the median pay gap is calculated

If all colleagues in a company were lined up in a female line and a male line, in order of pay from highest to lowest, the median gender pay gap compares the pay of the female in the middle of their line with the pay of the male in the middle of their line.

How the mean pay gap is calculated

The mean gender pay gap is the difference between the average hourly rate of pay for female colleagues, compared to the average hourly rate of pay for male colleagues, within a company.

How the bonus pay gap is calculated

The bonus gap is calculated using actual bonuses paid to colleagues during the 2024/25 financial year (1 April 2024 to 31 March 2025). The mean bonus gap, median bonus gap and overall bonus gap are calculated using the same methodology as hourly pay.

Our results

The data below is taken from the four-week payment period that included the snapshot date of 5 April 2025.

Understanding our gender pay gap

This year, our median gender pay gap reduced to 34.9% (2024: 38.9%), reflecting a shift in the distribution of women across pay quartiles. However, our mean gender pay gap increased to 16.1% (2024: 13.1%), indicating continued concentration of men in the highest paid roles.

Gender population by pay quartile

Quartiles represent hourly pay rates from the lowest to the highest, split into four equalised groups, showing the percentage of men and women in each quartile.

Women make up 23% of colleagues across the business, but their representation varies significantly by pay quartile. Women are overrepresented in the lowest pay quartile, where they make up 34% of colleagues, and underrepresented in the highest paid quartile, accounting for just 10%.

This distribution continues to be a key driver of our gender pay gap and highlights the importance of increasing female representation in higher paid roles.

	Quartile							
	Upper		Upper Middle		Lower Middle		Lower	
	Male	Female	Male	Female	Male	Female	Male	Female
2024	85.6%	14.4%	84.3%	15.7%	69.8%	30.2%	65.4%	34.6%
2025	89.9%	10.1%	80.6%	19.4%	71.6%	28.4%	66.2%	33.8%
Variance	4.5%	-4.5%	-3.7%	3.7%	1.8%	-1.8%	0.8%	-0.8%

Understanding our bonus pay gap

Under pay gap reporting regulations, payments to management who earn contingency payments (made to managers to cover safety-critical frontline roles as and when the business requires) are classified as a bonus and reflected in our results.

During the snapshot period, managers also received a performance-based bonus. Also included in these figures are reward and recognition payments received by colleagues who have gone above and beyond in their roles.

Proportion of employees receiving a bonus

This graphic shows the percentage of men and women who received a bonus during the 12 months from 1 April 2024 to 31 March 2025. As shown, 67% of women at TPE received a bonus in 2024/25, compared to 57% of men.

While the proportion of men and women receiving a bonus is similar to last year, the value of bonuses received differs by grade and role, which is reflected in the bonus gap figures.

Our results

While the median pay gap has reduced compared to last year, the mean pay gap has increased slightly. This reflects ongoing challenges relating to representation and pay distribution across roles, rather than unequal pay for men and women performing the same work.

Women currently make up 23% of colleagues and remain overrepresented in the lowest pay quartile (34%), while accounting for just 10% of the highest pay quartile. This imbalance continues to be a key driver of the overall gender pay gap.

There are two main factors influencing the gender pay gap:

- 1. Representation within the driver grade** – fewer than 10% of drivers are women, and this is one of the highest paid role groups across the business.
- 2. Pay differences within the MS grade** – this is the only grade where a significant internal pay gap exists.

Understanding our gender bonus pay gap

The median gender bonus gap is -89.9% and the mean gender bonus gap is -28.9%, meaning that, on average, women who received a bonus received a higher bonus than men.

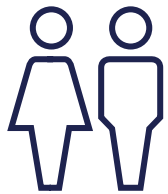
This outcome is driven primarily by bonus distribution within the MS grade, where bonuses are higher than in other grades and where a greater proportion of women receiving a bonus are represented. While a similar proportion of men and women in the MS grade received a bonus, average bonus values were higher for men within that grade.

The overall % difference between men and women	2025 Mean (Average)	Median (Middle)
Gender pay gap	16.1%	34.9%
Gender bonus gap	-28.9%	-89.9%

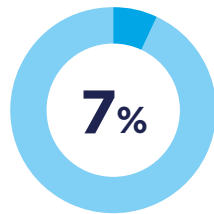
A negative percentage indicates that women received a higher bonus on average.

Ethnicity

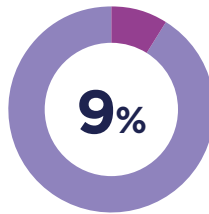
Facts



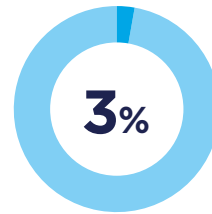
1861
colleagues



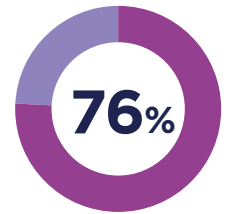
colleagues are
from an ethnic
minority group



senior leaders are
from an ethnic
minority group



drivers are
from an ethnic
minority group



ethnicity
disclosure

Definition

For this report our ethnicity pay gap shows the difference in rate of pay for white, full-pay relevant employees and that of full-pay relevant employees from ethnic minority backgrounds using the same measures organisations are asked to report on for gender pay gaps. The term ethnic minority, as used in the UK, stands for all ethnic groups except the white group.

How the median pay gap is calculated

The median calculation is the difference in hourly pay between the middle paid white employee (the person at the midpoint if you were to line all employees up) and the middle paid ethnic minority employee.

How the mean pay gap is calculated

The mean pay gap is the difference between the average hourly rate of pay for ethnic minority colleagues, compared to the average hourly rate of pay for white colleagues, within a company.

How the bonus pay gap is calculated

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 overall gap is calculated using the same formula as hourly pay.

Our results

The data below is taken from the four-week payment period that included the snapshot date of 5 April 2025.

Understanding our ethnicity pay gap

The ethnicity pay gap shows the difference in average pay between white colleagues and colleagues from ethnic minority backgrounds who have disclosed their ethnicity.

Colleagues from ethnic minority backgrounds currently make up 7% of our workforce. Due to this relatively smaller representation, ethnicity pay gap figures can be sensitive to fluctuations, particularly where small changes in roles or grades occur.

We continue to focus on increasing representation and improving data quality across the business. We recognise that levels of data disclosure directly influence the robustness of our ethnicity pay gap analysis. As of the snapshot date, 75.6% of colleagues have disclosed their ethnicity, representing an improvement on last year. Colleagues who have not disclosed their ethnicity, or who have chosen not to say, have been excluded from these calculations.

	Quartile							
	Upper		Upper Middle		Lower Middle		Lower	
	White	EMG	White	EMG	White	EMG	White	EMG
2025	74%	5%	54%	5%	78%	7%	67%	12%

Ethnic minority representation remains low across all pay quartiles and is lowest in the highest paid quartile. This distribution continues to influence the overall ethnicity pay gap.

Ethnicity population by pay quartile

Quartiles represent hourly pay rates from the lowest to the highest, split into four equal sized groups, showing the percentage of white colleagues and colleagues from ethnic minority backgrounds in each quarter.

Understanding our bonus pay gap

The median ethnicity bonus gap is 11.5%, and the mean ethnicity bonus gap is 2.9%. This indicates that, on average, white colleagues received higher bonuses than colleagues from ethnic minority backgrounds during the reporting period.

As with pay gap figures, ethnicity bonus gap results should be interpreted with caution due to the relatively smaller proportion of colleagues from ethnic minority backgrounds.



The overall % difference between white and ethnic minority employees 2024	Mean (Average)	Median (Middle)
Ethnicity pay gap	12.9%	18.7%
Ethnicity bonus gap	2.9%	11.5%

Supporting our people

People plan

In September 2024, a new colleague strategy was launched, named Our Plan for our People. The strategy supports our vision – we’re going places – and continues to guide how we support colleagues to deliver TransPennine Express’ organisational goals.

The strategy is built around four fundamental foundations which are woven through its strategic aims: diversity and inclusion, visibility and accessibility, data and insights, and trade union collaboration.

The plan also outlines five focus areas:

- 1 Attraction and recruitment
- 2 Retention and development
- 3 Health and wellbeing
- 4 Partnership working
- 5 Systems and processes

Attraction and recruitment focus on how apprenticeships can be used to create opportunities for both existing and new talent. This is considered through a diversity lens to support increased representation from under represented communities. Early careers activity also remains a key opportunity to engage with under represented groups.

Our Plan for the future and sustainability ambition

In October 2023, TransPennine Express launched Our Plan for the Future – a prospectus for transformation taking TPE through to 2032. The plan sets out four sustainability pillars that support our vision and approach to sustainable development.

One of these pillars focuses on our people, with a clear emphasis on creating a more representative and inclusive workforce and on developing careers, not just jobs, supported by a strong focus on talent development.

Diversity and Inclusion Strategy

The Diversity and Inclusion Strategy builds on the progress made in recent years, aligning our growing understanding of the workforce with our ambition to be more reflective of the communities we serve. It sets out tangible targets and actionable goals to improve diversity and create a more inclusive working environment.

The strategy recognises that diversity and inclusion are everybody’s responsibility and that, to be a truly inclusive organisation, this must be embedded at every level of the business.

To support this, we are guided by the following equality, diversity and inclusion missions:

- Use equality, diversity and inclusion to build knowledge and confidence
- Foster a companywide culture of inclusivity
- Make evidence-led decisions
- Consistently track our progress
- Review and amend goals where required

To do this, we will take action to embed and increase diversity and inclusion in three key areas:

Attraction	Recruitment	Development & Retention
Reflect and improve the way we promote our organisation, advertise job roles and plan for future talent opportunities. Within this we will aim to break down previously held stereotypes about the industry.	Review and refine all our recruitment processes and practices to ensure equal opportunity for all.	Focus on how we develop diverse talent and increase our employer value proposition to provide a culture of inclusion and belonging.

What we are doing

Attraction and recruitment

We are committed to supporting our people to build fulfilling, diverse and long-term careers at TransPennine Express. We want everyone to be able to access and benefit from the wide range of development and career opportunities available across our business, united by our shared values and purpose.

Our careers website brings together all live opportunities for both internal and external candidates in one place, providing a clear and accessible route into roles across TPE. The site includes a refreshed landing page that sets out our vision and values, a recruitment video showcasing why TransPennine Express is a great place to work, and an updated overview of our benefits. Candidates are then directed to our recruitment portal, which has been refreshed with new imagery reflecting the diversity of our workforce and the communities we serve.

Alongside enhancements to our careers website, we have also evolved where and how we advertise roles. We now use specialist recruitment platforms such as Vercida and Ivey, which support organisations seeking to attract more diverse talent pools. In parallel, we continually refresh our careers website and social media channels with real examples and stories from colleagues, including those from under represented groups, to help challenge perceptions of rail careers and demonstrate that TPE is a place where everyone can belong, develop and thrive.

Outreach

TransPennine Express continues to invest in early careers outreach and targeted employability initiatives to support a more diverse future talent pipeline across the organisation. These activities are focused on improving awareness of opportunities within the rail industry and supporting longer-term improvements in representation, particularly for women and underrepresented groups.

In January 2026, TransPennine Express launched a year-long mentoring programme in partnership with Oldham College. The programme supports five students and includes structured mentoring alongside a paid four week summer internship, providing confidence-building work experience and employability skills development.

We also continue to strengthen our engagement with schools and colleges. For the 2025/26 and 2026/27 academic years, TransPennine Express has committed to a partnership with Oasis Academy Media City Salford, supporting a whole-school approach to careers education and awareness. Activity includes participation in careers fairs, delivery of workplace experiences, provision of work experience placements, and careers talks focused on future pathways, including apprenticeship opportunities. This longer-term partnership aims to raise awareness of careers in rail among both current students and school leavers.

In addition, TransPennine Express has partnered with Youth Employment UK, a charitable organisation focused on youth employment for those aged 14-24. As part of this partnership, we are reviewing our Good Youth Employment Benchmark data to better understand the impact of our early careers and outreach activity and to identify opportunities to strengthen and improve our approach.

To support a more consistent and accessible offer, an internal work experience expression of interest process was launched in 2026, helping to coordinate placements across the business.

Collectively, these outreach and early careers initiatives support longer-term improvements in representation by encouraging women and under represented groups to consider, access and progress into roles within the rail industry, contributing over time to a more balanced workforce and supporting action to address our pay gaps.

Train driver campaign

In July 2025, we ran a trainee driver recruitment campaign open to both internal and external candidates. The campaign was intentionally designed to attract a more diverse pool of applicants by removing unnecessary barriers and reducing bias at each stage of the process.

The following actions were taken:

- **Targeted attraction:** Vacancies were advertised through Vercida, a specialist job advertising platform aimed at reaching candidates from underrepresented groups. Our TPE page on Vercida launched in the same week the trainee driver roles went live to maximise visibility.

- **Inclusive imagery and messaging:**
Updated vacancy imagery was shared across the network and on social media, helping to challenge traditional perceptions of rail roles and reflect a broader range of candidates.
- **Fair access through extended advertising:**
Vacancies remained open for the full advertised period and were not closed early once an initial volume of applications was received. This ensured candidates were not disadvantaged by time pressures and had equal opportunity to apply.
- **Introduction of a smart chat interview:**
The previous online situational judgement test was replaced with a smart chat interview at the initial application stage. This uses AI to support decision making by recommending candidates for progression, while ensuring that all decisions are ultimately made by a person. Each candidate also receives an individual insights report, providing feedback on their performance and supporting a more transparent and positive candidate experience.
- **Values-based interview approach:**
A new interview technique was introduced, assessing candidates against skills, attributes and personality traits aligned to the role, rather than requiring rail specific competencies or prior industry experience. This enabled candidates from outside the rail industry to perform strongly and helped to limit bias within the assessment process.

Creating an inclusive workplace

We have policies in place that aim to eliminate discrimination and inappropriate behaviour. These are supported by campaigns, colleague networks and training programmes designed to foster an inclusive workplace where all colleagues feel safe, supported and able to thrive.

Gender equality

In October 2023, TPE launched the Women at TPE network. The network now has 179 members and provides a supportive space to raise and address issues and barriers affecting women across the organisation. To date, Women at TPE has hosted a range of sessions focused on career development, women's health, networking, parenthood and shared learning.

In April 2024, TPE became an Endometriosis Friendly Employer. This accreditation has helped raise awareness of endometriosis across the organisation and supports colleagues affected by the condition through increased understanding and signposting to support.

TPE Week of Inclusion

In January 2024, TPE hosted its first TPE Week of Inclusion, celebrating the organisation's commitment to inclusion both internally and externally. The week included the launch of the Unity train (Nova 1), wrapped in the Pride Progress flag, and the sharing of five colleague stories highlighting why inclusion matters. These stories reflected lived experiences including returning to work as a new parent, neurodiversity, women's development, racial inclusion and LGBTQ+ inclusion.

During the week, TPE launched its Neurodiversity Network, providing a dedicated space for neurodivergent colleagues and allies. Since its launch, the network has continued to grow, supporting greater awareness, connection and understanding across the organisation.

Building on this, in January 2025, TPE delivered a second Week of Inclusion, with a renewed focus on belonging. The week centred on colleague voice and visibility, including the launch of a photography exhibition featuring 15 colleagues from across the organisation. Displayed at Manchester Victoria and Hull Paragon stations, the exhibition shared personal stories and lived experiences including endometriosis, neurodiversity and LGBTQ+ inclusion.

From 2026, TPE will be evolving its Week of Inclusion into a Month of Inclusion, enabling us to reach more colleagues across the network and create greater, more sustained impact.

Inclusion networks

TPE has a range of colleague-led inclusion networks, each supported by directorial sponsorship. These networks provide safe spaces for colleagues to connect, support one another and raise issues that matter to them, while also helping to inform organisational learning, policy development and positive change.

Our networks recognise that barriers to attraction, progression and retention are not experienced in the same way by all colleagues. Having dedicated networks enables us to better understand these experiences, encourage allyship, and build a culture where colleagues feel they belong and can progress.

TPE's inclusion networks are:

- **Women at TPE Network**
- **Rendezvous** (Armed Forces Network)
- **Unity** (LGBTQ+ Network)
- **Neurodiversity Network**
- **Young Rail Professionals At TPE Network**
- **Resolve** (Men's Network)

Recognising that inclusion is an evolving journey, TPE is also planning to launch disability and race and ethnicity networks, ensuring a broader range of voices and lived experiences are represented and supported across the organisation.

Developing our people

We have policies in place that aim to eliminate discrimination and inappropriate behaviour. These are supported by campaigns, colleague networks and training programmes designed to foster an inclusive workplace where all colleagues feel safe, supported and able to thrive.

Rise and Aspire programmes

In 2024, TPE launched two dedicated development programmes to support colleagues from underrepresented groups.

- **Rise Management** is aimed at women aspiring to senior leadership roles within TPE and the wider industry. The programme focuses on strengthening leadership confidence, broadening self-awareness, and building the capability required for progression.
- **Aspire Management** is designed for colleagues from minority groups with similar leadership aspirations, supporting their development and career readiness.

In early 2026, we expanded this by launching frontline versions of both programmes. This ensures we are building a diverse and sustainable talent pipeline at all levels of the organisation.

Since launching the management programmes, 45% of participants have secured a promotion or new career opportunity, including secondments, demonstrating clear progression impact.

Career pathways

In 2025, we developed seven career pathways, including early careers and frontline to manager, to support clearer progression through the organisation.

The aims are to:

- Increase visibility of internal opportunity
- Provide greater clarity around progression
- Align development to career stages
- Remove perceived barriers to advancement.

The frontline to manager pathway is running as a pilot in early 2026, specifically designed to increase internal mobility and ensure progression routes into management are more visible and accessible.

Mentoring

We continue to invest in the industry-wide Women in Rail mentoring scheme, enabling colleagues to participate as mentors and mentees. This initiative:

- Accelerates professional development
- Strengthens sponsorship and career visibility
- Contributes to wider industry progress in diversity, equity and inclusion

At an industry level, it is supporting systemic change within a transforming sector. Notably, 49% of mentors report that mentoring has increased their awareness of the barriers faced by others, strengthening inclusive leadership capability.

In addition, in 2025, we launched our own internal mentoring scheme. This programme aims to:

- Build confidence in colleagues seeking progression
- Increase visibility and sponsorship
- Strengthen cross-functional connections
- Support sustainable improvements in representation across the business



Apprenticeships and graduates

Apprenticeships and graduate programmes form an important part of TransPennine Express' approach to developing future talent and supporting longer-term improvements in representation and progression across the organisation, particularly into higher skilled and higher-paid roles.

As of April 2025 (P1 2025/26), there were 81 apprentices in training across TransPennine Express. Fourteen apprentices (17%) were women, reflecting the continued challenge of improving female representation within some early career pathways, particularly in operational roles. Apprenticeships are used both to attract new talent into the organisation and to support the progression of existing colleagues into roles requiring higher levels of skill and responsibility.

Apprenticeship programmes

TransPennine Express offers Level 3 to Level 7 apprenticeship programmes across a range of functions, including human resources, communications, sustainability, service delivery and operational leadership. Apprenticeships are also used to support the development of existing colleagues, enabling progression into higher-paid roles over time.

The trainee train driver role, which is delivered as an apprenticeship, represents the largest proportion of our apprenticeship population. This role group is among the organisation's highest paid and least diverse and increasing representation through this pathway is an important long-term lever in addressing our pay gap.

Express Start Apprenticeship Programme

In 2025, TransPennine Express launched the Express Start Apprenticeship Programme, a two-year fixed term programme designed to provide early career entrants with exposure to multiple areas of the business. The programme includes eight apprentices, with a gender split of five men and three women, and supports development across business administration, IT and marketing pathways.

Graduate Programme

In 2025, TransPennine Express also launched a two-year Graduate Programme, introducing four graduates into roles across engineering, finance and audit, business insights, major projects and customer experience. Of the four graduates recruited, three were women and one was a man, supporting increased female representation within professional and future leadership pipelines.

Industry collaboration

In addition to our own programmes, TransPennine Express continues to support the PlanBEE Rail network consortium, hosting two Level 4 Project Manager apprentices on a six-month rotational basis as part of the Transpennine Route Upgrade. These placements operate alongside our internal apprenticeship and development programmes and support wider industry collaboration.



External benchmarking and recognition

Recognising that meaningful and sustainable progress requires transparency, reflection and external challenge, TransPennine Express uses independent benchmarking and industry recognition to help assess the effectiveness of our equality, diversity and inclusion activity and to inform our actions to close our pay gaps.

Inclusive Employers Standard

In January 2024, TransPennine Express achieved silver accreditation under the Inclusive Employers Standard. This external accreditation reflects our approach to embedding inclusive practice across the organisation and provides independent assurance of our progress.

Only 18% of participating organisations achieve silver accreditation, and our results placed us above the industry average across all six pillars of the Standard: engage, equip, empower, embed, evaluate and evolve. We have since resubmitted to the Inclusive Employers Standard, enabling us to continue to benchmark our maturity, track progress over time and identify areas where further focus is required.

Disability Confident

TransPennine Express is a Disability Confident Employer (Level 2). This demonstrates our commitment to recruiting, retaining and supporting disabled colleagues and to creating an inclusive working environment where barriers to progression are identified and addressed.

Charters and industry commitments

TransPennine Express is a signatory to the Women in Rail Charter and the Railway Industry Association Equality, Diversity & Inclusion Charter. Through these commitments, we work collaboratively with industry partners to improve representation, challenge inequality and support the development of a more balanced and inclusive rail sector.

External recognition

Our equality, diversity and inclusion activity has also been recognised through external industry awards, including shortlisting and recognition at the Women in Rail Awards, Rail Business Awards, Personnel Today Awards, and the National Rail Awards. While recognising that awards alone do not close pay gaps, this external recognition provides additional assurance that our approach is aligned to good practice and is having a positive impact.

