



# UK Gender and Ethnicity Pay Gap Report

**FirstGroup plc**  
2025





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# Introduction

We see equality, diversity and inclusion as essential to our success. As a leading UK transport operator, FirstGroup connects people and communities, and we believe that a workforce which reflects society helps us to innovate and deliver better outcomes for our customers. This ambition underpins our commitment to creating a workplace where colleagues feel respected, valued and empowered to contribute their unique talents.

The composition of the Group continues to evolve. Over the last couple of years, we have acquired First Bus London, one of the principal



bus operators in London, with an approximate 12% market share and a workforce of around 3,400 colleagues and also a number of smaller Coach and Bus companies. In May 2025, South Western Railway exited the Group, but more recently, we acquired RATP Dev's sightseeing operations in London and Bath and were named the preferred operator for the London Overground rail contract from May 2026.

We recognise that, as businesses exit and we

incorporate our new businesses into the 'First' family, these organisational changes may impact our overall pay gaps. However, we remain committed to integrating and aligning our ED&I philosophies. Publishing our gender and ethnicity pay gaps, alongside the actions we are taking, is a vital way to track our progress and hold ourselves accountable. This data enables us to target initiatives where they will have the greatest impact, and we are proud of the progress we are making.

As of 31 March 2025, women occupied 20.3% of all roles across the Group and 32.4% of senior leadership roles. Colleagues from minority ethnic backgrounds occupied 17.3% of all roles and 5.9% of senior leadership roles.

We will continue to encourage colleagues to confidentially share their ethnicity and other

protected characteristics so that we can build statistically robust datasets and expand our reporting. We are in the process of implementing a new HRIS and payroll system that will simplify and secure the sharing of sensitive personal data. Currently, over 75% of colleagues have shared their ethnicity, over 51% their disability status and 50% their sexual orientation.

While gender pay gap reporting has been mandatory since 2017, reporting on ethnicity and other characteristics remains voluntary. We therefore welcome the government's plans to bring ethnicity and disability pay gap reporting in line with gender reporting, as transparent data is essential to tackling pay disparities across society.

**Graham Sutherland**  
*Chief Executive Officer*

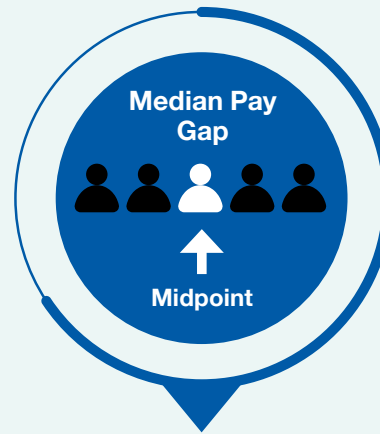
# Pay gap reporting terms explained



**Equal pay** means that within an organisation a person in one group and a person in a comparator group should not be paid differently for performing equal work.



A **pay gap** measures the difference between the average earnings of one group compared against the average earnings of another group. The difference is expressed as a percentage of the first group's earnings.



The **median pay gap** is the difference in hourly pay between the **midpoints** of two groups' earnings, when their salaries are listed by size.



The **mean pay gap** is the difference between the **average** hourly pay of two groups.

Both our gender pay gap and our ethnicity pay gap have been calculated using the UK government's statutory methodology for gender pay gap reporting. Our reporting is based on pay after salary sacrifice as required by statute. Hourly pay is based on the pay period including 5 April 2025 and bonus pay is based on bonuses paid in the period 6 April 2024 to 5 April 2025.

### Interpreting the results

When calculating our pay gaps, we look at both the mean and median. We consider that for our operating companies, some of which have relatively small numbers of women or ethnic minorities, the median average is the most representative measure, because it prevents high and low outliers distorting the results.

# Our population

## Reporting Population

Our reporting<sup>1</sup> is based on a population size of

# 34,870

Nearly **90%** of our colleagues work in **operational roles** covered by **collective bargaining agreements**.

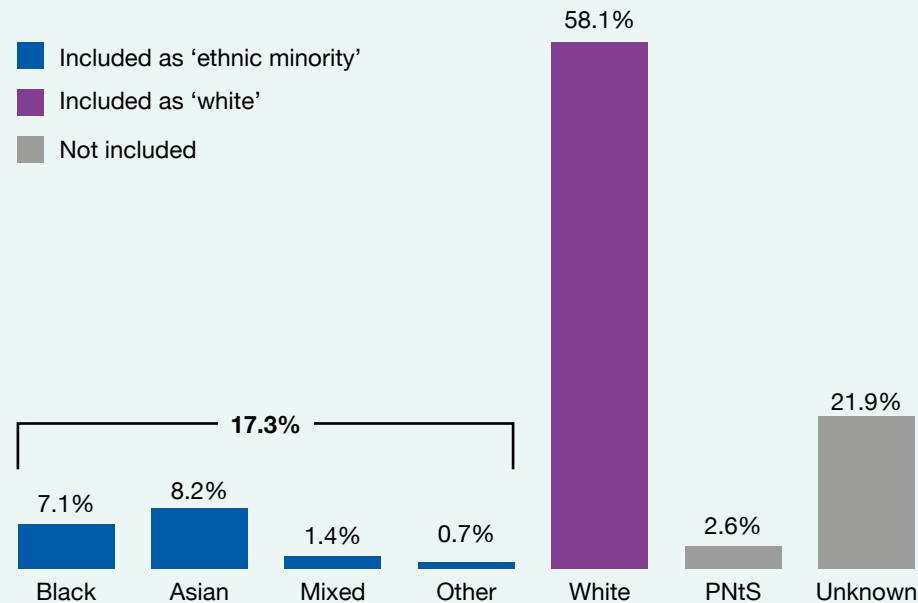
We employ people across 39 Companies in the UK. Of these, **23** had 250 or more employees and are required to publish their gender pay gap data (shown on [page 20](#)).

## Gender



	Male	Female	
Average age	47	43	years
Average tenure	10	7	years

## Ethnicity



FirstGroup PLC Board members:

- **62.5%** are women
- **12.5%** are from an ethnic minority background

**24.6%** of our population have not yet shared their ethnicity with us. We recognise that this limits the accuracy of the reporting and caution should be used when interpreting this data and making year on year comparisons.

PnTS = Prefer not to say

<sup>1</sup> Relevant employees as at 5 April 2025 (as defined by the UK Government's statutory methodology for gender pay gap reporting)

**Please note:** throughout this report, numbers have been rounded to one decimal place. Sometimes, this leads to what appear to be discrepancies in data. This is solely due to the limitations of rounding numbers and is not a result of inaccuracy

# Pay gap 2025: SNAPSHOT

## by gender

### -2.8%

Our 2025 median gender pay gap of -2.8% in favour of women compares positively to the UK national average of 12.8%<sup>1</sup> in favour of men.

## by ethnicity

### 8.5%

Our 2025 median gender pay gap of 8.5% shows that at FirstGroup, ethnic minorities average hourly pay is 8.5% lower than white colleagues.



<sup>1</sup> Office for National Statistics data – October 2025

# Our gender pay gap

## Our gender pay gap

The median gender pay gap is **-2.8%** and is more in favour of women than our 2024 median pay gap.

Our mean average pay gap of **3.2%** has improved by 2.6% since 2024.

As explained on [page 4](#), we consider our median pay gap to be a more representative measure.

**87%** of our reporting companies had a median gender pay gap better than the UK national average of 12.8%.

**78%** of our reporting companies have improved their median gender pay gap since last year.

## Our gender bonus gap

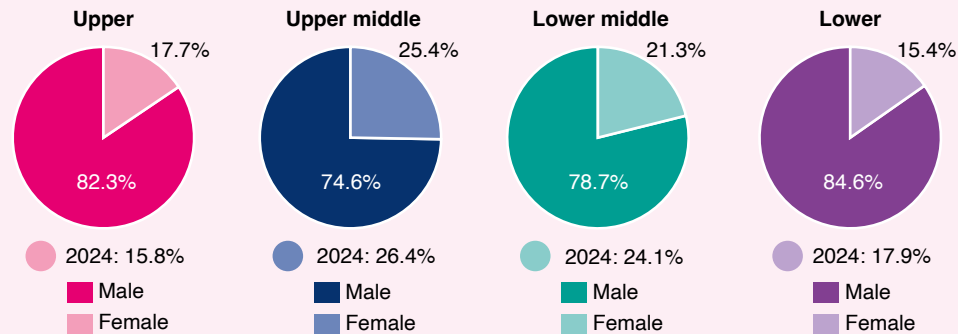
FirstGroup operates bonus, incentive and commission schemes for different job categories across the Group. The median gender bonus gap is **(-21.4%)** and our mean average bonus gap is **10.3%**.

First Bus run a referral bonus scheme and what we have found is due to the size and demographics of some of our employing entities, this has significantly impacted the bonus metric for some of our smaller entities where the number of women colleagues is low.

**-2.8%** 2025 median gender pay gap  
(2024: -0.2%)

**3.2%** 2025 mean gender pay gap  
(2024: 5.8%)

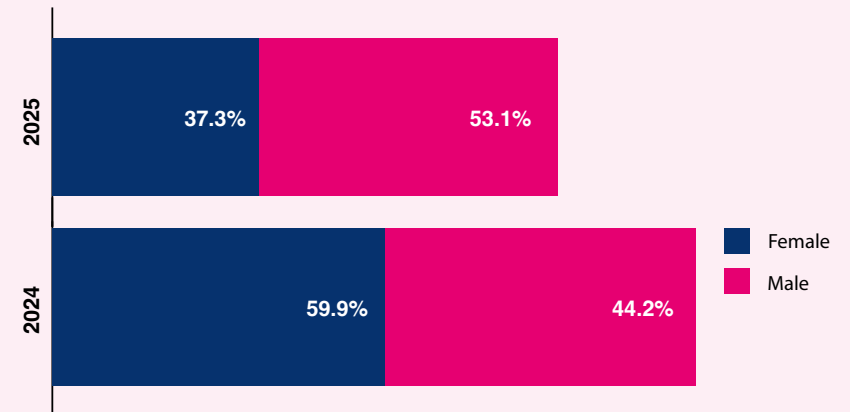
### PAY QUARTILES



**21.4%** 2025 median gender bonus gap  
(2024: 0.0%)

**10.3%** 2025 mean gender bonus gap  
(2024: 23.3%)

### % RECEIVING BONUS



# Our ethnicity pay gap

## Our ethnicity pay gap

Our median ethnicity pay gap is **8.5%**, meaning white colleagues median pay is 8.5% higher than those from an ethnic minority background. Our mean average ethnicity pay gap is **14.6%** which is an increase of 3.2% since 2024 in favour of white colleagues.

Increasing the number of colleagues who share their ethnicity with us is a key part of our action plan and we have made significant progress since we have started to report our ethnicity pay gap

figures (+**14.3%** since we started reporting 4 years ago). And due to higher disclosure levels, we are now able to report with greater accuracy we are starting to better understand our ethnicity pay gap issues.

## Distribution

The biggest contributing factor to our ethnicity pay gap is under-representation of ethnic minorities in senior roles. We have set targets and are starting to see progress. There has been an increase of **0.7%** (from 8.8% to 9.5%) of ethnic minority colleagues in the upper quartile since last year.

## Our ethnicity bonus gap

FirstGroup operates bonus, incentive and commission schemes for different job categories across the Group. The median ethnicity bonus gap is **(41.1%)** and our mean average bonus gap was **68.8%**.

Our mean ethnicity bonus gap is driven by the fact that ethnic minorities remain underrepresented in management roles, where a greater proportion of pay is in the form of variable pay.

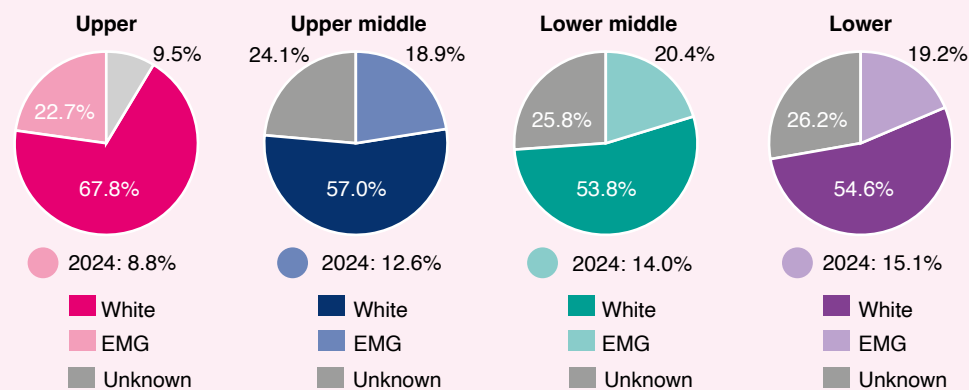
**8.5%**

2025 median ethnicity pay gap (2024: 8.7%)

**14.6%**

2025 mean ethnicity pay gap (2024: 11.4%)

PAY QUARTILES



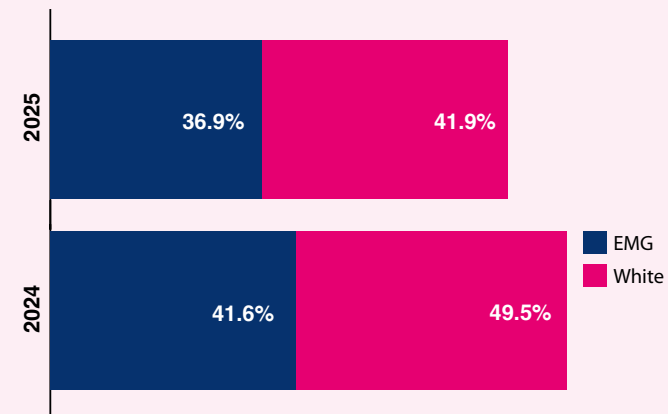
**41.1%**

2025 median ethnicity bonus gap (2024: 0.0%)

**68.8%**

2025 mean ethnicity bonus gap (2024: 71.1%)

% RECEIVING BONUS



# Supporting our people

We currently employ c.30,000 people in depots, stations and offices, providing vital services which connect people and communities. Our people are at the heart of our business.

## Our aims



### Diversity and inclusion

We value diversity and inclusion, and our workforce represents the communities we serve, increasing effective participation and equal opportunities.



### Skills for the future

Our people have the skills, expertise and knowledge to drive the transition to a sustainable future.



### Wellbeing

Our culture means that our employees are supported towards good mental and physical wellbeing.

## Our commitments

- 1 To develop and implement a plan to attract, recruit and retain a diverse workforce and foster a culture of inclusion
- 2 To increase the diversity of employees reaching management roles by investing in programmes to support the development of under-represented groups
- 3 To provide employment opportunities for people from disadvantaged or underprivileged backgrounds to promote social mobility and economic development, while increasing workforce diversity
- 4 To build the necessary skills within our workforce to support the transition to a low-carbon economy
- 5 To promote and invest in STEM (science, technology, engineering and mathematics) education, increasing the number of young people with the skillsets needed by the transport sector of the future
- 6 To engage and empower employees to become ambassadors for the business and advocates of sustainable transport
- 7 To provide a proactive employee wellbeing plan with programmes for all, which promote and enable mental, physical and social wellbeing, including industry-specific needs
- 8 To pay our employees a competitive wage and encourage others within our sphere of influence to do the same

# What are we doing?

## Attraction & Recruitment



**We are committed to supporting our people to have fulfilling, diverse and long careers at FirstGroup.**

**We want everyone to be able to benefit from the extensive development and job opportunities that are available thanks to the breadth and scale of what we do across the UK, united by our values as a business.**

We have an external careers website which collates all live job opportunities from across the Group into one place. It enables visitors to contact our FirstGroup 'Insiders', current colleagues who have volunteered to share their career experiences and answer questions about what it's like working for our brand companies across the Group.

We also have an internal opportunities page, to allow current colleagues to explore what job opportunities exist across the Group, including live roles, secondment and project opportunities. Our careers website and social media channels are continually updated to showcase examples of colleagues from under-represented groups.

We continue to utilise specialist recruitment programmes such as **Routes into Rail**, **Vercida** and **Diversifying Group**, to recruit diverse talent and inspire new transport professionals.

**V** VERCIDA

**IF** routesintorail

  
Diversifying  
Group



### **Data-led recruitment and workforce planning strategy**

In response to a post-pandemic driver recruitment crisis, **First Bus** launched a comprehensive, data-led recruitment and workforce planning strategy.

The initiative aimed to reposition the employer brand, attract new talent pools, and improve retention through a revamped Employee Value Proposition (EVP), targeted campaigns, and real-time analytics.

The strategy was not only reactive to immediate challenges but also proactive in building a sustainable, future-proof recruitment model aligned with our company's transformation goals and vision to inspire the nation to love and use the bus.

The strategy has delivered :

**320%** increase in applications; **74%** reduction in cost-per application; and significantly improved **brand perception** and **recruitment efficiency**.



### **Women in Rail**

We organise various events to attract and recruit diverse talent. **Hull Trains** teamed up with Northern to inspire the next generation of female train drivers, with a Women in Rail event at its recently launched Learning and Development Academy. College students from across Yorkshire got the chance to learn more about driver careers and to use the operator's new train driver simulator.



# What are we doing?

## Creating an inclusive workspace



We have policies in place that aim to eliminate any form of discrimination or inappropriate behaviour.

We also have campaigns, networks and training programmes to help foster an inclusive workplace for all of our colleagues.

### ▶ Elevate

Within First Bus they launched a **LIFE** network to support inclusion and **Elevate**, an Intentional Allyship programme for ethnic minority colleagues to match them with senior leader mentor.

### ▶ Gold Charter

Hosted an industry first, 'the **Inclusive Cab**' summit, partnering with Women in Transport to create a gold charter for inclusive bus cab design, which was shortlisted for the National Transport Awards.

### ▶ Uniform trials

Involved our inclusion network members in the **uniform trials** and launch – making sure our people's voices are heard when decisions affect you.

### ▶ Toolkit

Developed a **neurodiversity toolkit** for trainers and learning aid packs – helping us create training environments that recognise and support different ways of thinking and learning.

### ▶ Period positive

We are a **period positive workplace** – offering free period products across our sites to support colleagues' wellbeing and open up conversations about menstrual health.

### ▶ Foster inclusion

Launched the new **Celebrating Our Differences** e-learning module for line managers – giving leaders the tools to foster inclusion in their teams every day.

### ▶ IVF treatment

First Bus now offer paid leave for colleagues undergoing **IVF treatment**.

### ▶ Prostate health

Ran PSA (prostate-specific antigen) testing – supporting **early detection** and awareness of prostate health.

### ▶ ENEI Resource Hub

**GWR** have their Employer Network for Equality & Inclusion (**ENEI**) Resource Hub which is available to all colleagues. The hub holds guides, webinars and videos on inclusion, anti-racism, Allyship, LGBTQ+ and gender identity.



In November 2025, First Bus were recognised as one of the Inclusive Top 50 UK Employers for 2025/26 – the only bus company on the list. Inclusive Companies said, "This achievement represents far more than a ranking; it is a testament to your

*bold, innovative approach and your belief that inclusion is not only a moral responsibility but also a powerful driver of organisational success. We are thrilled to acknowledge your organisation as one of the UK's most inclusive employers."*



# What are we doing?

## Creating an inclusive workspace



**We have policies in place that aim to eliminate any form of discrimination or inappropriate behaviour.**

**We also have campaigns, networks and training programmes to help foster an inclusive workplace for all our colleagues.**

All divisions and the Corporate Centre deliver tailored health and wellbeing programmes, coordinated by Health & Safety and shared across the Group.

Key initiatives include occupational health provision (in-house or external), mental health first aiders, musculoskeletal support, health kiosks, mobile wellbeing roadshows, and improved workplace facilities such as quiet spaces and multi-faith rooms.

All colleagues have access to our FirstXclusives Wellbeing Centre.

### Wellbeing Hub

**First Bus** also offer a bespoke **Wellbeing Hub**. Benefits include a company-paid **Simplyhealth** cash plan, **Smart Health** virtual GP access, and an enhanced Employee Assistance Programme.

Mental, physical, social and financial wellbeing are supported through:

- Expanded Mental Health First Aider networks and mandatory manager training
- Health screenings, flu vaccinations, fitness and nutrition campaigns
- Inclusion networks, wellbeing champions, and community partnerships
- Financial wellbeing support, including Money First Aiders and enhanced benefits (e.g. discount on food intolerance tests, Check4Cancer discount, CostCo membership and free mortgage advice)



### Across Rail

Tram Operations and individual TOCs, tailored programmes include trauma support (TRiM), wellbeing roadshows, physical activity challenges, local health campaigns, and colleague support services, ensuring consistent yet locally relevant wellbeing support across the Group.

### Wellbeing Champions

Our **First Customer Contact Centre** currently have **30 Wellbeing Champions** within the ERG (Employee Reps Group) to support colleagues. This group provides a platform to promote more wellbeing activities and bring together wellbeing, ED&I and engagement communications.

# What are we doing?

## Colleague engagement



We believe engagement is a product of our colleagues' experience, which is shaped by our culture and values.

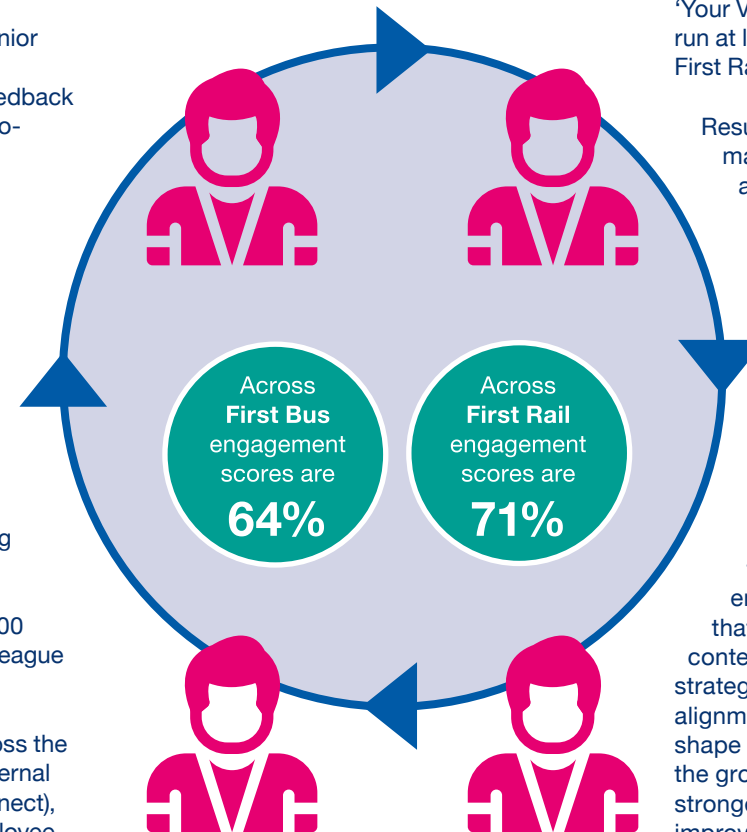


### Communicating with our colleagues

Engagement channels include frontline Q&A sessions with senior leaders, Exec Live events, and multiple "Ask the Exec" and feedback mechanisms. These ensure two-way communication, increase understanding of business strategy, and strengthen connection with leadership.

In First Bus, regular MD and CPO sessions, leadership cascades on the three-year plan, and inclusive involvement in initiatives such as the new uniform trial ensure colleague voice directly shapes decisions. Wellbeing campaigns, including Samaritans Brew Monday and structured frontline catch-ups, have resulted in over 10,000 conversations, with **87.3%** colleague participation.

Engagement is supported across the Group through newsletters, internal platforms (Blink, Yammer, Connect), email feedback channels, employee panels, monthly exec updates, and regular wellbeing-focused communications.



### Colleague engagement

Across our businesses we have 'Your Voice' engagement surveys that run at least annually across First Bus, First Rail and the Corporate Centre.

Results are reviewed by management teams, with local action plans and regular "you said, we did" updates to colleagues.

First Bus has improved response rates and engagement scores over the past three years to **64%** (from 41% 3 years ago).

A key part of our engagement strategy is enabling local teams to take ownership of the employee experience in ways that resonate with their unique contexts. While the overarching strategy provides clarity and alignment, we trust local leaders to shape meaningful interventions on the ground. This approach has built stronger emotional connections, improved communication, and driven performance from the depot floor up.

# What are we doing?

## Developing our people



**We have created an advocate network across the whole of FirstGroup to help create a self-supporting diverse community of talent to support each other in their careers.**

Our **'Ascent'** programmes which are intended to be inclusive and have been created for individuals who belong to groups that are currently under-represented in management and leadership roles.

These groups are specifically women, ethnically diverse colleagues, colleagues who have a disability or are neurodiverse, and those colleagues who identify as part of the LGBTQIA community.



We have had over

**500** colleagues go through one of these programmes.

### Ascent: UP

A foundation for aspiring managers to understand themselves, manage careers, and prepare for first-time leadership roles.

For colleagues looking to build capability and confidence to move into a first supervisory, team lead or manager level role.

### Ascent: FORWARD

Designed for current managers seeking 'Head of' roles, blending impactful workshops with virtual coaching.

For managers with the experience and potential to progress to a 'Head of' or equivalent role, aiming to build capability and confidence to secure that next position.

### Ascent: ACCELERATE

For experienced leaders, combining an online and in-person workshops with personalised coaching sessions.

Empowering experienced managers who have the capability



Across the Group there is an alumni network **'First Connections'**. A number of sessions have been held, with over 150 colleagues attended each session.

The alumni network includes nearly **500** colleagues from underrepresented groups who have completed one of our personal leadership development programmes.



# What are we doing?

## Developing our people: apprentices



**We are running industry leading apprenticeship programmes that are fully integrated into the fabric of our organisation, working in key areas of the business such as engineering, human resources, customer service and business administration.**

The changing nature of transport and mobility requires a healthy, engaged, agile and diverse workforce with the skills and expertise for a zero-carbon economy and to deliver mobility for the future.

Our apprenticeship programmes are an important way of growing the engineering and operational skills which are vital to our business. We are running industry-leading programmes that are fully integrated into the fabric of our organisation, working in key areas of the business such as operations engineering, human resources, customer service and business administration.

95% of Lumo's operational workforce began on apprenticeships. Lumo has partnered with provider Train'd Up for the past five years to deliver apprenticeships for train drivers and other roles.

### **▶ Bus Driver Apprenticeship Programme**

We have continued to deliver our Bus Driver Apprenticeship to depots in West Yorkshire and Essex, with **152** new drivers starting this journey with us in 2025.

Since launching this programme in November 2023, **295** new drivers have joined First Bus via the apprenticeship route; so far, **40** have qualified to become fully fledged drivers.

### **▶ Engineering Apprenticeship Programme**

**29** apprentices have completed their qualification at the UK's first engineering academy for zero emission buses and coaches throughout 2025, with an additional **104** apprentices still in learning.

In August 2025, our cohort of **29** new engineering apprentices began their First Bus journey at our dedicated training academy at Reaseheath College.

Reaseheath College offers a unique depot-style environment to help our apprentices transition between college and the workplace. By working with replica equipment, our apprentices



can then put the skills they learn straight into practice at the depot – progressing their development into our engineers of the future.

A key part of the apprenticeship is the inclusion of hybrid vehicles, providing our apprentices with the skills to progress their careers whilst enabling us to future-proof our business.

Throughout 2025, our first and second cohorts at Reaseheath have been taking their end-point-assessments to obtain their Bus Engineering Qualification; so far we have seen **44 new engineers** roll off the programme and help future proof our business.

**First** Bus



### **▶ RLW employer**

First Bus became a RLW employer in 2024 and, in line with this new commitment, (outside of accreditation requirements) we now include all First Bus apprentices.

# What are we doing?

## Setting targets and collecting data



We are keen to see more women and colleagues from an minority ethnic background moving into our higher paid management roles, which will help close the pay gaps where they exist in some of our businesses.

### ▶ Workforce developments

Over the last couple of years, we have acquired First Bus London, one of the principal bus operators in London, with an approximate 12% market share and a workforce of around 3,400 colleagues and also a number of smaller Coach and Bus companies. In May 2025, South Western Railway exited the Group, but more recently, we acquired RATP Dev's sightseeing operations in London and Bath and were named the preferred operator for the London Overground rail contract from May 2026.

We recognise that these changes will impact our pay gaps; however, as we incorporate these new businesses into the 'First' family, we will continue to integrate and align our ED&I philosophies. This will ensure that, moving forward, we grow stronger together by providing an inclusive workplace where everyone feels valued and has the opportunity to thrive.

### ▶ Targets

We have set targets for our **senior leadership** population, where by **2028** and in line with the FTSE Women Leaders recommendations, we aim to have:

**40%** of roles filled by **women**, and to be more reflective of the communities in which we serve, we aim to have **11%** of roles filled by colleagues from a **minority ethnic background**. This will double the number of minority ethnic senior leaders.

We have also set a number of additional internal targets around specific roles to help us make positive progress against our respective pay gaps.



### ▶ Collecting data & reporting

We will continue encouraging colleagues to confidentially share their ethnicity and other protected characteristics with us so that we can build statistically robust datasets and expand our reporting. We are in the process of implementing a new HRIS and payroll system that will simplify and secure the sharing of sensitive personal data. Currently over **75%** of our colleagues are comfortable to share their ethnicity with us, over **51%** their ability status and **50%** their sexual orientation.

We are committed to increasing disclosure of protected characteristics across FirstGroup and whilst we still have a way to go, we continue to make significant progress in collecting this sensitive data from our colleagues.

While gender pay gap reporting has been mandatory since 2017, reporting on ethnicity and other characteristics remains voluntary. We therefore welcome the government's plans to bring ethnicity and disability pay gap reporting in line with gender reporting as transparent data is essential to tackling pay disparities across society.

# What are we doing?

## External Benchmarking & Recognition



We are proud to have committed to various standards from established external bodies, in order to benchmark ourselves against best ED&I practices and challenge ourselves to improve.

### ▶ Diversity & inclusion

FirstGroup overall have 'Bronze' accreditation status from Clear Assured. This is awarded to businesses that have shown that diversity and inclusion are reflected across all policies and processes. It also marks a move beyond compliance towards a cultural shift where diversity and inclusion is well on the way to becoming embedded in the day-to-day experiences of colleagues.



### ▶ Dignity & respect

All FirstGroup businesses are committed to a working environment where everyone is treated with dignity and respect, and where a culture of equal opportunity is fostered and nurtured. Our 'Group Dignity at Work' and 'Group Equal Opportunities and Diversity' policies explain our position clearly.

### ▶ Transparency

Transparency in our approach is important to us. We are already signatories to **Change the Race Ratio** and **First Bus** are now signatories to the **Business in the Community Race at Work Charter**.



### ▶ Disability confident

FirstGroup is proud to be 'Disability Confident Committed' which is a government scheme aimed to help employers to successfully recruit and retain disabled people and those with health conditions.



### ▶ Charter signatory

Avanti West Coast, Great Western Railway and Lumo have signed the **Women in Rail and The Railway Industry Association's Equality, Diversity & Inclusion Charter**.

Signatories are committed to championing equality, diversity and inclusion in the rail industry, in order to produce a more balanced and fair high-performing sector.



### ▶ White Ribbon

At First Bus, we're incredibly proud to be the first national bus operator to be **White Ribbon Accredited** for the work we're doing to help prevent violence against women and girls (VAWG).

Introducing a 'Violence & Intimidation Against Women & Girls' online training course, partnered with Strut Safe and introduced practical changes, such as introducing a CCTV activation button on ticket machines in Yorkshire, that bus drivers can press if they feel they need to document inappropriate behaviour, particularly incidents related to VAWG.

# What are we doing?

## External Benchmarking & Recognition



**Whilst we acknowledge we still have a long way to go, we are proud of the progress made so far.**

### ▶ Inclusive Top 50 UK Employers 2025/26

**First Bus** were recognised as one of the Inclusive Top 50 UK Employers for 2025/26 – the only bus company on the list of nominees.



This recognition reflects the collective effort of colleagues across our organisation who

continue to champion inclusion and help us build a culture where everyone feels they belong.

Lois Taylor, our Equality, Diversity, Inclusion and Wellbeing Partner said,

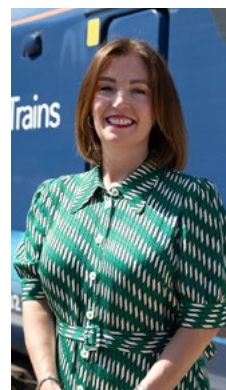
“I’m so proud of the inclusion journey we’ve been on as an organisation. I am inspired everyday by the passion and commitment I see across the business.

We’ve made a lot of progress together, and I’m particularly grateful to our inclusion networks and colleagues for sharing their ideas, energy, and lived experience to help others.

What I love most about my role is making a meaningful difference for our people, and this recognition is a reminder of the positive impact that can be achieved.”



Lois Taylor (centre) at the Inclusive Top 50 UK Employers awards ceremony



Deborah Birch,  
Hull Trains



### ▶ Rail Staff Awards 2025

#### HR & RECRUITMENT TEAM OR PERSON AWARD

**Winner:** Deborah Birch, Hull Trains

**Highly Commended:** Lindsay Gauntlett, Lumo

#### HEALTH & WELLBEING TEAM OR PERSON AWARD

**Highly Commended:** Lucy Shephard & Lee Bladern, Great Western Railway

#### ▶ RAIL AMBASSADOR OF THE YEAR AWARD

**Highly Commended:** Camille Parchment, Avanti West Coast



### ▶ Rail Business Awards 2025

#### WELLBEING IN RAIL

**Highly Commended:** South Western Railway, Health and Wellbeing Team

# What are we doing?

## External Benchmarking & Recognition (continued)



### Women in Rail 2025

#### EQUALITY, DIVERSITY & INCLUSION TEAM AWARD

**Winner:** South Western Railway

**South Western Railway** is a progressive company; over the last three years, it has developed a strong Inclusion Strategy. Relevant training for colleagues, alongside new and innovative ways of recruiting from underrepresented groups, has created an inclusive culture and reputation.

**Highly Commended:** Hull Trains

#### EMPLOYER OF THE YEAR

**Shortlisted:** Hull Trains & SWR

#### EQUALITY, DIVERSITY & INCLUSION INDIVIDUAL AWARD

**Shortlisted:** Carys R Thomas – Safety Audit Manager – Great Western Railway

#### FEMALE RISING STAR

**Shortlisted:** Gemma Lochrie – Principal Consultant – First Rail Consultancy

**Shortlisted:** Jessica Marson – Fatigue Risk Manager – Avanti West Coast

#### MALE ALLY OF THE YEAR

**Shortlisted:** Gerry Scott – Interim Head of Operations – Lumo



### NTA Awards 2025 (National Transport Awards)

#### BEST PRACTICE IN DIVERSITY, INCLUSIVITY & ACCESSIBILITY

**Shortlisted:** Lumo – Purple Tuesday

#### WOMAN OF THE YEAR

**Shortlisted:** Jen Clare – Service Delivery Director



*First Bus: winners of the Best Health and Wellbeing Strategy at the HR Excellence Awards 2025*

### HR Excellence Awards 2025

#### BEST HEALTH AND WELLBEING STRATEGY

**Winner:** First Bus

#### HR TEAM OF THE YEAR

**Shortlisted:** First Bus

### Personnel Today Awards 2025

#### EQUALITY, DIVERSITY & INCLUSION AWARD (Larger Employer) HEALTH & WELLBEING AWARD HR TEAM OF THE YEAR

**Runner up:** South Western Railway



#### HR IMPACT AWARD

**Runner up:** Great Western Railway

# Gender pay gap: data as at 5 April 2025

Division	Employing Entity	Ordinary pay		Bonus		% Receiving Bonus		Quartile							
		Median	Mean	Median	Mean	Male	Female	Upper		Upper Middle		Lower Middle		Lower	
								Male	Female	Male	Female	Male	Female	Male	Female
Bus	First Aberdeen Ltd	-1.4%	4.4%	-25.0%	38.0%	43.9%	38.3%	83.8%	16.3%	85.0%	15.0%	90.1%	9.9%	85.2%	14.8%
Bus	First Bus Central Services	27.6%	25.8%	30.7%	51.7%	38.4%	27.1%	70.4%	29.6%	58.5%	41.5%	50.7%	49.3%	35.0%	65.0%
Bus	First Cymru Buses Ltd	0.0%	-1.4%	-100.0%	-25.6%	13.8%	15.4%	91.4%	8.6%	90.1%	9.9%	93.8%	6.2%	88.3%	11.7%
Bus	First Eastern Counties Buses Ltd	0.7%	1.0%	25.0%	25.9%	19.6%	18.9%	90.5%	9.5%	91.9%	8.1%	92.9%	7.1%	84.4%	15.6%
Bus	First Essex Buses Ltd	0.6%	3.8%	57.1%	23.1%	10.7%	4.7%	91.2%	8.8%	88.5%	11.5%	89.9%	10.1%	81.1%	18.9%
Bus	First Glasgow (No.1) Ltd	0.3%	3.7%	10.0%	19.5%	19.2%	16.8%	94.6%	5.4%	93.3%	6.7%	95.0%	5.0%	87.9%	12.1%
Bus	First Glasgow (No.2) Ltd	0.4%	1.9%	50.0%	-27.7%	17.8%	9.4%	91.9%	8.1%	92.6%	7.4%	94.1%	5.9%	86.1%	13.9%
Bus	First Hampshire & Dorset Ltd	-0.4%	0.9%	-3.8%	-41.4%	14.8%	12.0%	87.5%	12.5%	82.8%	17.2%	84.4%	15.6%	89.8%	10.2%
Bus	First Leicester Citybus Ltd	1.9%	6.5%	49.6%	80.0%	31.0%	40.0%	96.7%	3.3%	93.2%	6.8%	96.6%	3.4%	88.1%	11.9%
Bus	First South West Ltd	-0.3%	3.1%	-100.0%	-108.4%	12.7%	8.5%	88.7%	11.3%	82.3%	17.7%	84.7%	15.3%	89.6%	10.4%
Bus	First South Yorkshire Ltd	1.3%	1.0%	76.0%	79.6%	17.0%	17.3%	93.1%	6.9%	95.4%	4.6%	92.2%	7.8%	90.8%	9.2%
Bus	First Travel Solutions	8.2%	6.5%	6.8%	12.8%	5.7%	4.1%	81.8%	18.2%	68.8%	31.2%	74.0%	26.0%	59.0%	41.0%
Bus	First West of England Ltd	0.1%	1.3%	20.0%	-24.0%	34.9%	34.5%	90.5%	9.5%	87.1%	12.9%	89.1%	10.9%	85.0%	15.0%
Bus	First West Yorkshire Ltd	0.6%	2.1%	0.0%	-77.5%	31.0%	30.5%	92.4%	7.6%	92.0%	8.0%	92.9%	7.1%	87.0%	13.0%
Bus	First York Ltd	0.9%	6.5%	25.0%	-10.2%	31.6%	38.5%	95.4%	4.6%	93.8%	6.2%	89.2%	10.8%	86.4%	13.6%
Bus	Specialist Passenger Solutions Ltd	1.3%	2.8%	0.0%	0.0%	1.0%	3.9%	86.0%	14.0%	91.2%	8.8%	87.7%	12.3%	90.3%	9.7%
Bus	London Sovereign Ltd	3.3%	5.8%	-91.2%	-27.2%	27.8%	17.6%	93.2%	6.8%	91.3%	8.7%	88.8%	11.2%	85.7%	14.3%
Bus	London Transit Ltd	0.9%	3.7%	0.0%	33.7%	81.0%	68.2%	93.1%	6.9%	87.3%	12.7%	92.1%	7.9%	87.1%	12.9%
Rail	London United Busways Ltd	0.6%	-3.7%	0.0%	-215.2%	43.6%	30.1%	89.6%	10.4%	90.5%	9.5%	89.4%	10.6%	90.5%	9.5%
Rail	First Customer Contact Ltd	0.8%	7.4%	0.0%	29.8%	59.6%	69.2%	57.0%	43.0%	50.6%	49.4%	41.0%	59.0%	37.2%	62.8%
Rail	First Greater Western Limited	19.2%	18.7%	-10.4%	40.6%	56.3%	74.8%	89.2%	10.8%	78.9%	21.1%	63.3%	36.7%	59.9%	40.1%
Rail	First MTR South Western Trains Ltd	7.2%	16.8%	45.6%	-18.9%	36.6%	44.6%	91.3%	8.7%	79.0%	21.0%	78.6%	21.4%	74.2%	25.8%
Rail	First Trenitalia West Coast Rail Ltd	21.4%	20.1%	37.9%	18.5%	58.8%	72.3%	82.6%	17.4%	63.1%	36.9%	52.5%	47.5%	46.2%	53.8%

Note: First Bus run a referral bonus scheme and what we have found is due to the size and demographics of some of our employing entities, this has significantly impacted the bonus metric for some of our smaller entities where the number of women colleagues is low.

# Gender pay gap trend data

Gender Pay Gap								
	2025	2024	2023	2022	2021	2020	2019	2018
<b>Median</b>	-2.8%	-0.2%	-0.1%	-1.3%	-1.2%	4.4%	-11.6%	-5.1%
<b>Mean</b>	3.2%	5.8%	7.0%	7.7%	6.4%	9.0%	3.4%	3.1%

Gender Bonus Gap								
	2025	2024	2023	2022	2021	2020	2019	2018
<b>Median</b>	-21.4%	0.0%	3.9%	60.0%	8.3%	-81.2%	-32.5%	-33.3%
<b>Mean</b>	10.3%	23.3%	34.8%	19.7%	-12.8%	-2.5%	-11.8%	-22.2%

% colleagues receiving a bonus								
Gender	2025	2024	2023	2022	2021	2020	2019	2018
<b>Female</b>	37.3%	59.9%	56.1%	63.2%	52.0%	77.1%	61.2%	54.6%
<b>Male</b>	53.1%	44.2%	42.8%	58.7%	34.0%	65.3%	46.0%	47.3%

Number of colleagues								
	2025	2024	2023	2022	2021	2020	2019	2018
<b>Female</b>	7,091	6,379	6,443	6,126	5,780	5,903	4,081	3,994
<b>Male</b>	27,779	23,908	24,292	24,133	24,426	25,158	23,591	24,074
<b>Total</b>	34,870	30,287	30,735	30,259	30,206	31,061	27,672	28,068
<b>% Female</b>	20.3%	21.1%	21.0%	20.2%	19.1%	19.0%	14.7%	14.2%

% colleagues in each pay quartile									
	Quartile	2025	2024	2023	2022	2021	2020	2019	2018
<b>Female</b>	<b>Upper</b>	17.7%	15.8%	14.4%	13.8%	13.4%	11.6%	12.5%	11.5%
	<b>Upper middle</b>	25.4%	26.4%	26.9%	26.8%	26.1%	26.6%	24.9%	19.9%
	<b>Lower middle</b>	21.3%	24.1%	25.1%	25.2%	25.2%	31.8%	9.7%	12.0%
	<b>Lower</b>	15.4%	17.9%	16.1%	14.1%	12.0%	13.5%	11.3%	12.5%
<b>Male</b>	<b>Upper</b>	82.3%	84.2%	85.6%	86.2%	86.6%	88.4%	87.5%	88.5%
	<b>Upper middle</b>	74.6%	73.6%	73.1%	73.2%	73.9%	73.4%	75.1%	80.1%
	<b>Lower middle</b>	78.7%	75.9%	74.9%	74.8%	74.8%	68.2%	90.3%	88.0%
	<b>Lower</b>	84.6%	82.1%	83.9%	85.9%	88.0%	86.5%	88.7%	87.5%

# Ethnicity pay gap trend data

Ethnicity Pay Gap					
	2025	2024	2023	2022	2021
<b>Median</b>	8.5%	8.7%	9.3%	8.4%	4.7%
<b>Mean</b>	14.6%	11.4%	10.4%	10.4%	9.7%

Ethnicity Bonus Gap					
	2025	2024	2023	2022	2021
<b>Median</b>	41.1%	0.0%	38.4%	44.2%	8.3%
<b>Mean</b>	68.8%	71.1%	66.9%	20.1%	10.1%

% colleagues receiving a bonus					
Ethnicity	2025	2024	2023	2022	2021
<b>EMG</b>	36.9%	41.6%	39.2%	63.2%	37.8%
<b>White</b>	41.9%	49.5%	46.4%	58.7%	36.3%

Number of colleagues					
	2025	2024	2023	2022	2021
<b>EMG</b>	6,032	3,942	3,378	2,916	2,690
<b>White</b>	20,262	18,209	18,247	16,788	16,591
<b>Unknown</b>	8,575	8,136	9,110	10,555	12,284
<b>Total</b>	34,869	30,287	30,735	30,259	31,565
<b>% EMG*</b>	17.3%	13.0%	11.0%	9.6%	8.5%

\* Ethnic Minority Group

	Quartile	2025	2024	2023	2022	2021
<b>EMG</b>	<b>Upper</b>	9.5%	8.8%	7.5%	6.9%	6.2%
	<b>Upper middle</b>	18.9%	12.6%	11.9%	12.4%	12.6%
	<b>Lower middle</b>	20.4%	14.0%	12.1%	10.7%	9.4%
	<b>Lower</b>	19.2%	15.1%	11.8%	9.0%	6.7%
<b>White</b>	<b>Upper</b>	67.8%	68.5%	66.7%	64.4%	62.4%
	<b>Upper middle</b>	57.0%	63.1%	64.1%	62.2%	60.9%
	<b>Lower middle</b>	53.8%	53.5%	54.1%	46.4%	43.5%
	<b>Lower</b>	54.6%	57.5%	55.3%	50.8%	46.6%
<b>Unknown</b>	<b>Upper</b>	22.7%	22.6%	25.8%	28.7%	31.4%
	<b>Upper middle</b>	24.1%	24.3%	24.0%	25.4%	26.5%
	<b>Lower middle</b>	25.8%	32.4%	33.8%	42.9%	47.1%
	<b>Lower</b>	26.2%	27.5%	32.9%	40.2%	46.7%

Consistent with the previous four ethnicity pay gap reports, we present data at a UK-level only, as there is currently insufficient data for meaningful reporting across each operating company. As we continue to increase the proportion of colleagues who share their ethnicity data we intend to report at a more granular level. While we still have relatively low levels of reporting within some of the smaller operating companies, caution must be taken when interpreting the ethnicity pay gap. Once we reach greater ethnicity disclosure we will be in a position to draw more meaningful conclusions and comparisons.