

Hitachi Rail UK

Gender Pay Gap Report 2025



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About Hitachi Rail

Hitachi Rail's mission is "to help every passenger, customer and community enjoy the benefits of more connected, seamless and sustainable transport". The company is guided by its values of harmony, sincerity and pioneering spirit – which are just as relevant today as they were when Hitachi was founded in 1910.

With a footprint spanning the UK and worldwide, Hitachi Rail contributes to communities by nurturing skills, generating employment opportunities, and investing in local growth and development wherever we operate. At the date we have used for this report (5th April 2025), the Hitachi Rail business in the UK had over 3,000 employees across multiple locations. Today, Hitachi Rail employs about 24,000 employees globally.

In June 2024, Hitachi Rail Limited acquired Thales Ground Transportation Systems, which included around 600 new colleagues who are now included in this report.

This strategic absorption not only strengthens our operational capabilities but also enriches our diverse talent pool, further reinforcing our commitment to growth and investment in the UK rail industry.

As you will see from this report, our Gender Pay Gaps have shown encouraging progress this year, moving closer to parity on both a mean and median basis. This positive shift is partly attributable to the incorporation of a new population but also reflects ongoing improvements within our existing operations. Although we have made progress, we recognise that more needs to be done. We are committed to integrating Diversity, Opportunity and Inclusion (DOI) throughout our organisation, as it is vital for creating a welcoming workplace, attracting and keeping talent, and supporting our business success. Our goal is for DOI to be embedded in all our work, led by our business leaders, and reflected in our culture and identity.

Is Gender Pay different from Equal Pay?

This report focuses on our Gender Pay Gap

The Gender Pay Gap looks at the difference in average pay between all men and all women across the organisation.

This is different from Equal Pay, which concerns our legal requirement to pay men and women the same for doing equal or similar work.

Gender Pay

Under UK Legislation companies are required to report their mean and median pay gap and their mean and median bonus gap, along with the ratio of men and women in each quartile.

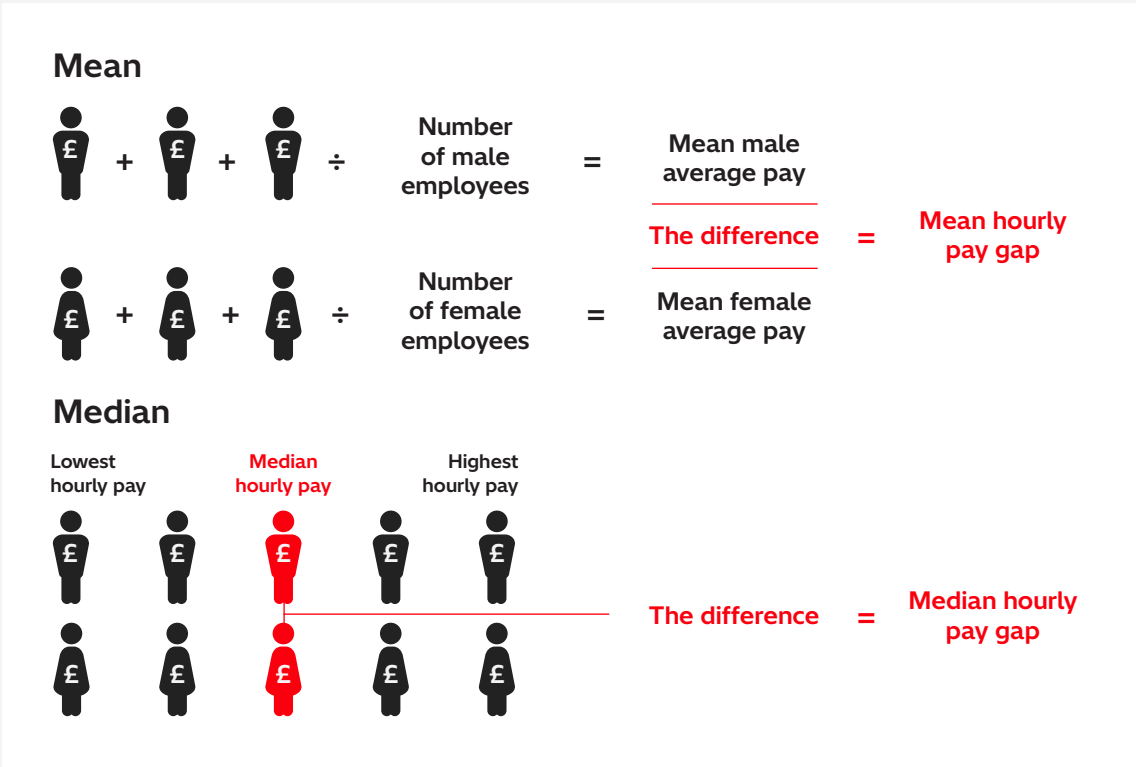
Equal Pay

Compares the pay of a man and woman who do work of equivalent value. Equal pay legislation was introduced in 1970 and requires UK companies to pay the same for the same job regardless of gender.

How we calculate Gender Pay

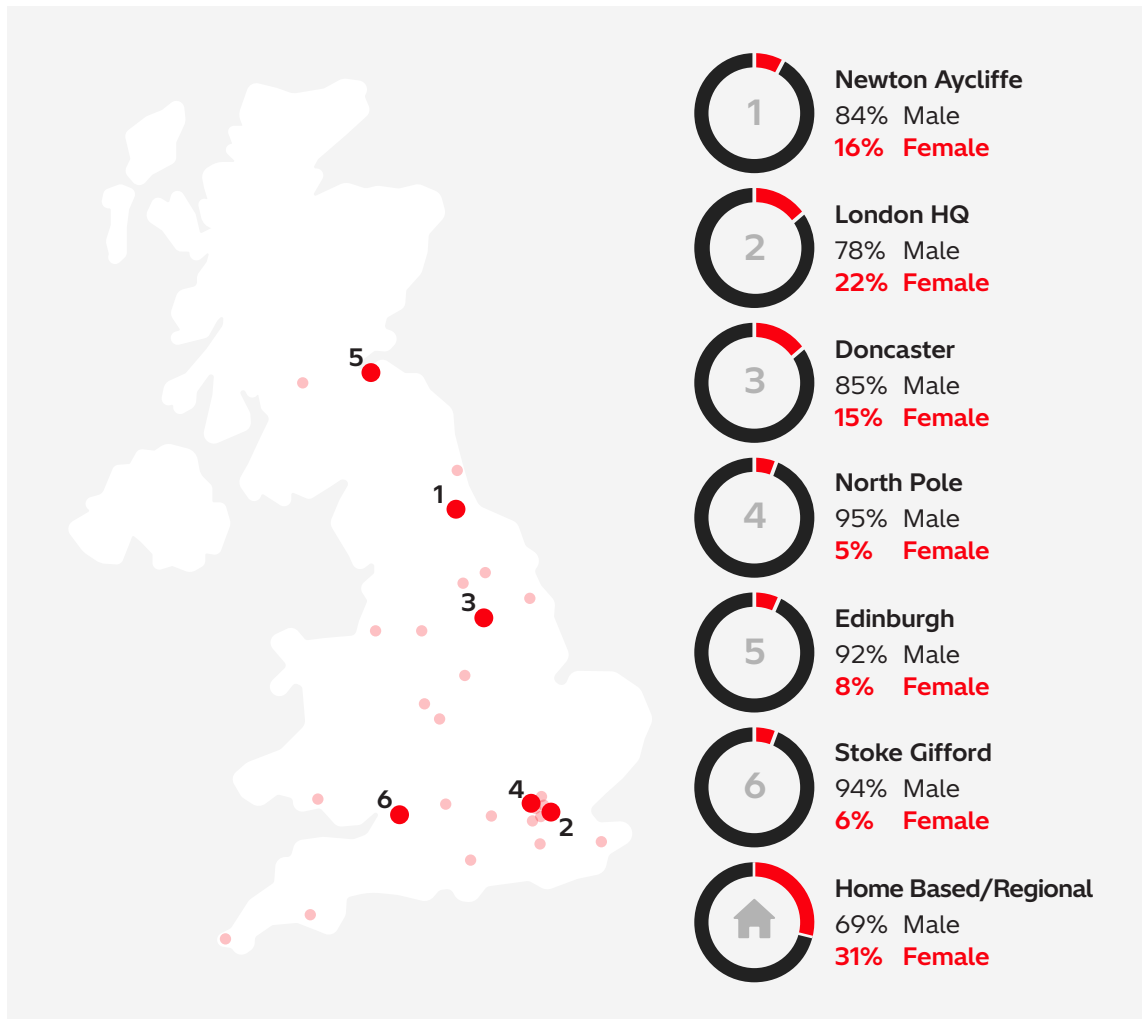
We calculate gender pay using the mean and the median. Mean is the total pay divided by the number of individuals in each for each gender.

The median represents the middle point of the total pay. The gap is then the difference between these for each gender.



Demographics

Top 6 most populated locations including Head Offices



Insights

- Hitachi Rail UK submitted data for a total of 3,275 employees in the UK with 14.3% of that population being female.
- We operate across 28 physical locations, and we also have regional and home-based employees whose roles are not tied to a specific site.
- Our head offices in London are home to 19% of our workforce, with a 22% female population.
- Our highest female % population is our regional/home-based contracts at 33% (6% of our workforce).
- Our head offices and home-based employee group is made up primarily of Group and UK Support Functions, whereas the heavily male populated sites are largely operational in nature.

Hitachi Rail UK Gender Pay Gap

Our Gender Pay Gap has moved in the right direction this year, remaining in favour of men but at a reduced level relative to 2024. The mean pay gap stands at 7.6% with the median pay gap at 7.0%, both in favour of men. Our Gender Bonus Gap is mixed, with the mean bonus gap having swung to 3.3% in favour of men, but the median bonus gap at 63.9% in favour of women. We are pleased with progress made but would look to continue this trend in future years.

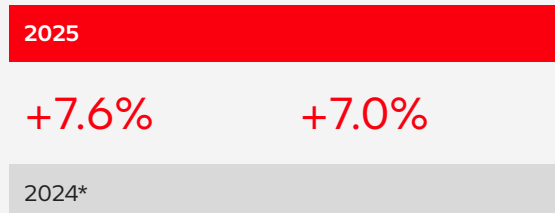
In 2025, we have continued to integrate our Job Architecture and Grading framework and advanced our efforts to build an inclusive environment through various initiatives. For instance, we participate in dedicated mentoring programs, have grown our Employee

Resource Groups (ERGs), and are working on leadership development workshops to create pathways for professional growth for women in a traditionally male sector. We are conducting a thorough self-audit to develop a roadmap for embedding DOI more comprehensively across our business.

Currently, women make up 14% of the Hitachi Rail UK workforce, but they remain overrepresented in the lowest pay quartile. This underscores the importance of implementing robust strategies to attract, retain, and promote talented women into senior positions, ensuring equitable access to opportunities and cultivating a more gender-balanced leadership team.

Pay gap

Mean pay gap Median pay gap

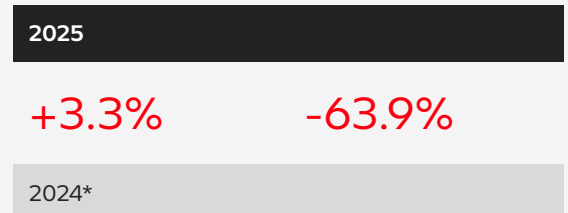


The difference in mean hourly pay for men and women

The difference in median hourly pay for men and women

Bonus gap

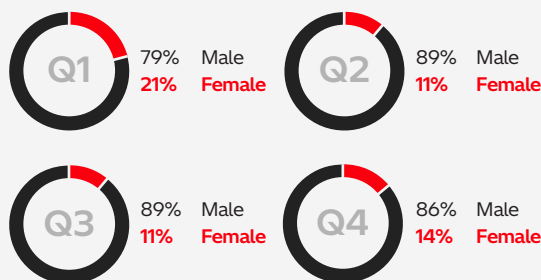
Mean bonus gap Median bonus gap



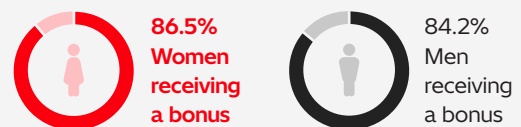
The difference in mean bonus paid to men and women

The difference in median bonus paid to men and women

The ratio of **men** to **women** in each quartile, lowest to highest in 2025



The ratio of **men** to **women** who received a bonus in 2025



Data in this report is as of 5 April 2025, consistent with UK reporting requirements.

*2024 figures do not include GTS or HICSE employees.

As of 5 April 2025, Hitachi Rail in the UK comprised three employing entities: Hitachi Rail Limited (“HRL”), Hitachi Rail GTS UK Limited (“GTS”), and Hitachi Information Control Systems Europe Limited (“HICSE”). These figures are based on the individuals in all three entities. Separate disclosures for HRL and GTS may be found on <https://gender-pay-gap.service.gov.uk/>. HICSE is exempt from disclosure due to its employing fewer than 250 employees.

Hitachi Rail UK Creating a fairer environment



Hitachi Global Grading (HGG)

Ensuring consistent job evaluation linked to the job architecture framework. It is market driven, using external comparators in the market and industry. The assessment and classification for the HGG are based on the environment in which each role holder works, based on a comprehensive evaluation of the responsibilities of the role and the context in which it is performed.

Flexible benefits for all

We give all employees access to a suite of benefits tailored to their requirements, including gym memberships, healthcare, health screening for them and their partners, financial planning and a full complement of insurances.

Employee Resource Groups (ERG)

Our ERGs continue to grow from strength to strength with the SRS ERG's now integrating with Vehicles networks, increasing this membership and presence across the UK. The networks continue to run educational events, providing support and ally-ship for members, representing Hitachi Rail at external events and supporting the ongoing feedback loops to help the business learn and build on our inclusivity. Our Women's Network are leading on the creating of a women's development programme, supporting women's progressions, in their early to mid-careers. Our current ERGs include the Women's Network, Pride, Ethnic Diversity & Multi Faith and Disability & Impairment.

Mentor/Mentee Scheme with Women in Rail

We take part in the Women in Rail mentor and mentee programme, with ten mentors and ten mentees taking part in the programme each year. The programme gives employees the opportunity to network outside of the business and grow their skills.

Prioritising well-being and support

We have already made a positive impact across all UK locations, with the implementation of our BeWell Framework which includes five pillars:

- Mentally well,
- Physically well,
- Financially well,
- Valued and included,
- Able to learn and grow

We will continue to focus on education and support in these areas as well as running our annual calendar of focussed campaigns throughout all locations with the support of our network of Champions, Manbassadors and Menopause Champions.

Job Architecture Implementation

In 2025, we continued to embed our structured system for defining jobs, organising roles and responsibilities by job family to create improved talent development, pay equity and workforce planning with the following principles:

Consistency:

Fair pay for the same level of responsibility across departments

Transparency:

Roles evaluated fairly

Career paths:

Employees are empowered to map out their own progress within the company

Merit-based Pay

Pay reviews are conducted based on performance throughout the year, with awards based on contribution to business performance and working towards parity across teams; empowering leaders to ensure fair pay.

Opportunities for all

We have removed internal barriers for progression by ensuring all vacancies are advertised internally and open to all applicants.

Hitachi Rail UK Actions ahead



Attract

- We are strengthening how we present ourselves as an employer so we can reach a wider and more diverse range of candidates. This includes reviewing where and how we advertise roles to ensure our opportunities are visible and accessible to all.
- We are analysing market trends to ensure we are advertising in the right places and in the right ways to attract the best talent.
- We are training all hiring managers to ensure fair and transparent selection processes.
- We are trialling a range of assessment methods to help remove barriers during recruitment.
- We are expanding our advertising channels – including working with the UK Armed Forces Career Transition Partnership (CTP), and Women in Rail – and will continue to broaden these where appropriate.

Ensure equitable pay & benefits

- We regularly audit pay against the Job Architecture framework, using the HGG pay bands to ensure fair pay across job families
- We will introduce a new step to the pay review process, ensuring that pay equity is reviewed and accounted for when awards are being made
- We will embed performance management which is based on behavioural competencies as well as professional achievement

Prioritising Diversity, Opportunity & Inclusion

- We will train leaders in Cultural Intelligence to create a workplace that can optimise diversity
- We will continue to actively support our ERGs in growing membership and
- We will develop a DOI roadmap based on the self-audit aligned to the DOI Maturity Model
- We will continue to give space and support to our ERGs to build communities, provide education, ally-ship and valuable feedback to the business
- We will continue to grow our network of volunteer champions across the business supporting mental health, menopause and male health
- We will continue to grow our suite of resources and support for women who are experiencing menopause, with eLearning, workshops, guides and our champion network events

Retain

- We will focus on retaining our teams by ensuring they feel supported under the five pillars of the BeWell Framework: Be mentally well, physically well, financially well, valued and included, able to learn and grow
- We will improve talent mobility throughout our Global business and Hitachi Group companies to enable talented people to build and grow their careers in a diverse and exciting organisation
- We will partner with voluntary and community organisations to support the local communities in which we work. Employees are able to take up to three days (pro rata for part time employees) to support volunteering activity and give back to the community.