

Go-Ahead

Gender pay gap report 2022

Equity, Diversity & Inclusion 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 23.5%, against the national average median of 14.9% in the UK.

(Office of National Statistics, 2022)

The UK rail industry continues to go through an intense period of structural reform, focused on increased reliability, efficiency and value for money for the customer. Increasing levels of diversity and inclusion in the industry is central to this success.

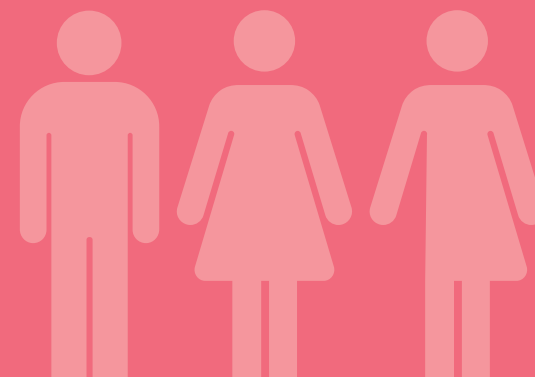
GTR is one of the largest train operators in the UK and is leading the way in many diversity and inclusion innovations. But we nonetheless remain committed to reducing the gender pay gap that still persists.

Christian Schreyer
Group Chief Executive

April 2022 workforce data



At Go-Ahead we are committed to creating a place where all our colleagues feel they belong. We are focused on recruiting and retaining women at every level across our operating companies, improving our gender balance and narrowing the 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



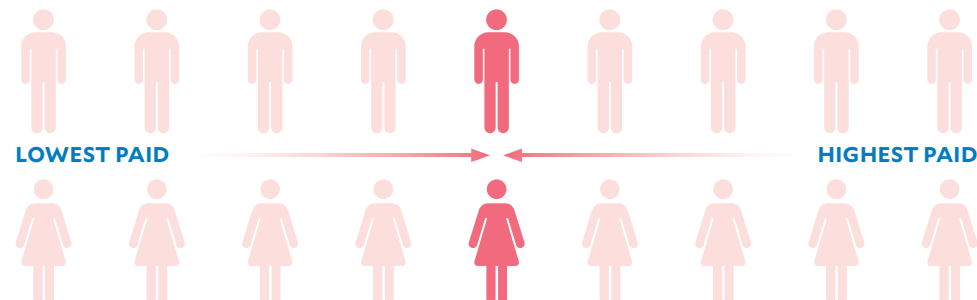
The mean gender pay gap is the difference if you added up all the hourly pay and divided it by the number of people.



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

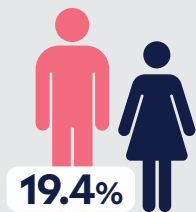
14.9%*

*Office of National Statistics 2022

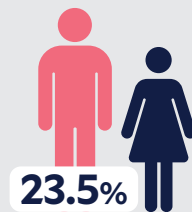
Go-Ahead UK Rail results

This is the first reporting year that our data covers only GTR, which covers our UK Rail business

Gender pay gap



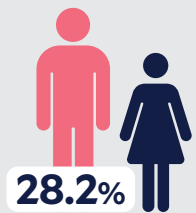
The **mean**
pay for men is
19.4% higher
than that of
women



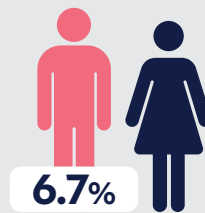
The **median**
pay for men is
23.5% higher
than that of
women

Our UK rail pay gap is strongly influenced by the salaries and demography of our train driver community. The mean gender pay gap is 19.4% (or £4.83 p/h) in favour of men, which can largely be explained by the high percentage of men in the upper and upper middle pay quartiles. The positive news is that 33.1% of trainee drivers are currently female (higher than the industry average), meaning that once their training is complete, we will see more movement into the higher pay quartiles.

Gender bonus pay gap



The **mean bonus**
pay for women is
28.2% in favour
of women



The **median bonus**
pay for women is
6.7% in favour
of women

TBC

**Office for National Statistics 2022
This data represents our April 2022 results

OUR REPORTING

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

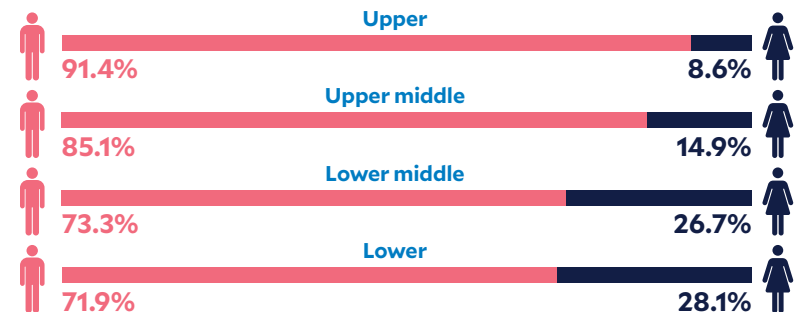


Proportion of men and women paid a bonus



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

The Railway Family

While some people may be put off by the thought of working with their family, this certainly isn't the case for mother and daughter duos Debbie Morris and Jade Yandell, and Karen and Louise Shearing, who all work for Southern.

Debbie, 57, is a Conductor Manager based in Barnham who joined the railway 23 years ago. As well as enticing her daughter into the industry, she also persuaded her son to join too!

"I didn't start working on the railway until I was 35, so it certainly wasn't my first job but I'm confident it will be my last as I can't see myself doing anything else. I love the customer-facing aspect to the role and getting to meet the people using our services. It's doesn't come without its challenges though and I have to make sure that the conductors I manage are prepared to face all kinds of situations when they're on-duty."

"As cheesy as it sounds, working in rail is like being part of a big family and I think that's partly why Jade considered applying. My children could see how happy I was and when they separately expressed interests in joining the company, I was happy to encourage them. Jade didn't actually pass the assessment first time to become a conductor, but I pushed her to try again because you shouldn't give up at the first hurdle."

"I'm so grateful for what the railway has given my family. Both my son and daughter have happy, stable careers and it's great that we can share similar experiences with each other. I'm incredibly proud of them both."

Debbie's daughter Jade was working 12-hour days and juggling two jobs before she considered changing careers. After taking the conductor assessment for a second time, she joined Southern in 2012. She now works as a Driver Manager in Brighton.

"It was clear to see how happy working in the railway made my mum and she certainly made the industry sound appealing. I'm glad I took her advice and didn't give up when I initially failed my assessment because this job has changed my life in so many ways – I even met my husband during my training. With an aunty and brother also working in rail you could say we're keeping it in the family!"

Jade, 32, has a three-year-old daughter and hopes she too will follow in the family's footsteps later in life.

Further along the coast are Karen Shearing and daughter Louise, who both work in Eastbourne. They too come from a family of rail enthusiasts, with Karen's mother-in-law working at Bishopstone station in the 1970s and her brother working as a train driver.

"It was about 17 years ago that I spotted an advert in the local paper to be a conductor. It was quite a big decision as I'd spent 18 years out of work to bring up my three children, but once they became more independent, I wanted to focus on me and my career."



Karen, 59, is an On-Board Supervisor for Southern.

"What I love about the railway is that every day is different. You get to go out and meet people and it helps that I work with a brilliant team here at Eastbourne. My daughter Louise was working in an admin job that she didn't really enjoy, so when I saw a vacancy come up in our roster team, I encouraged her to apply."

Louise – who joined the railway in 2013 – has worked her way up to become a Driver Manager after a short stint in station management and is celebrating 10 years in the industry this year.

"It was quite strange starting a job where everyone knew my mum, but I've managed to forge a career my own right. Although we cross paths a lot at work, we stick to our day jobs and separate responsibilities so we're not in each other's pockets."

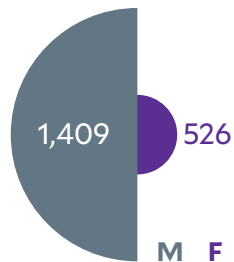
"We're hoping to see each other this Mother's Day, but sometimes it can be hard to plan around our work schedules. As we both work shifts, we have to wait until our rosters come out to know whether we have any days off together – but we're lucky that we can bump into each other at work too as some people find it really hard to spend time with their family."

Closer look at our UK rail employees

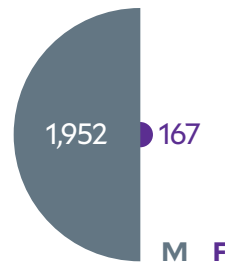
Our UK rail gender pay gap is strongly influenced by the salaries and gender make-up of our train drivers, which comprises of nearly a third of our UK rail employees. Train drivers are predominantly male and have higher salaries, relative to other employees. This which significantly increases the average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

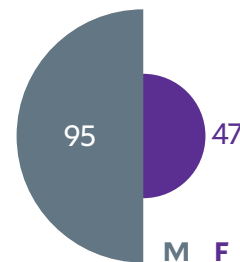
At Station



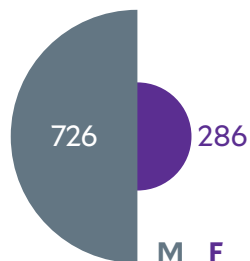
Train driver



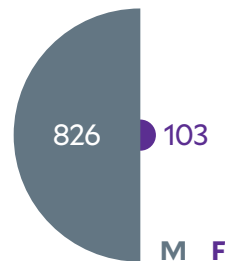
Trainee Drivers



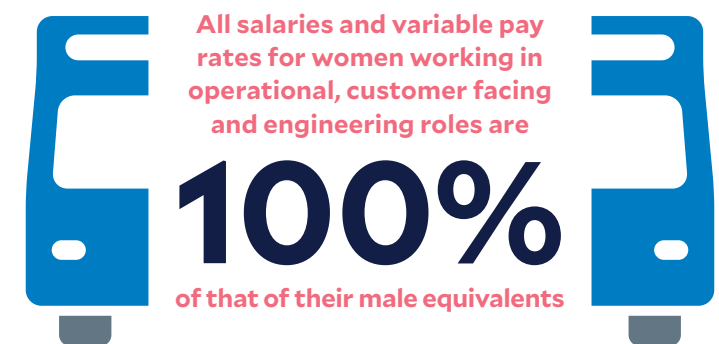
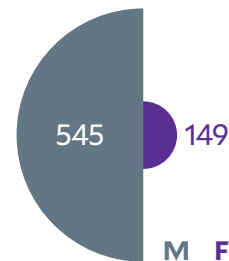
Management and administration*



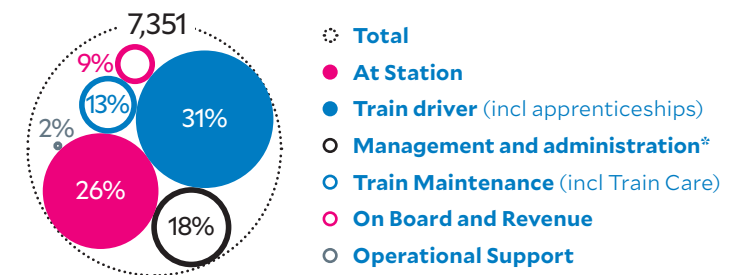
Train Care and Maintenance



On Board and Revenue



UK Rail employees by role



April 2022 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.

- Continued advertising on targeted external and social media platforms to increase brand awareness and attract more females to the industry
- Introduced our 'Women Returners' programme into GTR which will be continuing into 2023
- GTR is an endorsed employer with leading recruitment platform WORK180 who specialise in recruiting female talent. They have featured female employee stories in Leadership roles, Engineering & Onboard
- Online event showcasing female drivers and providing an insight into the role and the Day in the Life of a Train Driver
- 34% of all new entrants were female over the last 12 months
- 25 % of all Engineering new entrants were female over the last 12 months
- Job applications from females increased to 46%

Our culture

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

- Successfully achieved the National Equality Standard accreditation in Oct 2022 to become the first organisation in the transport sector to be awarded this highly regarded Diversity and Inclusion accreditation.
- The Women's Network Group are fully established and regularly drive activities such as a month focused on Career Development. Cross collaboration opportunities are being explored to run activities with Network Rail women's employee network group.
- Inclusive Leadership training has been delivered to all new managers since Dec 2022 wrapped into our business-as-usual process for new managers.
- GTR achieved Disability Confident Employer status in 2022
- Chief Operating Officer, Angie Doll, has joined the judging panel for Women in Rail

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, 'Senior Management Development Programme' in partnership with the Go Ahead group and 'Connected Leaders' an industry wide initiative.
- 'Rail Industry Talent Exchange Programme' new to 2023. Cross NR/TOC's secondments to develop skills and capability to support and benefit the individual and to provide more opportunities for females and those from diverse backgrounds
- Award winning Apprenticeship Development Programmes to support tailored personal and career development for females (number 13 in Top 100 apprenticeship providers, shortlisted for female apprentice of the year).



- 25% of those currently studying on Level 2-7 Apprenticeship Programmes are female, this figure increases for those studying at higher level apprenticeships to 46%.



Carolyn Ferguson
Group Company Secretary

At Go-Ahead, two of our core values are transparency and open-mindedness. The publication our gender pay gap data is a welcome opportunity to share with others where we are doing well and where we need to work differently to succeed.

At Go-Ahead we are committed to doing the hard work that makes our Group a place where all our colleagues feel they can belong. Public transport has, for a long time, been a male dominated industry but we know that this can and is changing, and at Go-Ahead we are excited to be on this journey.

A handwritten signature in white ink that reads 'Carolyn'.

Carolyn Ferguson
Group Company Secretary