

*Go-Ahead*

# Gender pay gap report 2020

Inclusion and diversity at **Go-Ahead Rail**



# Inclusion and diversity at Go-Ahead Rail



**David Brown**  
Group Chief Executive

**Today our median gender pay gap in UK rail is 21.3%, against the national average median of 15.4% in the UK.**

(Office of National Statistics, 2020)

At Go-Ahead we support the fair treatment and reward of all employees, regardless of gender. We are committed to recruiting and retaining women at every level across rail and improving our gender balance to narrow our gender pay gap.

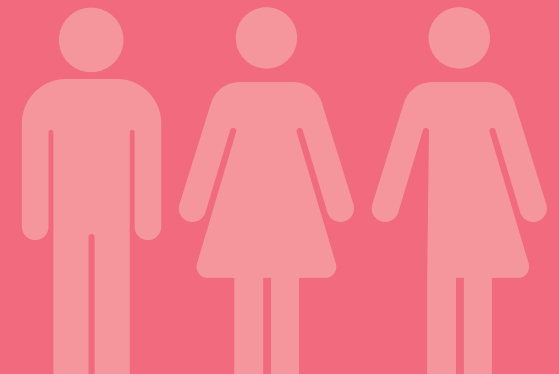
Rail has been traditionally male dominated, and we're continually working to overcome this. A diverse workforce is not only the right thing to have – it's fundamental for performing successfully as a company.

**David Brown**  
Group Chief Executive

April 2020 workforce data



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# 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



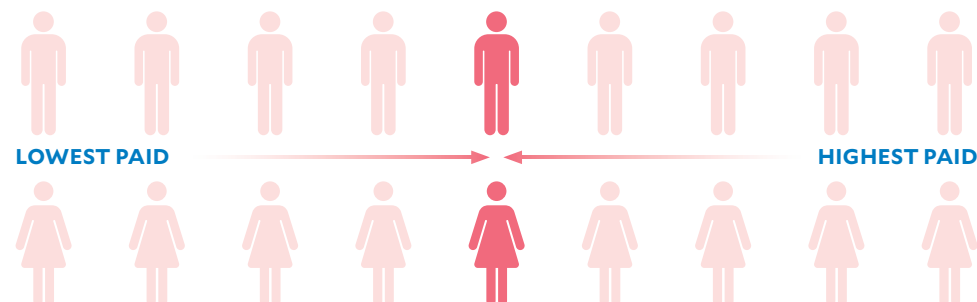
The mean gender pay gap is the difference if you added up all the hourly pay and divided it by the number of people.



### 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

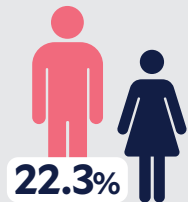
**15.4%**\*

\*Office of National Statistics 2020

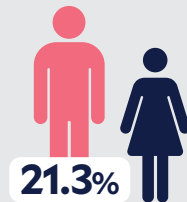
# Go-Ahead UK Rail results

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

## Gender pay gap



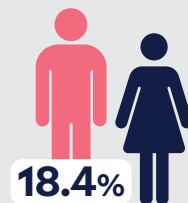
The **mean pay** for men is **22.3% higher** than that of women



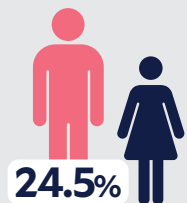
The **median pay** for men is **21.3% higher** than that of women

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 22.3% (or £5.58) 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. Women represent 29% of our UK rail workforce in leadership positions which is higher than the industry-wide average.

## Gender bonus pay gap



The **median bonus pay** for men is **18.4% higher** than that of women



The **mean bonus pay** for men is **24.5% higher** than that of women

Across UK rail 25.7% of women receive a bonus compared to 17.8% of men (see above right). A median bonus gap of 23.2% in favour of men is due to the large number of small commissions payments made to colleagues in customer-facing roles, many of whom are women.

\*\*Office for National Statistics 2020  
This data represents our April 2020 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 gap for women is

**24.5%** less than men

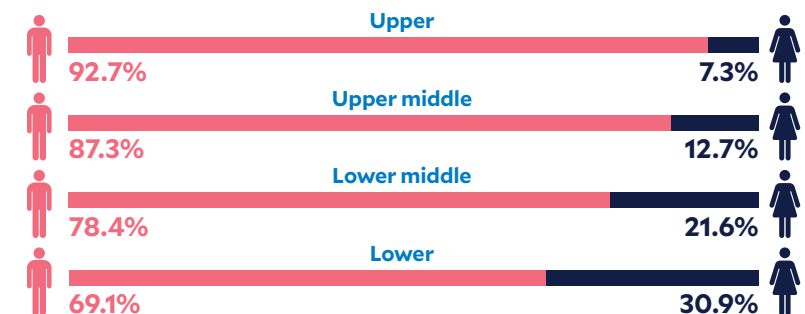
In comparison, the national mean bonus pay gap shows **68.8%** that women earn less than men

## 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



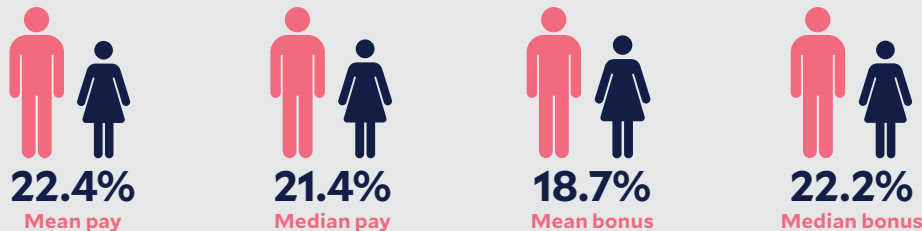
# A closer look at our UK Rail results 1 of 2

In GTR the 22.4% (or £6.09) mean pay gap can be attributed to the large number of male train drivers in the upper and upper middle pay quartiles, and has changed less than 0.3% from the previous year.

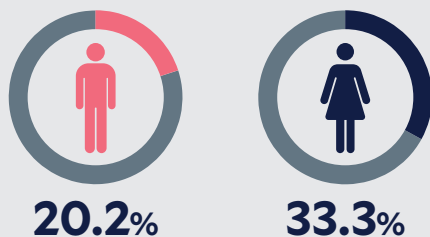
GTR

The mean bonus pay shows a variance of 18.7% in favour of men, with the gap having decreased since last year, when it was 20.4% 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.

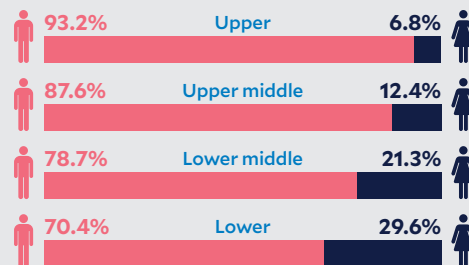
## Gender pay and bonus gap



## Proportion of men and women paid a bonus



## Population by pay quartiles



This data represents our April 2020 results



**Rachel Halliday – GTR**

2020's Women in Rail 'Apprentice of the Year' award

**Rachel had never worked in rail before she started her Station Manager apprenticeship at GTR in 2019, yet within three months she was managing stations and on-call duties alone. She won the 2020 Women in Rail award for 'Apprentice of the Year'.**

"I love working in rail as each day can bring something new which always keeps you on your toes. Each role has such variety - you are constantly learning. Everyone you meet is unique and some have over 40+ years' experience which is just amazing to learn from. Each day you work towards delivering a brilliant service for all our passengers and I thoroughly enjoy being part of the GTR team.

Anyone hesitating to join the railway, all I can say is DO IT! You won't look back. Whilst there still is a long way to go to recruit equal numbers of women, it's definitely heading in the right direction and I really recommend a career in the railway for anyone who has interest. I hope to see you along the way one day."

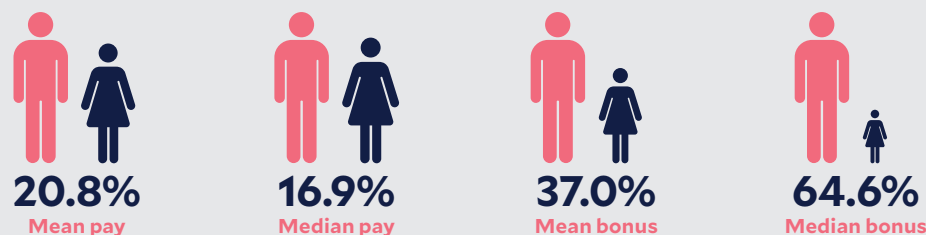
# Closer look at our UK Rail results 2 of 2

southeastern

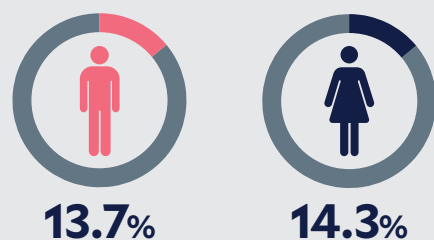
In Southeastern the mean pay gap of 20.8% (£4.43) in comparison to the national average of 14.4% mean pay gap can be attributed to the large number of male train drivers in the upper and upper middle pay quartiles.

The mean bonus gap is 37.0% (£805.15) in favour of men which is a reduction of 3.5% in favour of females. Both the male and female mean bonuses were higher than 2019 but the female mean bonus increased by a higher percentage.

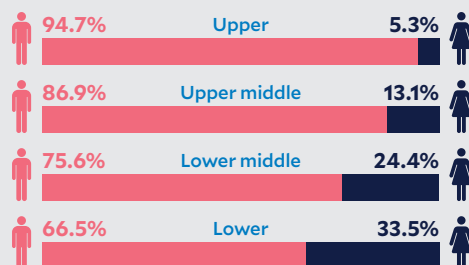
## Gender pay and bonus gap



## Proportion of men and women paid a bonus



## Population by pay quartiles



This data represents our April 2020 results



**Kelly-Joe Ballard – Southeastern**

Female Instructor for Trainee Train Drivers

**Kelly-Joe, joined Southeastern as a train driver in 2016. She has recently started a new role as an instructor for trainee train drivers.**

Flexibility is an important benefit of working as a train driver for Kelly-Joe, because she looks after her 77-year-old aunt who has health complications. Having a varied work schedule means she's able to visit her aunt at different times of the day each week.

Kelly-Joe said: "Being a train driver is something I've always wanted to be and the support I've received over the years from the Southeastern team has meant I've been able to make it a reality. The business has invested in me, and has built my personal and workplace confidence, which is why I would really recommend it as a career. The flexible shift work has meant that I haven't had to make sacrifices in my personal life which I might have done to have done with a regular 9 to 5 job, something that is so important to me. I would love to see more diversity on the network, so I encourage all women out there thinking of a career change to give it a go and join us!"

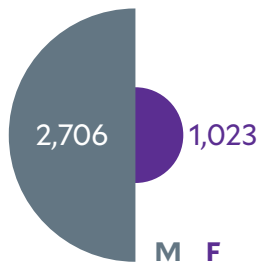
# Closer look at our UK rail employees

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

We continue to set targets, such as having at least 40% of our applicants of train driver roles being female. Go-Ahead continue to promote early career opportunities to women through our 'Get Into Railways' programme and with our progressive train driver apprenticeships.

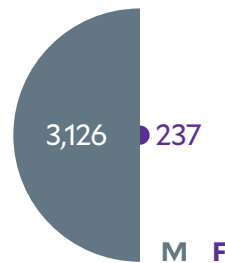
## At Station

Average Salary: £26,770



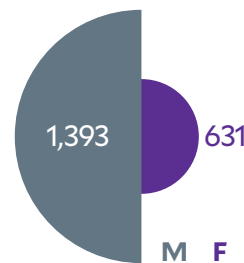
## Train driver

Average Salary: £59,352



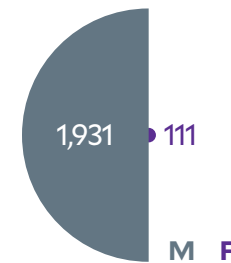
## Management and administration\*

Average Salary: £48,305



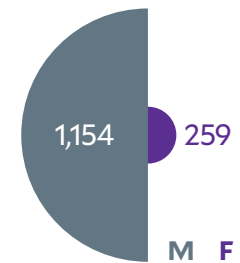
## Train Maintenance

Average Salary: £36,944

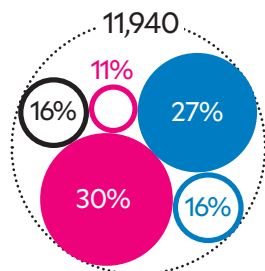


## Train On-Board

Average Salary: £33,542

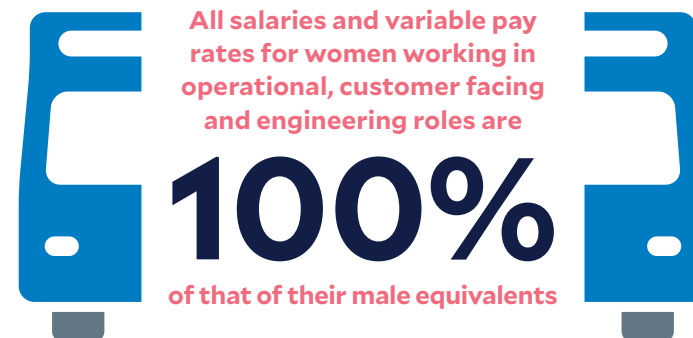


## UK Rail employees by role



- Total
- At Station
- Train driver (incl apprenticeships)
- Management and administration\*
- Train Maintenance
- Train On-Board

\*This employee category includes Engineering Manager roles  
April 2020 workforce data



# Our progress and plans

## Recruitment

**We are recruiting from the diverse communities we serve and aim to have fully inclusive talent pools.**

- We are continuing to recruit women into positions across rail. 31% of colleagues in rail are female, including 20% of the executive leadership team in GTR and 25% of the executive leadership team in Southeastern
- GTR has introduced the recruitment portal eArcu to help streamline hiring processes
- GTR doubled the number of female train driver applicants between 2019 and 2020
- GTR aims to have a 50/50 gender split across all training programmes in 2021
- GTR has expanded their attraction tools to increase candidates from a variety of resources, including Vercida, BYP (Black Young Professionals Network), AFBE (Association for BAME Engineers), WorkingMums and The Female Lead

## Our culture

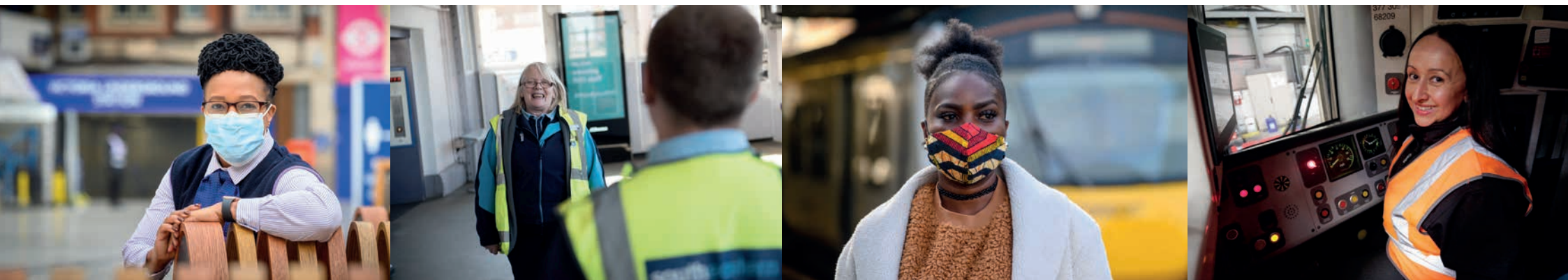
**We are building an inclusive culture where employees can be themselves and do their best work.**

- GTR and Southeastern both have active women's network groups to encourage colleagues to come together and share experiences
- Southeastern has introduced a fertility policy that allows for two days paid leave for colleagues undergoing treatment
- Southeastern has produced menopause awareness sessions for colleagues and managers
- In 2019, Southeastern made significant changes to retain and recruit women into the workplace. This included re-examining HR policies - such as introducing a fertility policy and working with universities and schools to attract women into the sector

## Progression

**We are providing access to learning and development for all colleagues, ensuring women are given fair and equal opportunities to progress.**

- Southeastern works with company Work180, who regularly share blogs with stories of what organisations are doing to support and creates a more diverse workforce and creating a more diverse workforce.
- Nearly one quarter of rail senior executive development teams are women
- We are running an Executive and Senior Management Development Programmes to help progress women in senior roles throughout our rail businesses







**Elodie Brian**  
Chief Financial Officer

**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.**

Our gender pay gap is lower than the national average in a number of areas, however, we still have a gap and we are working hard to narrow it. 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.

**Elodie Brian**  
Chief Financial Officer