



GENDER PAY GAP REPORT 2018

Go Ahead

INCLUSION AND DIVERSITY AT *Go-Ahead* BUS

IN OUR UK BUS WORKFORCE
THE NUMBER OF WOMEN IN
LEADERSHIP AND MANAGEMENT
ROLES HAS INCREASED
FROM 13% TO 19%*

“Today our median gender pay gap in UK bus is 7.5%, substantially lower than the UK average of 17.9%. [Office of National Statistics, 2018]

Improving our gender balance is key to narrowing our gender pay gap. It is a huge challenge in an industry where our workforce and pipeline of talent is overwhelmingly male. We have introduced sector leading diversity targets to support our goals and are working extensively to attract and develop women in all roles and especially as bus drivers.”

Siobhan Morrison, Group People Director



April 2018 workforce data

*Comparing April 2015 and April 2018 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.

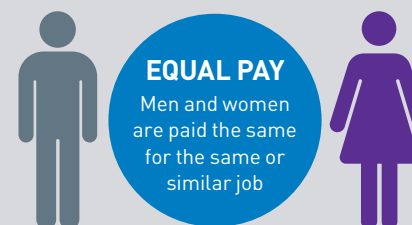


WHAT IS THE GENDER PAY GAP?

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.

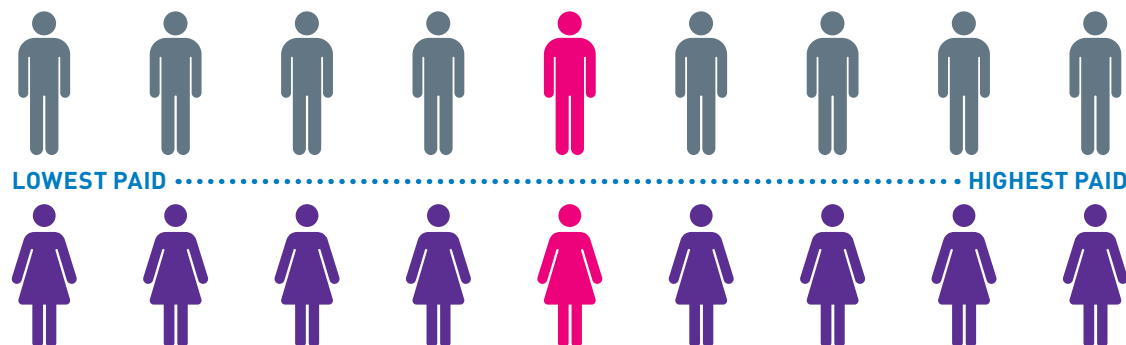
THE GENDER PAY GAP IS DIFFERENT FROM EQUAL PAY

'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

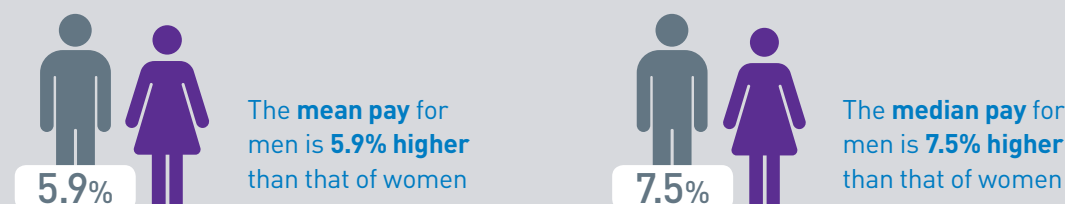
The national median gender pay gap is 17.9%*

*Office of National Statistics 2018

GO-AHEAD UK BUS RESULTS

Go-Ahead Group is made up of multiple companies, with seven employers in the UK bus division, of which we are required to report on six. Looking at our total UK bus workforce our gender pay gap analysis shows the following:

GENDER PAY GAP



Our UK bus mean pay gap is 5.9% (or 84p) in favour of men and is largely due to the high representation of men across all pay quartiles in our UK bus business. This position reflects the wider bus and coach sector average, where 88%* of bus and coach drivers are male. Our mean pay gap of 5.9% is significantly lower than the 17.2% national average. 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 gap of 12.1% (or £68.43) in favour of men can be explained by the wide variation of bonus plans in operation across our UK bus business and the higher number of men receiving a bonus compared to women has influenced the mean and median bonus gap more generally.

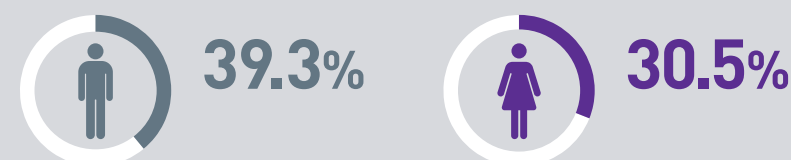
*2019 Department for Transport – Annual Bus Statistics England 2017-18
 **Office for National Statistics 2018
 This data represents our April 2018 results

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 WOMEN IS **7.5% LESS THAN MEN**

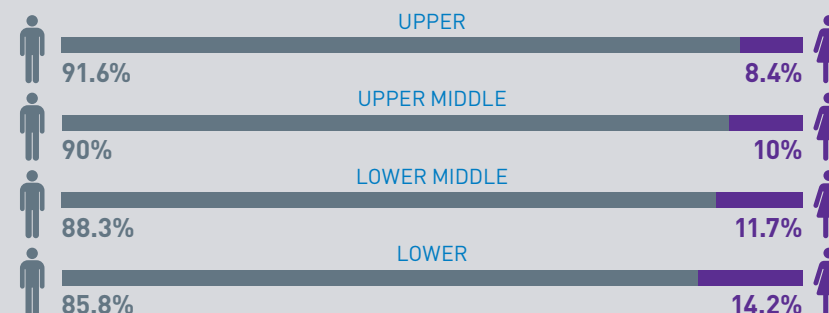
IN COMPARISON, THE NATIONAL MEDIAN PAY GAP SHOWS THAT WOMEN EARN **17.9% LESS THAN MEN****

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 bus employees 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

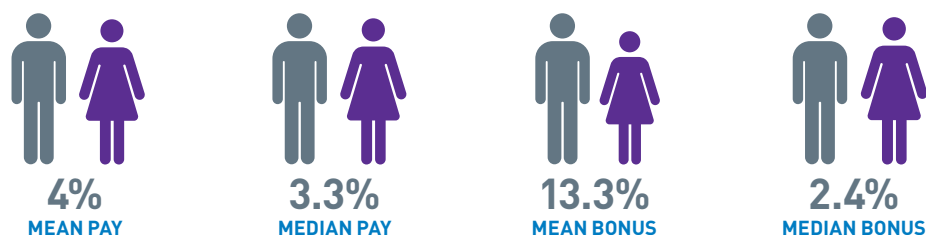
CLOSER LOOK AT OUR UK BUS RESULTS 1 of 4

Go-Ahead London is set out below.

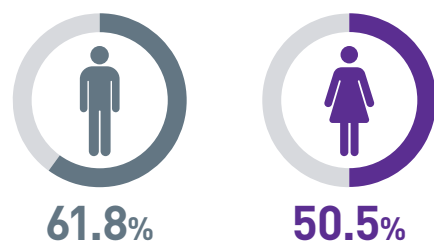


In Go-Ahead London the mean pay gap of 4% is equivalent to 65p which is significantly lower than the 17.2% national average. Likewise the median pay gap of 3.3% (or 52p) is also substantially lower than the 17.9% national average. At Go-Ahead London the opportunity to receive a bonus is heavily influenced by length of service. The mean bonus gap of 13.3% (or £68.24) is due to a higher number of males receiving a bonus based on tenure and historic bonus plans.

GENDER PAY AND BONUS GAP

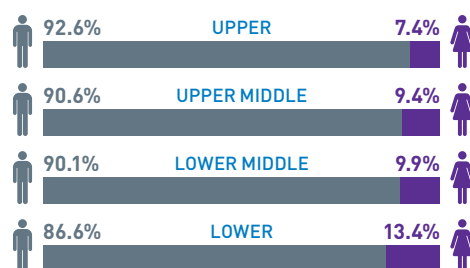


PROPORTION OF MEN AND WOMEN PAID A BONUS



This data represents our April 2018 results

POPULATION BY PAY QUANTILES



Most Common Roles (See page 4)

Apprentice:

“I’d say to anyone considering a bus driver apprenticeship, definitely go for it. It is so worth it, not a lot of young females can say they hold a PCV licence!”

Nikelle Morgan-Scott, Apprentice Bus Driver

“Bus driving has always been an interest of mine, I enjoy driving on a day-to-day basis and saw it as a good way to earn money as it is good pay. My dad was a bus driver for over 20 years, as were some of my other relatives, bus driving has always been in the family.”

“An apprenticeship is a great way to learn and the best thing about the job is definitely the people, my colleagues, fellow drivers, tutors and managers are all so supportive, working with them has been the best thing by far. It also felt really good to pass my test, all those hours of training and hard work paid off, I’m only 5 foot so driving a massive bus is an amazing feeling.”



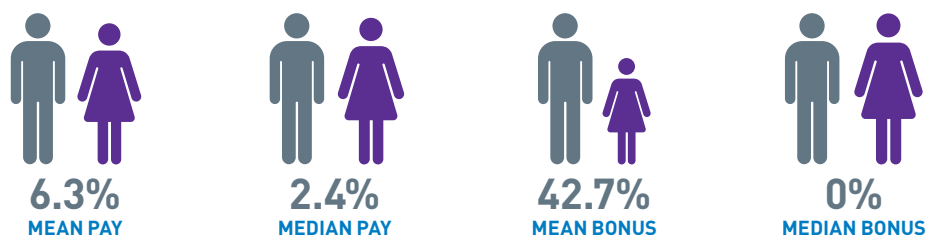
CLOSER LOOK AT OUR UK BUS RESULTS 2 of 4

Brighton & Hove and Go South Coast are set out below.

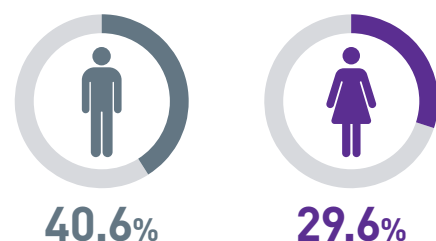


In Brighton & Hove the mean pay gap of 6.3% (or 88p) is significantly lower than the 17.2% national average. Similarly the median pay gap of 2.4% (or 30p) is substantially lower than the 17.9% national average. The mean bonus gap of 42.7% (or £235.46) in favour of men can be attributed to more men receiving a bonus and because director roles which attract a higher bonus payment, are occupied by men.

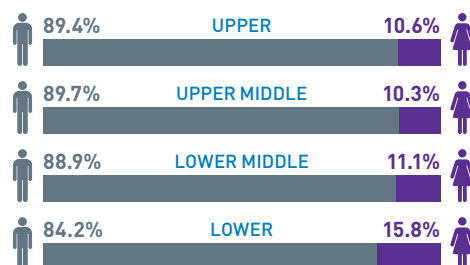
GENDER PAY AND BONUS GAP



PROPORTION OF MEN AND WOMEN PAID A BONUS



POPULATION BY PAY QUARTILES



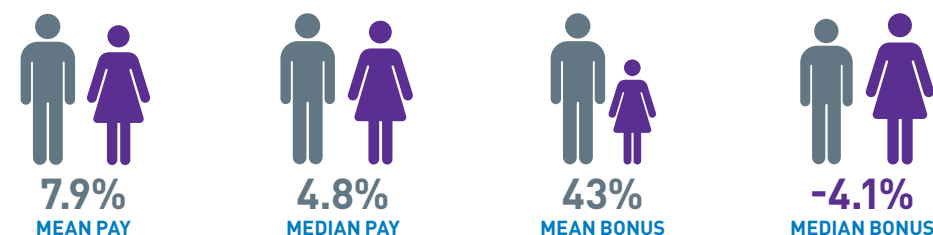
This data represents our April 2018 results

Most Common Roles (See page 4)



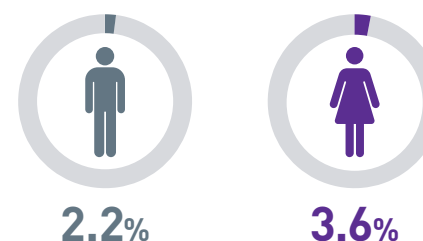
In Go South Coast the mean gender pay gap is 7.9% (or 94p) which is substantially lower than the 17.2% national average. The median bonus pay gap shows a variance of 4.1% (£127) in favour of women, which can be ascribed to proportionally more women receiving a bonus and of those that do, some work in roles which attract a higher bonus payment.

GENDER PAY AND BONUS GAP

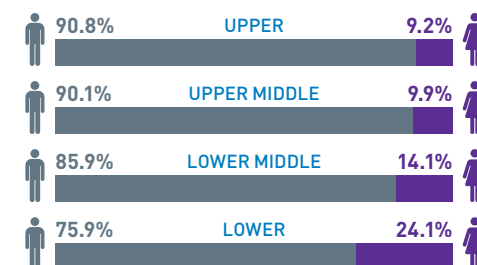


A negative number indicates that women on average earn more than men.

PROPORTION OF MEN AND WOMEN PAID A BONUS



POPULATION BY PAY QUARTILES



Most Common Roles (See page 4)

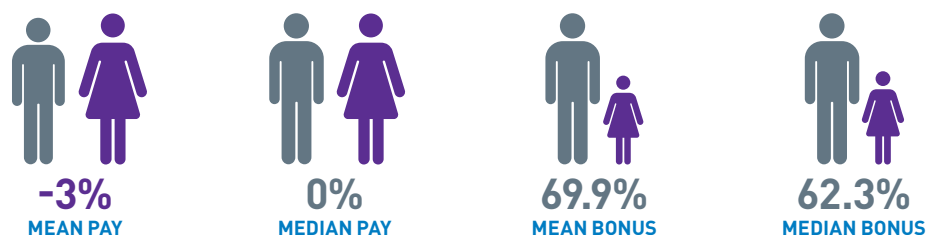
CLOSER LOOK AT OUR UK BUS RESULTS 3 of 4

Plymouth Citybus and Oxford Bus Company are set out below.



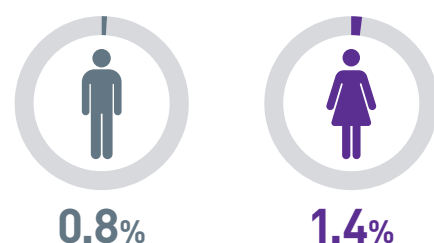
In Plymouth Citybus the mean pay gap of 3% in favour of women is significantly lower than the 17.2% national average. There is no median pay gap. The bonus gap is heavily influenced by the very small number of people who qualify to receive a bonus, although proportionally more women than men receive a bonus the median bonus gap of 62.3% in favour of men reflects the relative seniority and length of service in roles receiving a bonus.

GENDER PAY AND BONUS GAP



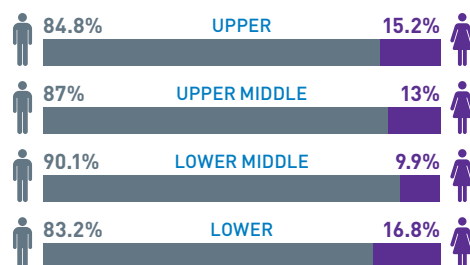
A negative number indicates that women on average earn more than men.

PROPORTION OF MEN AND WOMEN PAID A BONUS



This data represents our April 2018 results

POPULATION BY PAY QUARTILES

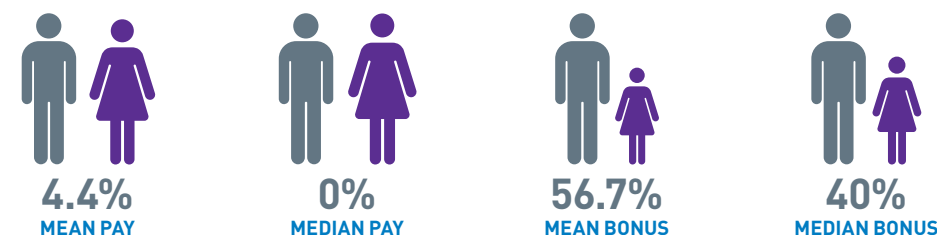


Most Common Roles (See page 4)

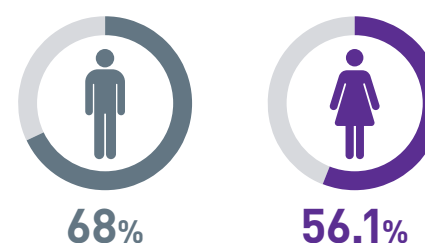


The City of Oxford Motor Services Limited, trading as Oxford Bus Company, has a 4.4% (or 69p) mean gender pay gap which is significantly lower than the 17.2% national average. The mean bonus gap of 56.7% (or £186.29) is largely driven by a bonus plan in operation which is linked to loyalty of service and is payable to all employees whose loyalty of service qualifies. A higher number of those who do qualify are men.

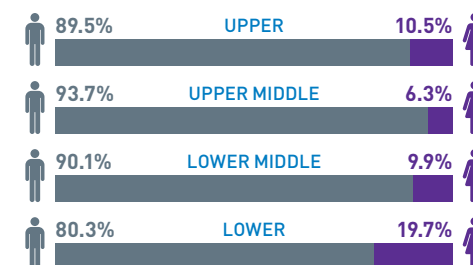
GENDER PAY AND BONUS GAP



PROPORTION OF MEN AND WOMEN PAID A BONUS



POPULATION BY PAY QUARTILES



Most Common Roles (See page 4)

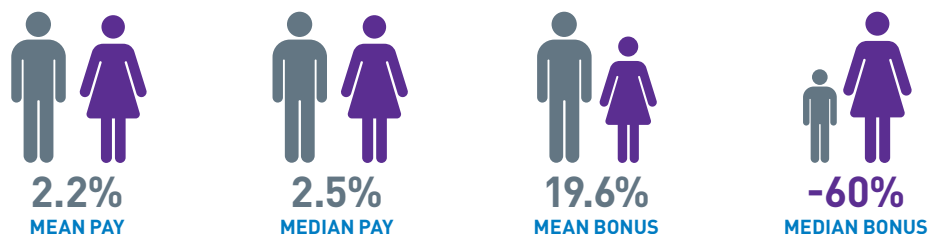
CLOSER LOOK AT OUR UK BUS RESULTS 4 of 4

Go North East is set out below.



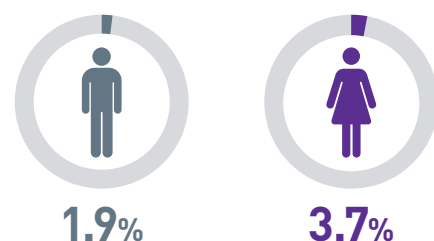
In Go North East the mean gender pay gap is 2.2% (or 26p) which is substantially lower than the 17.2% national average. The median bonus pay gap shows a variance of 60% (or £1,620) in favour of women. Although a smaller number of women receive a bonus compared to men, the results can be ascribed to the women who receive a bonus are in the upper and upper middle pay quartiles.

GENDER PAY AND BONUS GAP



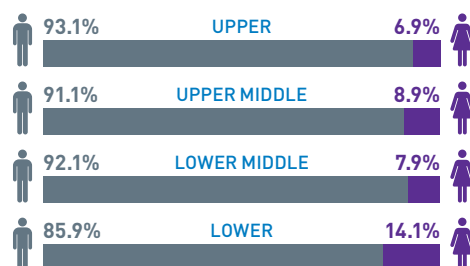
A negative number indicates that women on average earn more than men.

PROPORTION OF MEN AND WOMEN PAID A BONUS



This data represents our April 2018 results

POPULATION BY PAY QUARTILES



Most Common Roles (See page 4)

Trailblazer:

“In 1977 it was a great wage, especially for a girl, as you got paid the same as the men.”

Angela List, Bus Driver

“I was 18 when I started out at Chester-le-Street garage, where I still work today. As a conductress I soon undertook training to become a bus driver, I had never driven a vehicle before, in fact at the time my friends thought it was a very odd choice and were surprised.”

“I am now the longest serving bus driver for Go North East, but I can still remember trying to climb into the cab of a bus for the first time and saying I couldn’t get up as I was too short. I’d like to say perseverance is a good quality to have to anyone who wants to work in this industry.”

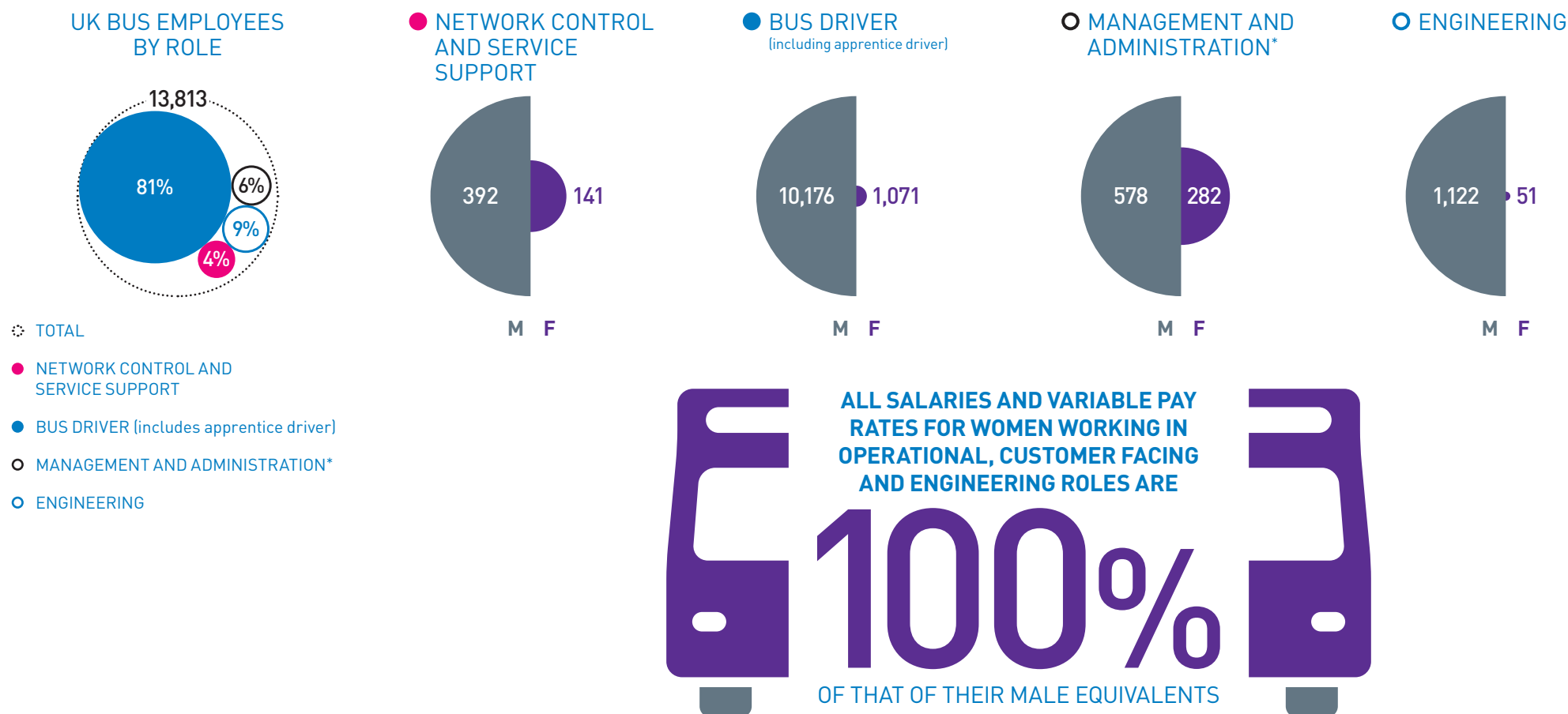
“There are many regulars I still see today who I took to school as children. I love all aspects of my job, everyone is so kind and treat me the same as any other driver.”



CLOSER LOOK AT OUR UK BUS EMPLOYEES

Bus drivers account for more than eight out of ten employees in our UK bus business, so their gender-make up and salaries have a significant influence on our gender pay gap. Bus drivers are predominantly male and relative to some other groups have higher salaries. Similarly, our management team, though small, is largely male which significantly increases the average male pay.

We are seeking to increase the number of women in our UK bus business at all levels and have set some progressive targets to promote gender balance. We will achieve this through providing more opportunities to women and through our industry-leading bus driver apprenticeship programme.



OUR PROGRESS AND PLANS

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

Women now account for **21.3% of leadership positions in our UK bus business, up from 7% in 2015**. We recognise there is more work to do to improve the representation of women throughout our bus business, particularly in bus driver roles, engineering and at senior levels.

Equality is at the heart of our organisational culture; we are committed to bringing about change across the business and have set out to enhance our programmes at all career stages.

21.3% : Women represent 21.3% of **leadership positions** in our UK bus business, up from 7% in 2015

18.6% : Women represent 18.6% of **management positions** in our UK bus business, up from 14% in 2015

RECRUITMENT

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

- Each bus business has set targets to improve the representation of women in our UK bus workforce.
- In occupations where traditionally there have been more men, we have introduced initiatives to improve balance and changed our recruitment to attract more women.
- As a registered employer provider of bus driver apprenticeships, we have introduced a target to increase women entering our bus driver academy.
- Through implementing the use of language technology we will avoid bias when recruiting new talent.

OUR CULTURE

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

- Industry-leading diversity targets have been set to support and progress our culture starting from the very top.
- Reviewing our maternity, paternity and shared parental leave policies and seeking further improvements to support the needs of all our employees and their families.
- Creating an environment and culture free of bias by training to identify prejudice in the workplace and reducing its impact.
- Introduce employee-led network groups to create an authentic workplace where women can feel free to bring their true selves to work.

PROGRESSION

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

- In 2018 Brighton & Hove held our inaugural conference to promote inclusion and diversity in the workplace.
- Sponsorship of initiatives targeting greater female representation including judging at the Everywoman Transport and Logistics Awards 2019.
- We are developing accelerator programmes for women, specifically targeting the areas of building confidence and being heard. We are also providing development programmes for women leaders and managers.
- We will hold networking events to foster and promote a self-supportive environment for women.

every
woman



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.

David Brown,
Group Chief Executive



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.

A blue ink signature of Elodie Brian.

Elodie Brian,
Interim Group Chief Financial Officer