

Go-Ahead

Gender pay gap report 2021

Equality, Diversity and Inclusion
at **Go-Ahead Bus**



Inclusion and diversity at Go-Ahead Bus



Christian Schreyer
Group Chief Executive

Today our median gender pay gap in UK bus is 7.5%, substantially lower than the UK average of 10.4%.

(Office of National Statistics, 2021)

Improving diversity is one of my top priorities as new CEO of The Go-Ahead Group.

We intend to build on successful programs such as our “Women in Bus” initiative to increase female representation in our workforce, and to ensure that everybody is treated fairly and equitably. Although our gender pay gap on buses is narrower than the gap for the UK economy as a whole, we can and must do better.

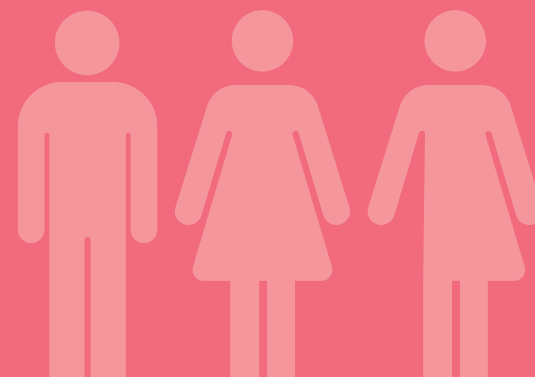
A handwritten signature in black ink, reading 'Christian Schreyer'.

Christian Schreyer
Group Chief Executive

April 2021 workforce data



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 bus and improving our gender balance to narrow our gender pay gap.



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.

Equal pay

Men and women are paid the same for the same or similar job



Mean pay gap



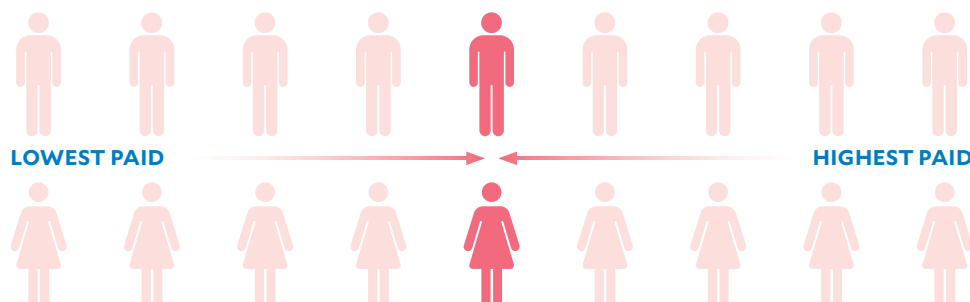
The mean gender pay gap is the difference if you added up all the hourly pay and divided it by the number of people.



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

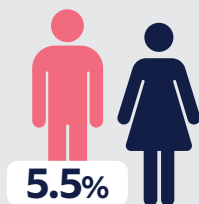
10.4%*

*Office of National Statistics 2021

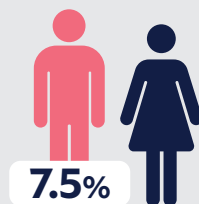
Go-Ahead UK Bus results

Go-Ahead Group is made up of multiple companies in both bus and rail, here we are reporting on the nine UK bus companies that make up our divisions. Looking at our total UK bus workforce our gender pay gap analysis shows the following:

Gender pay gap



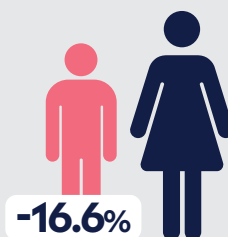
The **mean pay** for men is **5.5% higher** than that of women



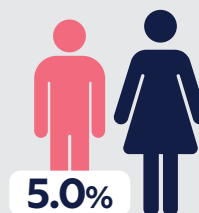
The **median pay** for men is **7.5% higher** than that of women

Our UK bus mean pay gap is 5.5% (0.86p/h) in favour of men and this due to the high representation of men across all pay quartiles in our UK bus business. Our mean pay gap of 5.5% is significantly lower than the 13.3% national statistic. This is a small 0.2% increase compared to 2020, 88% of employees were on full pay on the snapshot date, due to the pandemic. We are working to improve female representation at all levels in our bus business, with a particular focus on attracting women bus drivers.

Gender bonus pay gap



The **mean bonus pay** for women is **-16.6% in favour** than that of men



The **median bonus pay** for women is **5.0% higher** than that of men

The mean bonus gap of -16.6% (or £-81.24) in favour of women can be explained by the wide variety of bonus plans in operation across our UK bus business. The median gender bonus gap is 5.0% which has reduced by 15.6% from last year. The majority of drivers are men (89% in 2021) which affects the average male bonus.

* Workforce data April 2021
 ** Office for National Statistics 2021
 This data represents our April 2021 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 Bus the median pay gap for woman is

7.5% less than men

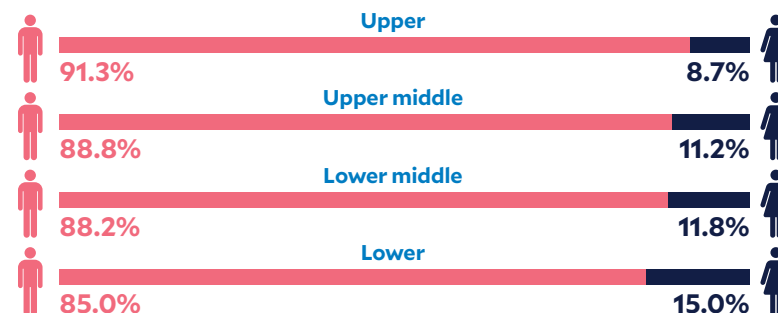
In comparison, the national median pay gap shows that women earn **10.4%** less than men

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 bus colleagues split into four equal sized groups, with the percentage of men and women in each quartile. Although there are fewer women in our UK bus business, they are represented in a more equitable way across all pay quartiles than in other similar companies.



Most common roles

Across all pay quartiles **Bus Driver** is the most common role

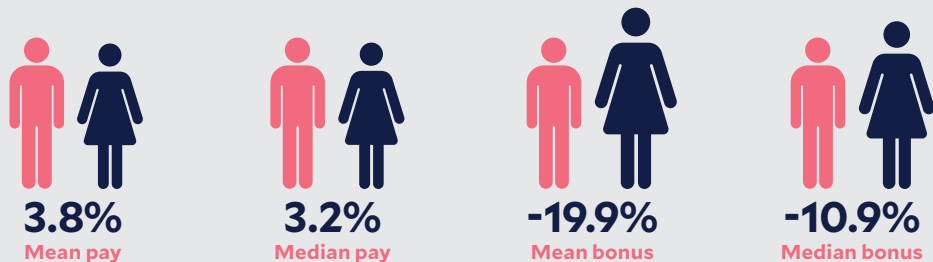
Closer look at our UK Bus results 1 of 6

In Go-Ahead London the mean pay gap of 3.8% (£0.65p) - narrowest it has been since 2017. This is significantly lower than the 13.3% national average. The median pay gap of 3.2% (£0.54p) is also substantially lower than the 10.4% national median. At Go-Ahead London the bonus scheme was not paid to senior management and additional payments were distributed to those that have gone the extra mile. The mean bonus gap of -19.9% (or £-129.49) in favour of females compared to the national average of 13.3% in favour of males.

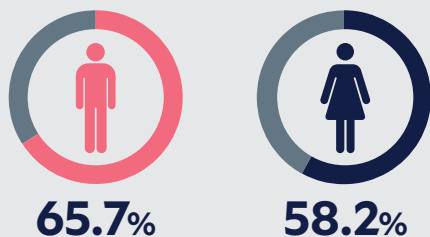


Gender pay and bonus gap

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

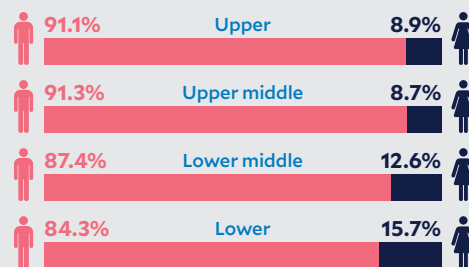


Proportion of men and women paid a bonus



This data represents our April 2021 results

Population by pay quartiles



Most Common Roles (See page 3)



Rachael Ayegba

A safe pair of hands at the wheel

Rachel is an apprentice at Go-Ahead London's Camberwell academy – the biggest apprenticeship training academy in UK transport. She drives route 185, from Lewisham to Victoria

Rachael Ayegba is a former professional footballer from Nigeria, who participated in the 2007 Women's World Cup, the 2006 and 2008 African Women's Championship, played for Finland's title-winning club PK-35 Vantaa and the Olympic Games in Beijing.

Having admired London's double decker buses during visits to the UK, she applied to become an apprentice driver on retiring from football. She remains a UEFA-qualified football coach and is a qualified truck driver too.

When Rachael moved to the UK in 2018, she quickly realised how important buses are to London and looked to the industry for her next career move. Go-Ahead London's smart uniform really stood out for her.

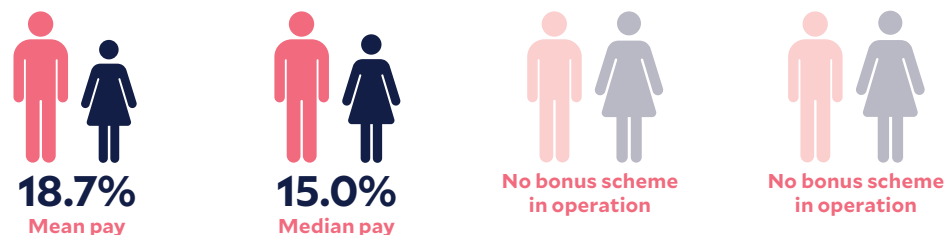
Rachael, who drives the route 185, is really enjoying the role "Everyone at Go-Ahead London has been really helpful and very welcoming. The apprenticeship team have been incredibly supportive from the first day."

Closer look at our UK Bus results 2 of 6

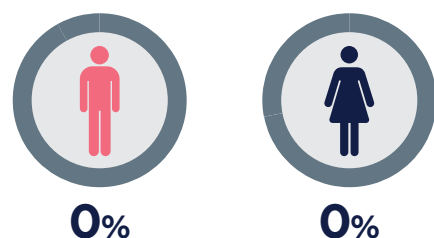
The mean gender pay gap is 18.7% (£3.48) compared to the 13.3% national average. It is important to highlight that 66% of employees classified as “full-pay relevant employees” were used in the reporting of hourly pay gap statistics in 2021. The median gender pay gap is 15.0% (£2.72) which is higher than the national statistics of 10.4%, due to a higher male employment in this business.



Gender pay and bonus gap

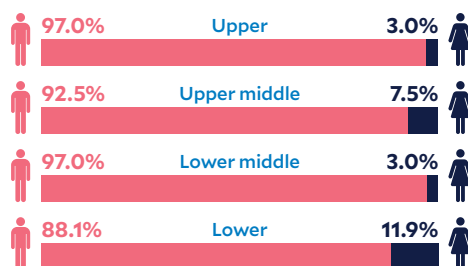


Proportion of men and women paid a bonus



This data represents our April 2021 results

Population by pay quartiles

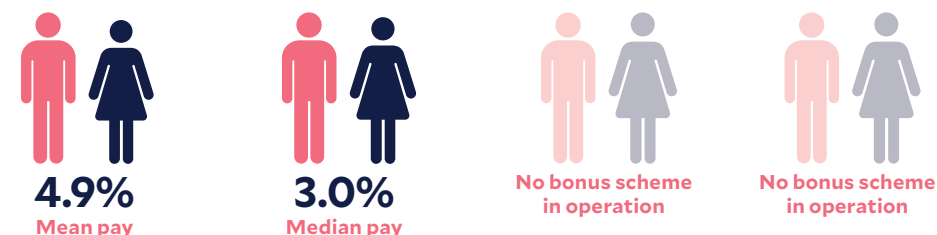


Most Common Roles (See page 3)

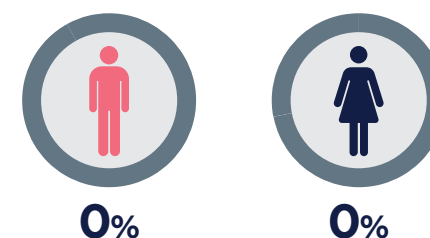
In Go South Coast the mean gender pay gap is 4.9% (£0.62p), which is significantly lower than the 13.3% national average. The median gender gap shows of 3.0% (£0.35p) in favour of men is significantly lower than 10.4% the national average.



Gender pay and bonus gap

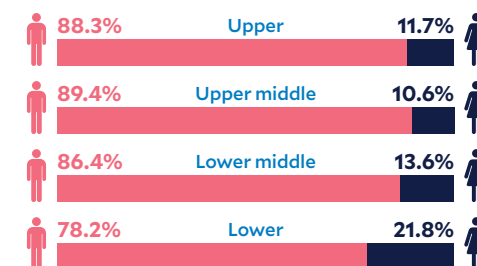


Proportion of men and women paid a bonus



This data represents our April 2021 results

Population by pay quartiles



Most Common Roles (See page 3)

Closer look at our UK Bus results 3 of 6

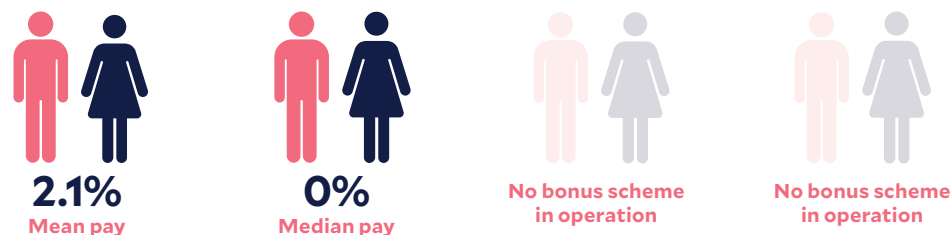
In Go South West the median pay gap is 0%. The mean pay gap is 2.1% (£0.26p) which is lower than the industry average of 7.2% in favour of men. No bonuses were received in Go South West this year.



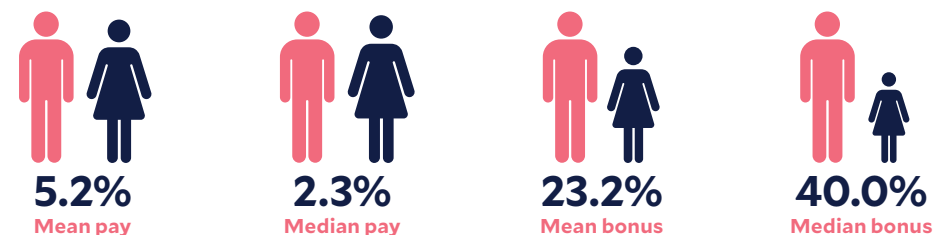
Oxford Bus Company, has a 5.2% (£0.95p) mean gender pay gap which is significantly lower than the 13.3% national average. The mean bonus gap of 23.2% (£47.56) is due to a loyalty bonus scheme for employees and management performance plan.



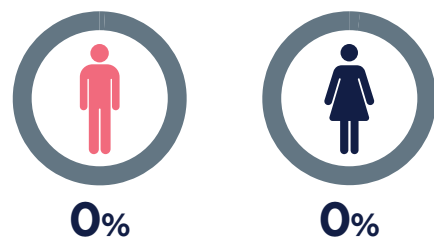
Gender pay and bonus gap



Gender pay and bonus gap

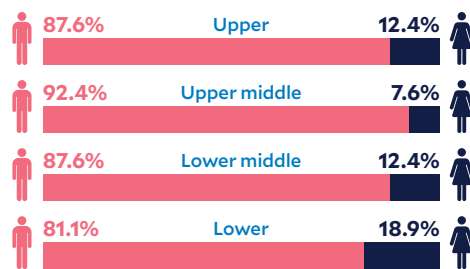


NO BONUS PAID THIS YEAR



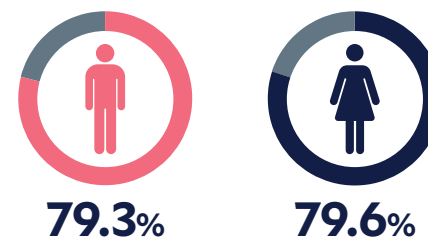
This data represents our April 2021 results

Population by pay quartiles



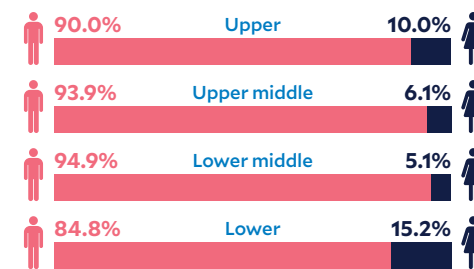
Most Common Roles (See page 3)

Proportion of men and women paid a bonus



This data represents our April 2021 results

Population by pay quartiles



Most Common Roles (See page 3)

Closer look at our UK Bus results 4 of 6

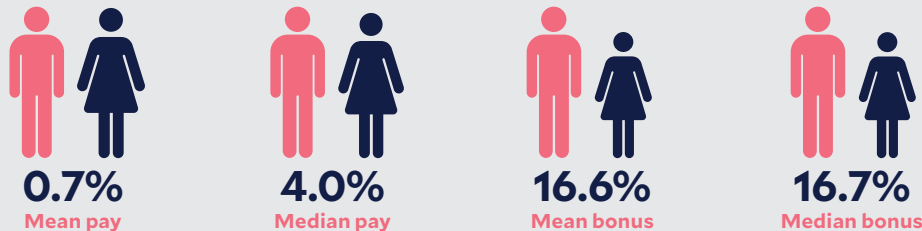
In Go North East the mean gender pay gap is 0.7% (£0.09p), which is substantially lower than the 7.2% industry average. The median bonus gap is 16.7% (£37.27) in favour of men this is due to only drivers and engineering receiving bonuses in 2021 which tend to have a higher percentage of male employees in these roles.



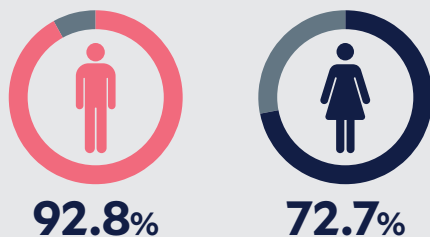
Clarisse Garcia

Pride in working in the Bus industry

Gender pay and bonus gap

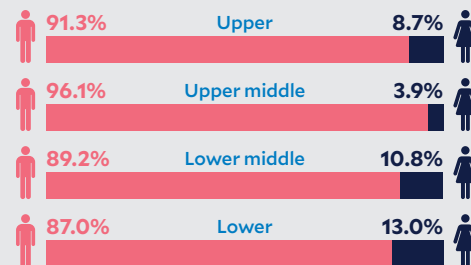


Proportion of men and women paid a bonus



This data represents our April 2021 results

Population by pay quartiles



Most Common Roles (See page 3)

Bus manager Clarisse Garcia celebrates International Women's Day and her journey at Oxford Bus Company joining as a Retail Supervisor in the Gloucester Green travel shop in 2017 and now is the bus operator for the open-tour service City Sightseeing.

Clarisse Garcia has spoken of her pride in working in the bus industry, as part of the International Women's Day celebrations and this year's theme 'gender equality today for a sustainable tomorrow.'

"I love customer-facing roles, but also the interesting and challenging work I'm given. I enjoy being able to implement new ideas and improve our processes to enable us to be as successful as we can. Women today have much better opportunities in establishing themselves within positions of authority in transport companies.

"There is more opportunity than ever now, so you should give it a chance. The female population in the industry is growing and I'm so proud to be a part of it."

Phil Southall, Oxford Bus Company Managing Director said: "Clarisse's career journey in the bus industry and her positive experience is a great example of the opportunities that are available for women in our sector. We are proud of the support network we provide for our female colleagues and are committed to attracting more females into the bus industry."

Go-Ahead's Women in Bus network provides visible role models to colleagues and creates a forum for women to raise issues, share experiences and support each other.

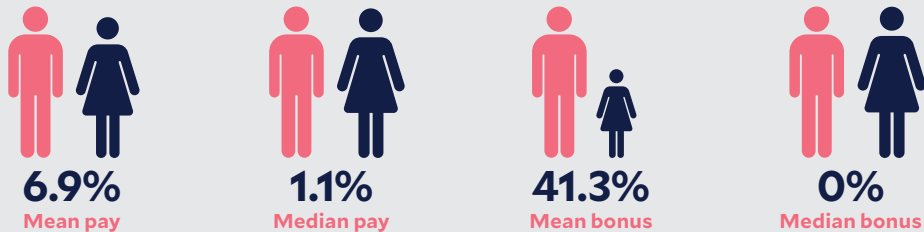
Closer look at our UK Bus results 5 of 6

In Brighton & Hove the mean pay gap of 6.9% (£1.05) remains low compared to the national average of 13.3%. The median has narrowed to 1.1% (£0.15p) compared to the industry average of 6.0%.

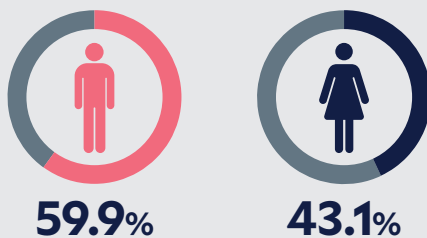


The mean bonus gap of 41.3% (£130.03) in favour of men which attract a higher payment are occupied by men. The median gap has remained constant of 0% since 2017.

Gender pay and bonus gap

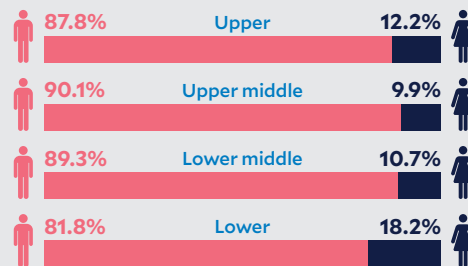


Proportion of men and women paid a bonus



This data represents our April 2021 results

Population by pay quartiles



Most Common Roles (See page 3)



Carolyn Giles

Demonstrating our vision and values

Coming from outside the industry, but with Senior Management experience and a good knowledge of Plymouth and Cornwall, Carolyn Giles joined Go South West as Head of People and Operations just as they were awarded a massive Cornwall contract with 9 weeks to mobilise, just before Covid hit in March 2020.

Carolyn sits within the Senior Leadership Team not only heading up the Operations Department, but also overseeing the 'people', including recruitment, driver training, learning, development, employee relations and wellbeing.

"During my 2 years with the company, I've completed my Masters degree in strategy & change, achieved my Operator's licence and PCV licence, and become a Mental Health First Aider, just to add to the transport learning curve"

"Coming from outside of the transport industry, I had to learn about bus operations quickly and relied on my team to help me through. However, I also bring a different perspective to how we work, how we interact and how we really demonstrate our vision and values. It's been a challenging couple of years, but working with a team of forward thinking and passionate colleagues has made the transition easy; we are all able to respectfully challenge each other. My team have accepted and welcomed me whilst teaching me on a daily basis, not least of all, how to drive a bus!

"It's definitely different, but I feel I've found my home in the company and the industry."

Closer look at our UK Bus results 6 of 6

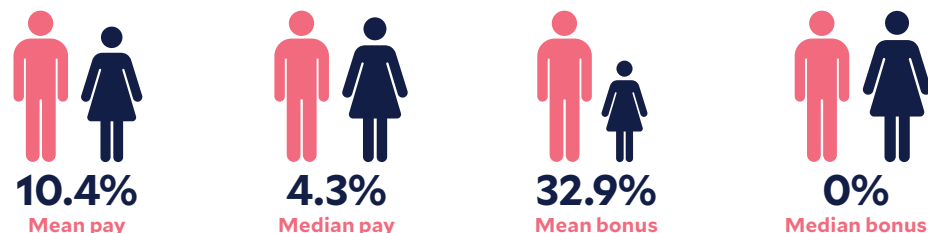
In East Yorkshire the mean gender pay gap is 10.4% (£1.15) in favour of men, which is better than the national average of 13.3%. The median gender pay gap is 4.3% (£0.44p), which is significantly better than the national average of 10.4%. The bonus scheme is for drivers which have a higher proportion of men in bus driver roles.

East Yorkshire

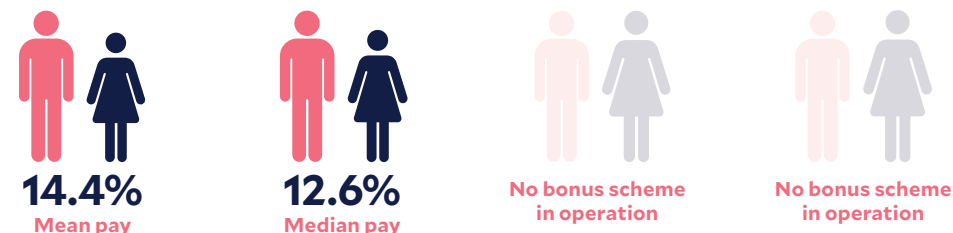
In Go East Anglia the mean pay gap is 14.4% (£2.04) compared to the national average of 13.3%. The median pay is 12.6% (£1.66) compared to the national average of 10.4%.

goeastanglia

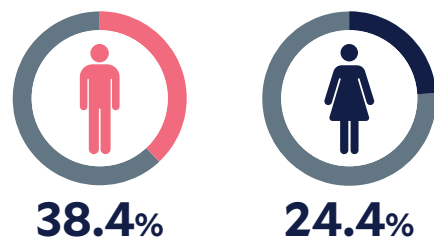
Gender pay and bonus gap



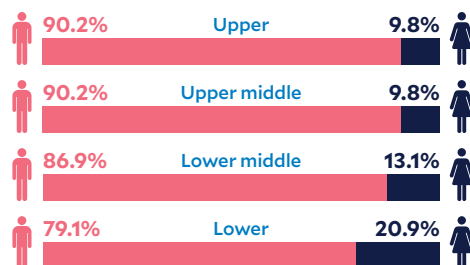
Gender pay and bonus gap



Proportion of men and women paid a bonus



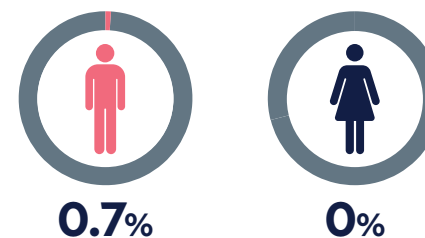
Population by pay quartiles



This data represents our April 2021 results

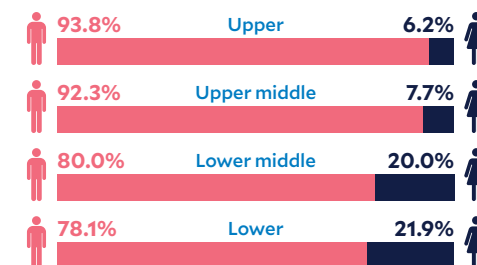
Most Common Roles (See page 3)

Proportion of men and women paid a bonus



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Population by pay quartiles



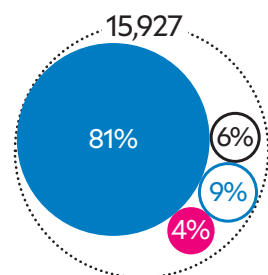
2021 results Most Common Roles (See page 3)

Closer look at our UK bus employees

Bus drivers account for more than eight out of 10 employees in our UK bus businesses, so their gender-composition and salaries have a significant influence on our gender pay gap. Bus drivers are predominantly male. Similarly, our management teams, though small, are largely male, which significantly increases the average pay for men.

We are seeking to increase the number of women in our UK bus businesses at all levels. We have and have set progressive targets to promote gender balance. Go-Ahead's recent partnership with TfL developed the Women with Drive pre-employment programme aimed at getting more women into the bus industry.

UK bus employees by role



○ Total

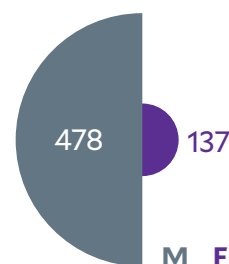
● Network control and Service Support

● Bus driver (includes apprentice driver)

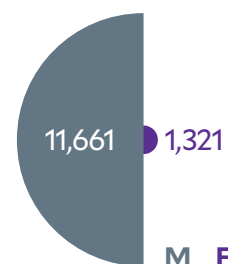
○ Management and administration*

○ Engineering

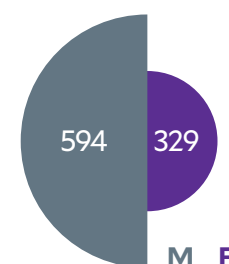
● Network control and Service Support



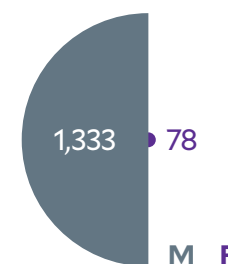
● Bus driver (including apprentice drivers)



○ Management and administration*



○ Engineering



*This employee category includes Engineering Manager roles
April 2021 workforce data

Our progress and plans

Recruitment

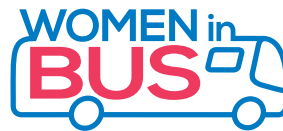
We are recruiting from the diverse communities we serve and aim to have fully inclusive talent pools.

- Our bus companies continue to work towards targets to improve the representation of women across our UK bus workforce.
- Go North West have a recruitment campaign aimed at attracting female drivers (see picture below).
- We continue to aim for 50/50 gender balance at our Graduate assessment centres.
- Go-Ahead continues to have a set target for 20% female representation in bus by 2025.
- Go-Ahead partnership with TfL developed the Women with Drive pre-employment programme aimed at getting more women into the bus industry. An industry first partnership of its kind that saw female bus drivers successfully complete their bus driver apprenticeship and move into roles excelling their career progression.
- We are building stronger connection supporting our social mobility agenda, through the Care Leavers Covenant we offer support to care leavers to improve their life chances through our apprenticeship programme.

Our culture

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

- Since the launch of our Mental Health First Aid training last year we have trained colleagues already across 7 of our UK bus businesses and continue to ensure all our operating companies have fully trained Mental Health First Aiders.
- Wellbeing workshops have been carried out to educate and raise awareness about mental health and wellbeing in the workplace.
- Our Women in Bus network continues to raise issues, share experiences and support each other.



Progression

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

- We are continuing with our Senior Management Development Programme and have a process in identifying woman who can develop and grow into leadership positions.
- All our Graduates who have joined the programme since 2011 are working at manager or senior management level.





Carolyn Ferguson
Group Company Secretary

At Go-Ahead, transparency is a core value. We believe open communication is vital in solving problems. So the annual publication of our gender pay gap statistics is a positive step in driving change.

We recognise that our gender pay gap is too high across a number of areas, and we're working hard to address it. We're committed to multiple initiatives to attract more women to work in the transport industry, and to ensure that rewards are fair and equitable irrespective of gender.

Bus and rail have both, traditionally, been male dominated industries. But that's changing and we recognise that to be a successful business, we need to attract, and reward, talent from a cross-section of society.

Carolyn Ferguson
Group Company Secretary