



GENDER PAY GAP REPORT 2019

Go Ahead

INCLUSION AND DIVERSITY AT *Go-Ahead* RAIL

WOMEN REPRESENT 18.5% OF OUR UK RAIL WORKFORCE WHICH IS HIGHER THAN THE INDUSTRY-WIDE AVERAGE, WE PLAN TO INCREASE THIS FIGURE TO 21% BY 2021

[2016 Women in Rail Survey]

“Today our median gender pay gap in UK rail is 20.1%, which is 2.8% higher than the UK average. [Office of National Statistics, 2019]

At Go-Ahead fairness in our pay practices, including equal pay for equal work, is fundamental to our pay philosophy and we support the fair treatment and reward of all employees irrespective of gender. Improving our gender balance is key to narrowing our gender pay gap. To achieve this, we are committed to training and promoting women and improving how we recruit from the widest possible talent pool to increase our diversity.

David Brown,
Group Chief Executive

April 2019 workforce data



GO-AHEAD'S COMMITMENT TO DIVERSITY, WHICH STARTS AT THE TOP, MAKES OUR BUSINESS STRONGER, SMARTER AND MORE SUSTAINABLE.

Becoming a truly inclusive and diverse company is not only the right thing to do, it is crucial to improving business performance. We offer an inclusive environment regardless of socio-economic background, ethnicity, religion, gender, sexual orientation, age or disability and seek to have a workforce reflecting the diversity of the communities we serve. A diverse workforce provides a broader variety of viewpoints and range of knowledge which improves decision-making and problem-solving, which are critical to improving our customers' experience.

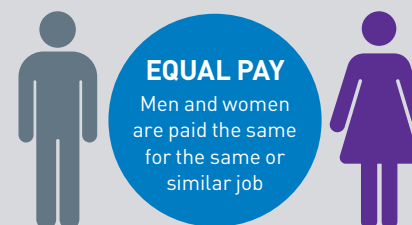


WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap is the difference in pay between men and women explained through various statistics. It is influenced by a range of factors, including the demographics of a company's workforce.

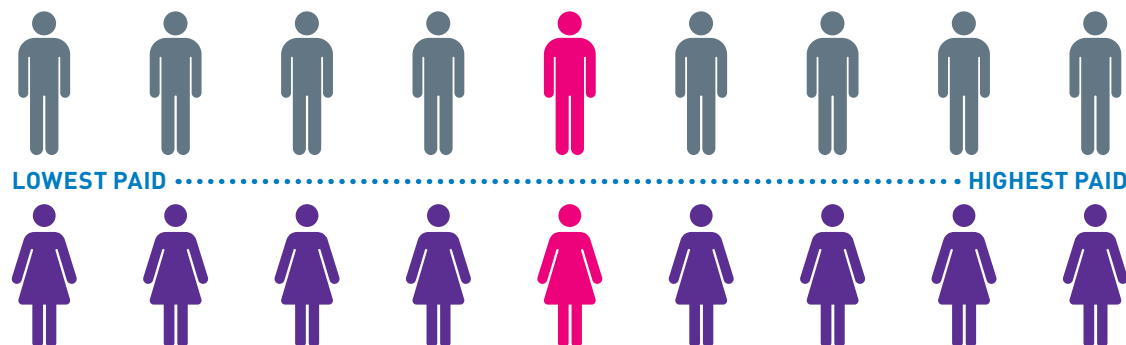
THE GENDER PAY GAP IS DIFFERENT FROM EQUAL PAY

'Equal Pay' is about a man and a woman receiving equal pay for the same or similar job. Along with Equal pay, Go-Ahead is committed to fostering a transparent and fair working environment, rewarding employees based on their performance.



MEAN PAY GAP

The mean gender pay gap is the difference in the average hourly pay for women compared to men, within a company.



MEDIAN PAY GAP

The median represents the middle point of a population. If you lined up all the women in a company and all the men in order of hourly pay rate, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.

NATIONAL AVERAGE

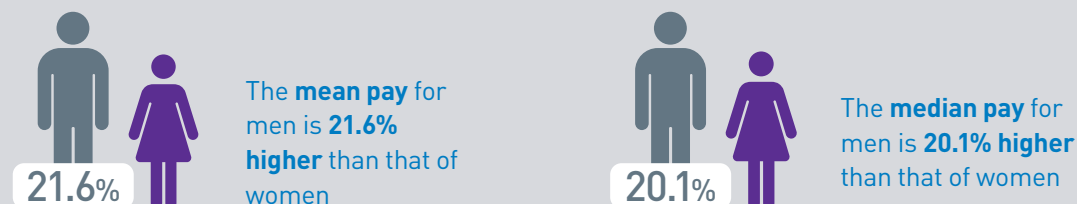
The national median gender pay gap is 17.3%*

*Office of National Statistics 2019

GO-AHEAD UK RAIL RESULTS

Go-Ahead Group is made up of multiple companies, with two employers GTR and Southeastern in the UK rail division. Looking at our total UK rail workforce our gender pay gap analysis shows the following:

GENDER PAY GAP



Our UK rail pay gap is strongly influenced by the salaries and gender make-up of our train driver community. The mean gender pay gap is 21.6% (or £5) in favour of men which can largely be explained by the high number of male train drivers in the upper and upper middle pay quartiles.

GENDER BONUS PAY GAP



Across UK rail 26.5% of women receive a bonus compared to 17.6% of men (see above right). A median bonus gap of 31.7% in favour of men is due to the large number of small commission payments made to employees in customer facing roles, many of whom are women.

*Office for National Statistics 2019
This data represents our April 2019 results

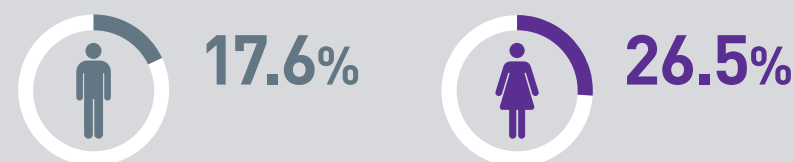
OUR REPORTING

Our bonus figures include both annual cash bonuses and vesting share awards made under our long-term incentive plan.

IN *Go-Ahead* UK RAIL THE MEAN BONUS PAY FOR WOMEN IS **28% LESS THAN MEN**

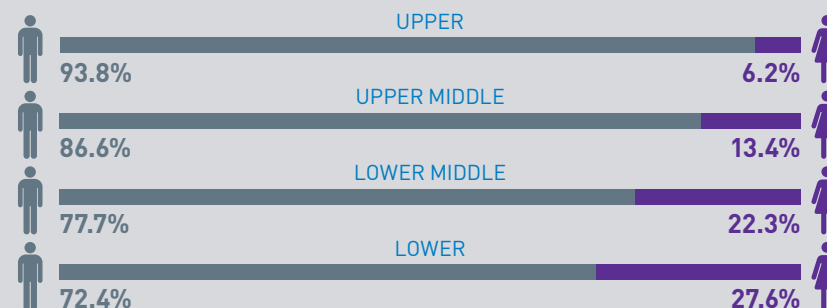
IN COMPARISON, THE NATIONAL MEAN BONUS PAY SHOWS THAT WOMEN EARN **67.9% LESS THAN MEN***

PROPORTION OF MEN AND WOMEN PAID A BONUS



POPULATION BY PAY QUARTILES

Quartiles represent the pay rates from the lowest to the highest for our UK rail employees split into four equal sized groups, with the percentage of men and women in each quartile.



MOST COMMON ROLES

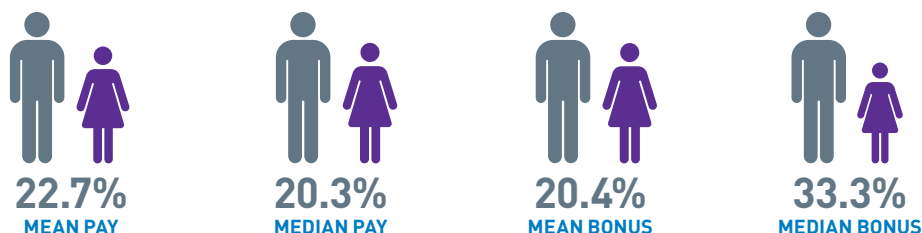
Upper and Upper Middle: **Train Driver**
Lower Middle: **Train On-Board**
Lower: **At Station**

CLOSER LOOK AT OUR UK RAIL RESULTS 1 of 2

GTR

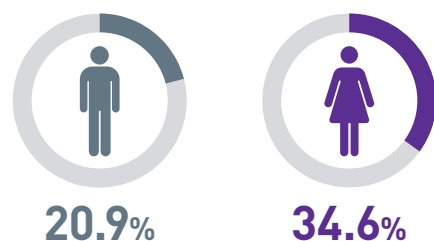
In GTR, 22.7% (or £5.82) mean pay gap can be attributed to the large number of male train drivers in the upper and upper middle pay quartiles. The mean bonus pay shows a variance of 20.4% in favour of men, the gap has increased since last year, when it was 10.1% in favour of men. The gap continues to be influenced by a high number of small one-off payments made to employees in train driver roles, the majority of whom are male.

GENDER PAY AND BONUS GAP



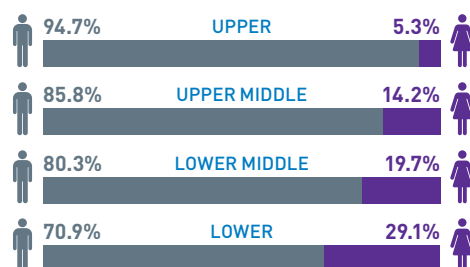
A negative number indicates that women on average earn more than men.

PROPORTION OF MEN AND WOMEN PAID A BONUS



This data represents our April 2019 results

POPULATION BY PAY QUARTILES



Most Common Roles (See page 4)

Mother and Daughter:

"I never thought I would be working for the same company as my mum, I've worked on the railway for 10 years starting out in the ticket office and now I've moved up to become an auditor for QuEST an internal quality control process".

**Emma Wilkins – Auditor and
Paula McCaskie – Ticket Office**

Paula, who works in the ticket office in Welwyn Garden City, said: "I love having my daughter in the company - we don't see much of each other because she's out and about all the time, but I'm very proud of how she's climbed up the company.

"I love the freedom of my job, Emma added. "I go to different places every day, work with different people, and influence the way the company's going. I like the difference that I make for customers because I'm literally a mystery shopper who changes things for the better." And the pair are continuing a tradition as Paula's father, Tom Jacobs, was also a train driver. "I guess the railway is part of the family," Paula added.

Emma added: "As a woman in rail, I love it. I don't think there are enough women in the industry but we are making a change for the better, there are a lot more people in head office and at depots which is really lovely to see, but there is a lot more headway to go."

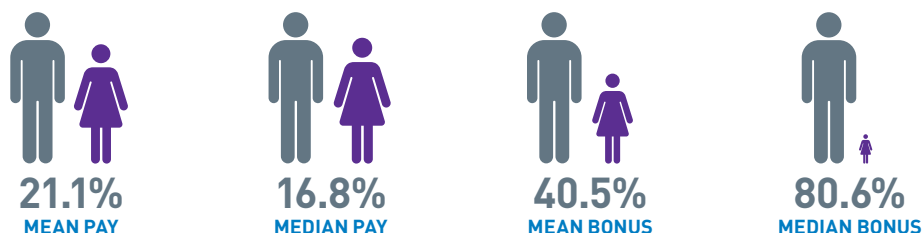


CLOSER LOOK AT OUR UK RAIL RESULTS 2 of 2

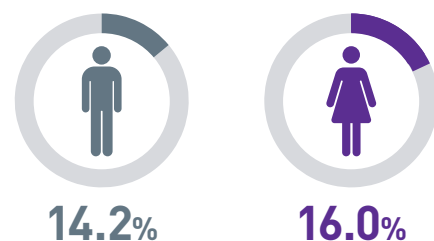
southeastern

In Southeastern, 21.1% (£4.34) mean pay gap can be attributed to the large number of male train drivers in the upper and upper middle pay quartiles. Although proportionally more women than men receive a bonus, the mean bonus gap equal to £773.60 in favour of men is linked to the large number of women, in some roles, receiving small commission payments.

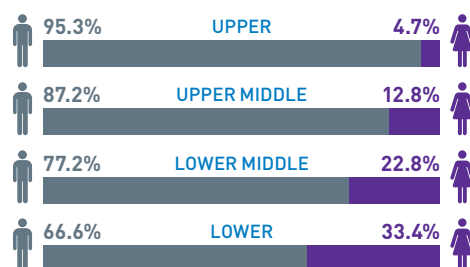
GENDER PAY AND BONUS GAP



PROPORTION OF MEN AND WOMEN PAID A BONUS



POPULATION BY PAY QUARTILES



This data represents our April 2019 results

Most Common Roles (see page 4)
Exception: Upper Middle Pay Quartile is Train Maintenance

Apprentice tackling engineering stereotypes:

“Growing up, engineering was always a job for men, but I hope my experiences can inspire young women to get into this type of career”

Simrat Talwar – Stock Technician Apprentice

“I joined Southeastern in 2018 and I had no formal background in the industry, the role of a rolling stock technician is still very male-dominated and consists of maintenance and repairs to passenger trains”

I am now working towards a BTEC Rail Engineering Technician Knowledge qualification, I’m based in Southeastern’s Ramsgate depot helping engineers with hands-on jobs”.

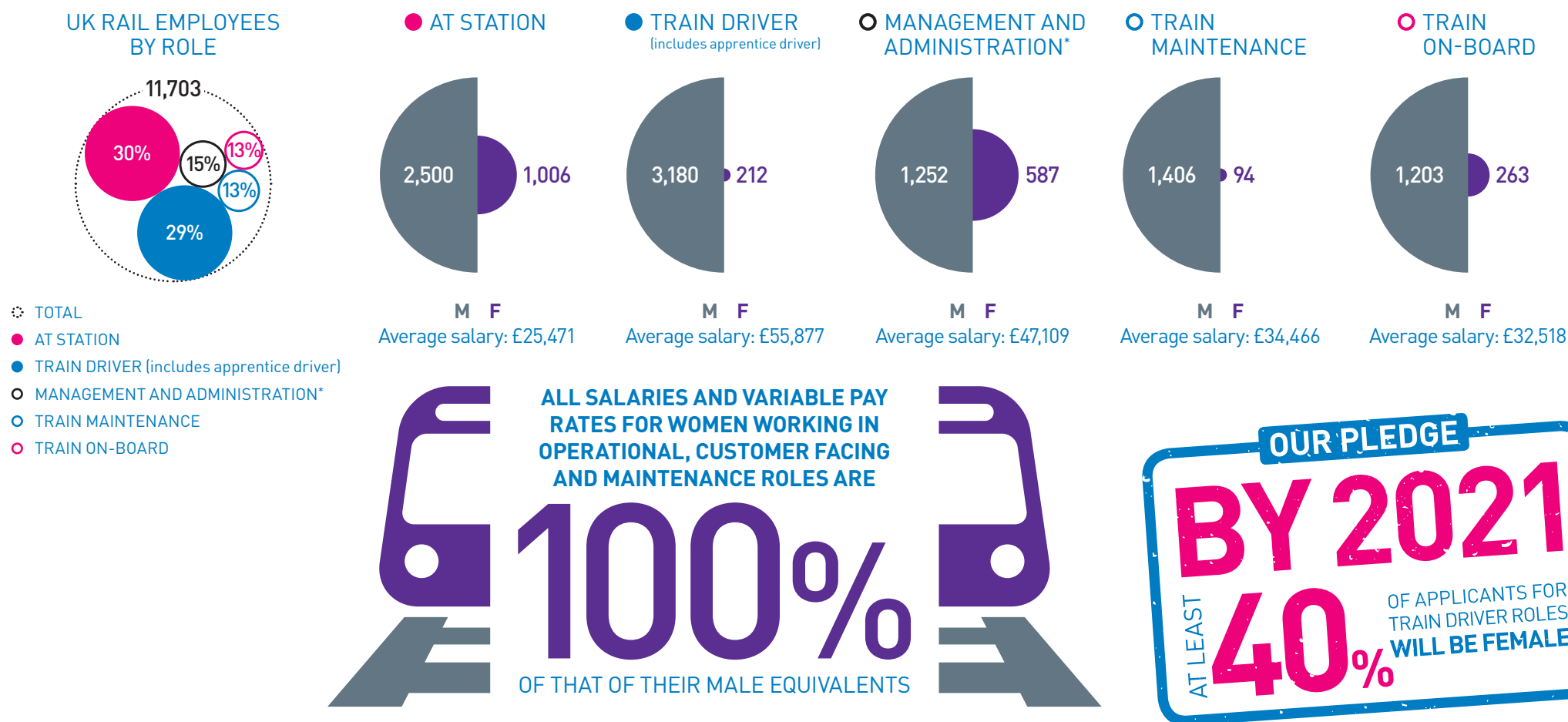
The apprenticeship at Southeastern has allowed me to reach my potential in a career I never thought I’d be suited to, I don’t think a lot of people know how beneficial an apprenticeship can be, it allows you to study and at the same time apply the skills you are learning”.



CLOSER LOOK AT OUR UK RAIL EMPLOYEES

Our UK rail gender pay gap is strongly influenced by the salaries and gender make-up of our train drivers, which comprises nearly a third of our UK rail employees. Train drivers are predominantly male and have higher salaries, relative to other employees, which significantly increases the average male pay.

We are seeking to increase the number of women in our UK rail business at all levels and have set ourselves two challenging targets; by 2021 women will represent 21% of our UK rail workforce and at least 40% of applicants for train driver roles will be female. We will achieve these targets by promoting our early career opportunities to women through our 'Get Into Railways' programme and with our progressive train driver apprenticeship.



OUR PROGRESS AND PLANS

Improving gender balance at all levels in our UK rail business is a key priority for Go-Ahead.

Women now account for 25% of executive leadership positions in our UK rail business. We are continuing to improve the representation of women throughout our rail business, particularly in train driver roles, engineering and at more senior levels.

Equality is at the heart of our organisational culture; we are committed to bringing about change across the business and have set some challenging diversity targets to achieve our ambition.

25.0%

Women represent 25% of **executive leadership positions**

24.9%

Women represent 24.9% of **management positions** in our UK rail business



RECRUITMENT

We have expanded recruitment processes to make channels of attraction more gender neutral or female friendly.

- Outreach on new platforms such as Rate My Apprenticeship have been used to attract new talent for the next engineering apprenticeship intake.
- Undertaking a trial of the Talent Builder platform on LinkedIn to source more diverse talent for engineering roles including targeting female and BAME candidates
- Attained Employer Provider status by the ESFA allowing us to target specific driver trainee populations via internal apprenticeship programme.
- We have set a target to increase the number of women in our UK rail workforce to reach 21% by 2021
- As a registered employer provider of train driver apprenticeships, we have introduced a target to increase female train driver applications to 40% by 2021
- The percentage of female apprentices has increased from 16% in January 2019 to 24% today
- Of the 60 female apprentices on programme 33 are Trainee Train Drivers. The remaining 27 cover roles as Conductors, On Board Managers, REOs and RPOs at Southeastern.

OUR CULTURE

Continuing to develop and support our Women's Network Group and exploring new ways to achieve gender balance goals.

- Continue to pursue industry-leading diversity targets and explore additional ways to expand outreach.
- Creation of an apprentice 'Buddy' programme geared towards female apprentices coming into the business to build a foundational relationship to support and encourage development of female engineers and others.
- Updated or introduced new policies and guidance for example increased our maternity pay, introduced a fertility policy, carers policy and gender identity policy
- Worked with our Woman in Rail Empowerment (WIRE) colleague network group to hold a series of menopause awareness sessions for people managers, colleagues and families
- Our latest annual engagement survey results found that women are more positive about their experiences than from the previous year



PROGRESSION

Address Unconscious Bias by rolling out training for all hiring managers.

- On the 6th March 2020 in celebration for International Women's Day Southeastern ran Britain's first female only train in partnership with Network Rail, operated exclusively by female rail staff from start to finish – from the depot to destination.
- Worked to update imagery on Southeastern's web page to include women, particularly in roles where they are underrepresented.
- Began advertising on diversity focussed job boards in 2020.



The results of our Gender Pay Gap Report have been independently calculated and we confirm that the information and data reported are accurate and in line with the UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Elodie Brian,
Group Chief Financial Officer