

Go-Ahead

Gender pay gap report 2021

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



Inclusion and diversity at Go-Ahead Rail



Christian Schreyer
Group Chief Executive

Today our median gender pay gap in UK rail is 21.8%, against the national average median of 10.4% in the UK.

(Office of National Statistics, 2021)

The UK rail industry is going through a period of structural reform and key to its long-term success will be enhanced diversity. The industry has traditionally been male dominated and as a major rail operator, we are determined to do our part in changing that.

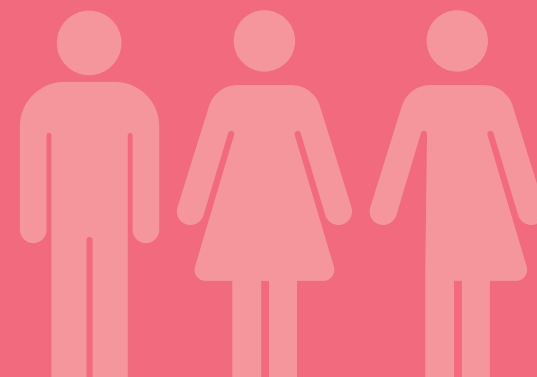
It is vital that everybody is treated fairly, and gets the support they need, in the rail industry. We are determined that the pay gap outlined in this report will be reduced over the years to come.

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.

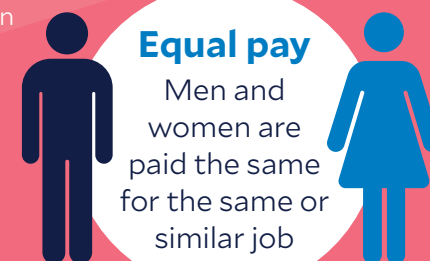


What is the gender pay gap?

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.



Mean pay gap



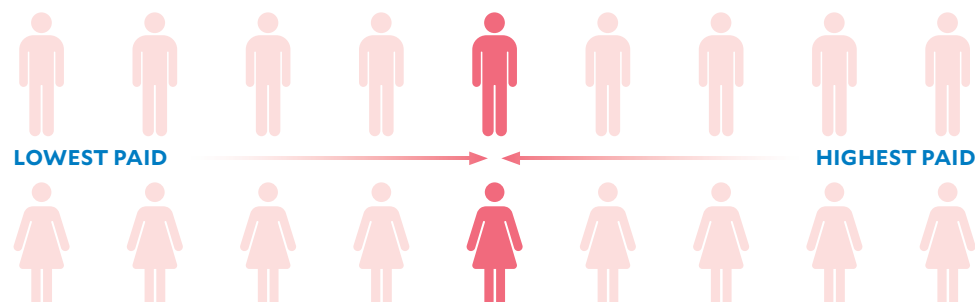
The mean gender pay gap is the difference if you added up all the hourly pay and divided it by the number of people.



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

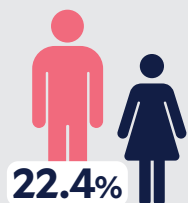
10.4%*

*Office of National Statistics 2021

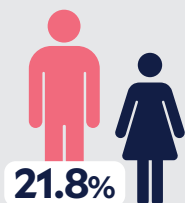
Go-Ahead UK Rail results

At the time we gathered data in April 2021 our UK rail division included Southeastern and GTR. Looking at our total UK rail workforce our gender pay gap analysis shows the following:

Gender pay gap



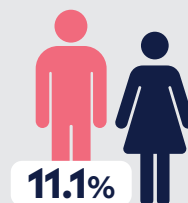
The **mean pay** for men is **22.4% higher** than that of women



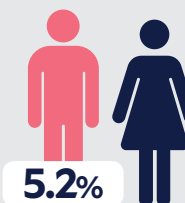
The **median pay** for men is **21.8% higher** than that of women

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 22.4% (or £5.67) 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 continue to 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 **11.1% higher** than that of women



The **mean bonus pay** for men is **5.2% higher** than that of women

Across UK rail 13.9% of women receive a bonus compared to 8.7% of men (see above right). A mean bonus gap of 5.2% (or £4.75) in favour of men is due to the large number of small commissions payments made to front-line colleagues in customer-facing roles, many of whom are women.

**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 Rail the mean bonus pay gap for woman is

5.2%

less than men

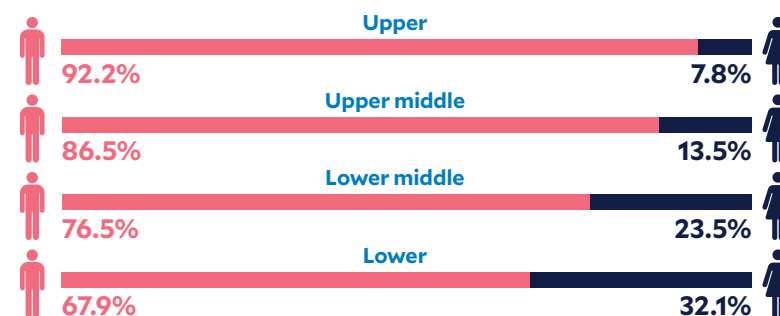
In comparison, the national mean bonus is **34.9%**

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

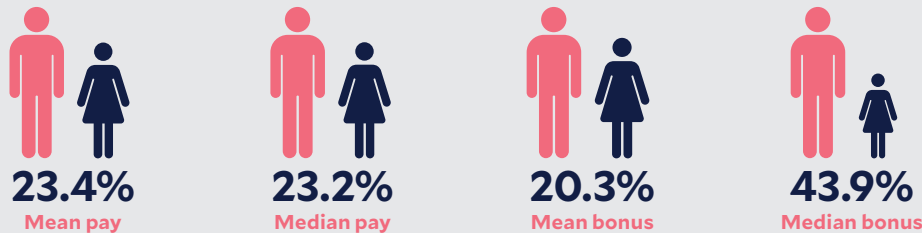
A closer look at our UK Rail results 1 of 2

In GTR the 23.4% (or £6.51) mean pay gap can be attributed to the large number of male train drivers in the upper and upper middle pay quartiles.

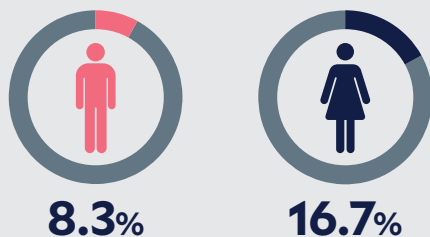
The mean bonus pay shows a variance of 20.3% in favour of men, the gap is influenced by no management bonuses paid in this period and bonuses were issued with commission payments on ticket sales for frontline workers.

GTR

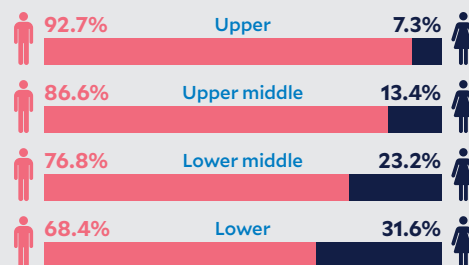
Gender pay and bonus gap



Proportion of men and women paid a bonus



Population by pay quartiles



This data represents our April 2021 results



Phyllicia Salmon

A job that helps others

Phyllicia is a Revenue Control Officer for Thameslink and during National Customer Service Week celebrated by encouraging customers new and old to say hello as they pass through the station; “Whether it’s a question about tickets or just a friendly chat, we’re always happy to help.”

“I love meeting new people every day, helping them with tickets and train times and finding out about where they’re going and what plans they have. It was really quiet during the pandemic, but some people would come to Radlett station, maybe just to grab a newspaper just to get out of the house. I took the time to have proper conversations with those people as it was a scary and lonely time for a lot of us.

“We have a whiteboard at the station, so I took it upon myself to write a positive or inspirational quote on it each day. At the height of the pandemic it was mainly key workers using our station so I wanted them to have something nice to read at the start or end of their day. I also set up a community bookshelf where local residents can come and swap books for free.

“As well as my job on the railway, I volunteer at my local church and also run a business that helps people improve their health in a natural way. I’m very motivated and love being challenged so I keep myself busy outside of work.

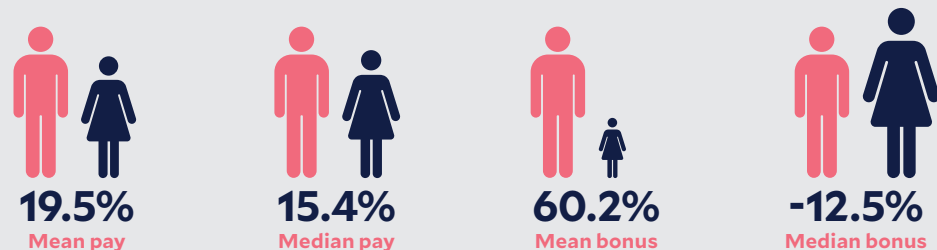
“Now that restrictions have eased, it’s been really nice to welcome back some of our regular travellers. It’s been like a reunion! I love using the train in my spare time and I can’t wait to head into London to see a theatre show.”

Closer look at our UK Rail results 2 of 2

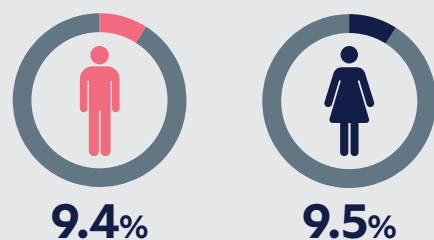
southeastern

In Southeastern the mean pay gap was 19.5% (£4.10). The 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 60.2% (£34.64) in favour of men. There were no performance bonuses paid to managers last year this is purely for front line colleagues who earn commission on ticket sales.

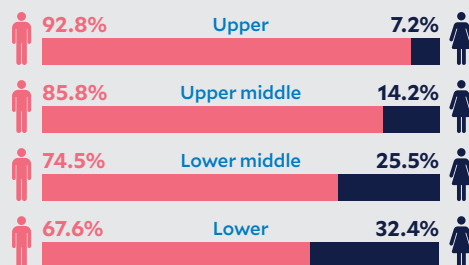
Gender pay and bonus gap



Proportion of men and women paid a bonus



Population by pay quartiles



This data represents our April 2022 results



Emilia Zawisza

Managing a team of 40

Emilia Zawisza is a Train Presentation Manager for Thameslink. Joining in 2018 having no prior experience in rail, she now can't see herself working anywhere else.

"I came straight into managing a team of 40 people, so it was quite daunting at first! I'm so thankful to my manager for taking a chance on me because this job has really changed my life.

"Our train presentation teams are responsible for keeping trains clean, tidy and ready for customers. Covid-19 has made us all prioritise hygiene and cleanliness, so our jobs in train presentation are more important than ever to help customers feel confident to return to rail.

"It's a huge responsibility and I'm so proud of my team. They have been fearless working throughout the pandemic. Trains were being checked and cleaned regularly throughout the day and we're also using cleaning products proven to stop the spread of Coronavirus.

"As we now return to a sense of normality this year, it's important we keep using contactless payment where possible, wash hands regularly, and continue wearing a face mask to protect ourselves and others.

"My job keeps me extremely busy but outside of work, I'm busy too as my partner and I are planning our wedding! We're getting married this June, so hopefully things stay as they are, and we can enjoy the day surrounded by friends and family. I can't wait!"

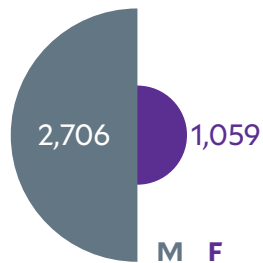
Closer look at our UK rail employees

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, our target is to recruit 50% female in all our roles and Engineering roles at 30%. Go-Ahead continue to promote early career opportunities to women with progressive train driver apprenticeships.

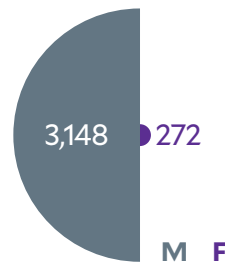
At Station

Average Salary: £26,978



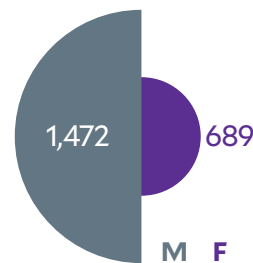
Train driver

Average Salary: £59,211



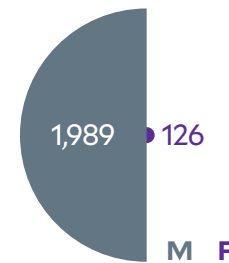
Management and administration*

Average Salary: £48,044



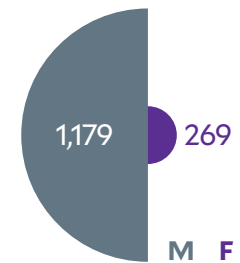
Train Maintenance

Average Salary: £37,296

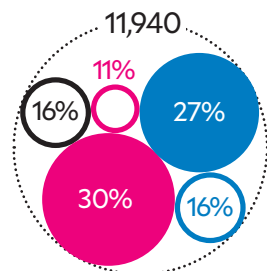


Train On-Board

Average Salary: £34,016

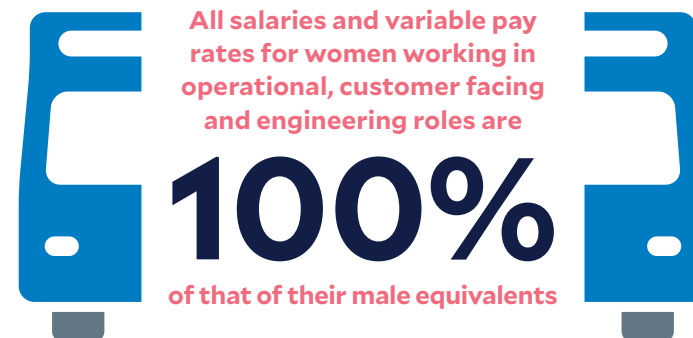


UK Rail employees by role



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

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



Our progress and plans **GTR**

Recruitment

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

- 20% female representation on the GTR Exec and 30% within the Top 93 Senior Leaders.
- From the start of 2020 applications from females have steadily increased year on year, across all job categories this now sits above 20%.
- Great progress has been made recruiting females into Train Driver roles. In 2019 we recruited 24% of females and in 2021 we recruited 34.4% demonstrating a significant increase. We are committed to 50/50 gender split on all Trainee Driver cohorts.
- There has been a 4.6% increase of females recruited in engineering over the last 2 years.
- To increase engagement with females from lower socio-economic backgrounds we have worked in partnership with East Sussex College, and run GTR's first Sector-based work academy programme (SWAP).
- Go-Ahead Group have been awarded at the National Apprenticeship Awards for Recruitment Excellence.

Our culture

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

- On track to achieve the National Equality Standard by October 22, if successful GTR would be the first Train Operating Company to achieve this highly regarded Diversity and Inclusion accreditation
- Well established 'Women's Network Group' who support and champion employee voice in their community.
- Produced a menopause guide and ran support webinars around menopause awareness as part of 'Menopause Awareness Month'.
- Delivered Unconscious Bias training to over 400 managers and Inclusive Leadership training as part of our education and training approach.

Progression

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

- Extensive coaching and mentoring programmes with women promoted into senior roles having access to an executive coach for the first 12 months in role.
- Continuing with our talent programmes, 'Executive Development Programme' and 'Senior Management Development Programme' in partnership with the Go Ahead group.
- Award winning Apprenticeship Development Programmes to support tailored personal and career development for females (Winner, Recruiter Awards, Best Apprentice/School Leaver Recruitment. Strategy; Winner, Regional Apprenticeship Awards, Macro Employer of the Year).
- 29% of those currently studying on Level 2-5 Apprenticeship Programmes from are female.





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