



GENDER PAY GAP REPORT 2017

INCLUSION AND DIVERSITY AT *Go-Ahead*

IN OUR UK BUS WORKFORCE
THE NUMBER OF WOMEN IN
LEADERSHIP AND MANAGEMENT
ROLES HAS INCREASED
FROM 13% TO 15.4%*

“Today our mean gender pay gap in UK bus is 4.6%, which is substantially lower than the UK average of 17.4%. [Office of National Statistics, 2017]

We are on a journey to improve our gender balance. Narrowing our gender pay gap is an important part of this journey but it is a huge challenge in a historically male-dominated industry where both our current workforce and the pipeline of talent from which we recruit is overwhelmingly male. We are working extensively to attract and develop women in all roles and especially as bus drivers.”

Siobhan Morrison, Group People Director



*Comparing April 2015 and April 2017 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 ethnicity, religion, gender, sexual orientation, age or disability and seek to have a workforce reflecting the diversity of the communities in which we operate. A diverse workforce offers a variety of viewpoints and a broader range of knowledge, which improves decision-making and problem-solving, all are critical to improving our customers' experience.

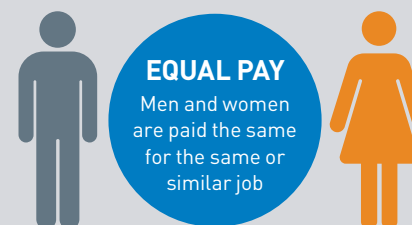


WHAT IS THE GENDER PAY GAP?

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.

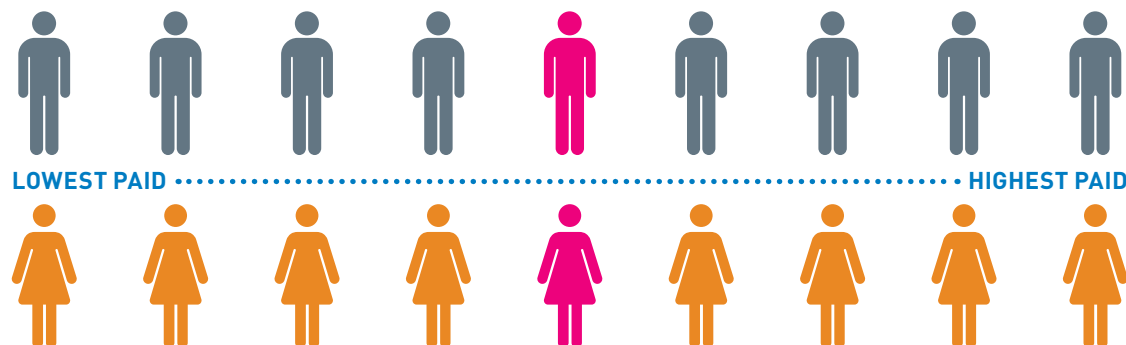
THE GENDER PAY GAP IS DIFFERENT FROM EQUAL PAY

'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

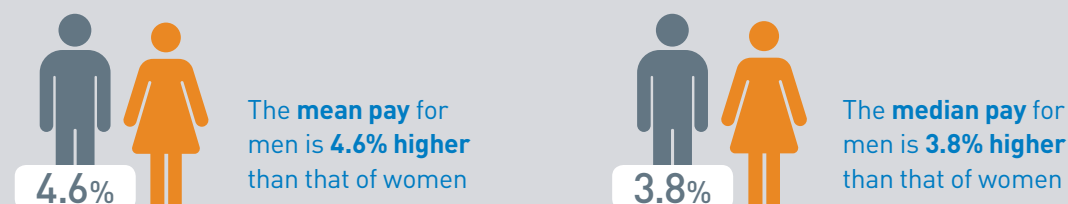
The national median pay gap is 18.4%*

*Office of National Statistics 2017

GO-AHEAD UK BUS RESULTS

Go-Ahead Group is made up of various 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 which we are required to report on, our gender pay gap analysis shows the following:

GENDER PAY GAP



Our UK bus mean pay gap is 4.6% (or 65p) 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 91%* of bus and coach drivers are male. Our mean pay gap of 4.6% is significantly lower than the 17.4% 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 7.9% (or £52.20) 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.

IN *Go-Ahead* UK BUS POPULATION
THE MEDIAN PAY GAP FOR WOMEN IS
3.8% LOWER THAN MEN

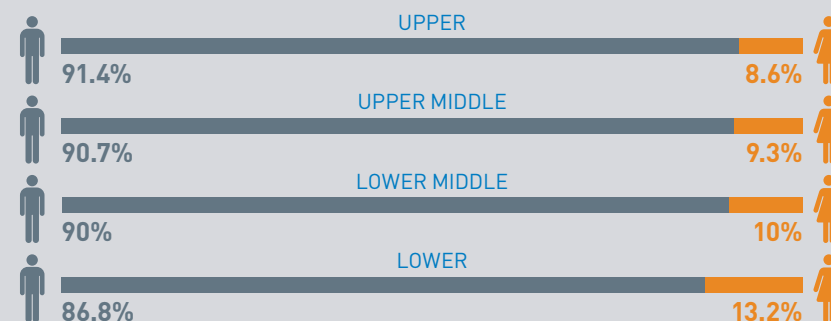
IN COMPARISON, THE NATIONAL MEDIAN
PAY GAP SHOWS THAT WOMEN EARN
18.4% LESS THAN MEN**

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 employees split into four equal sized groups, with the percentage of men and women in each quartile. Although there are less women in our UK bus business, across all pay quartiles the representation of women is distributed equally.



MOST COMMON ROLES

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

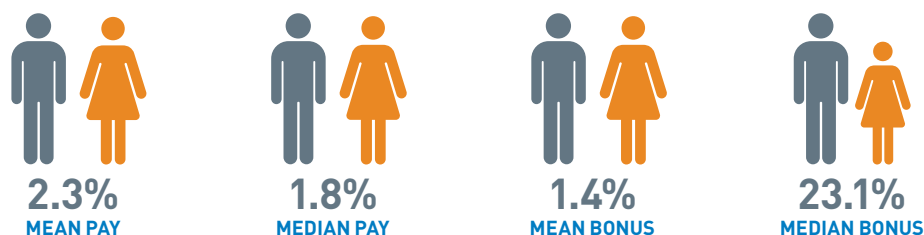
CLOSER LOOK AT OUR UK BUS RESULTS 1 of 3

In our bus division we have six employers in the UK, which we are required to report separately on the government website. Go-Ahead London and Go North East are set out below.

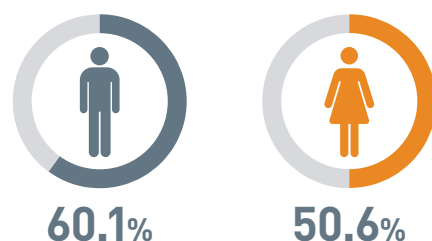


In Go-Ahead London the mean pay gap of 2.3% is equivalent to 37p which is significantly lower than the 17.4% national average. Likewise the median pay gap of 1.8% (or 28p) is also substantially lower than the 18.4% national average. At Go-Ahead London the opportunity to receive a bonus is heavily influenced by length of service. The median bonus gap of 23.1% (or £63) is due to a higher number of males receiving a bonus based on tenure and historic bonus plans.

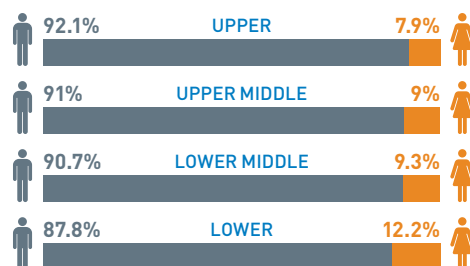
GENDER PAY AND BONUS GAP



PROPORTION OF MEN AND WOMEN PAID A BONUS



POPULATION BY PAY QUARTILES



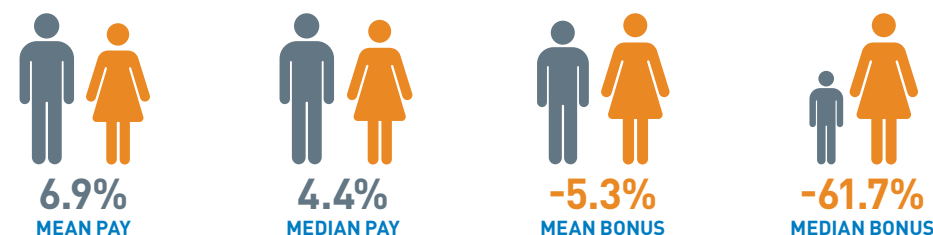
This data represents our April 2017 results

Most Common Roles (See page 4)



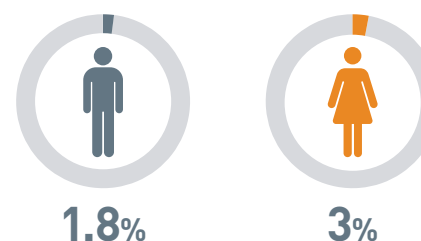
In Go North East the median gender pay gap is 4.4% (or 48p) which is substantially lower than the 18.4% national average. The median bonus pay gap shows a variance of 61.7% (or £1,450) in favour of women. Although a smaller number of women receive a bonus compared to men, the results can be ascribed to the women who receive a bonus are in the upper and upper middle pay quartiles.

GENDER PAY AND BONUS GAP

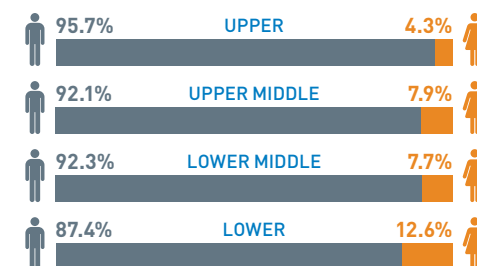


A negative number indicates that women on average earn more than men.

PROPORTION OF MEN AND WOMEN PAID A BONUS



POPULATION BY PAY QUARTILES



Most Common Roles (See page 4)

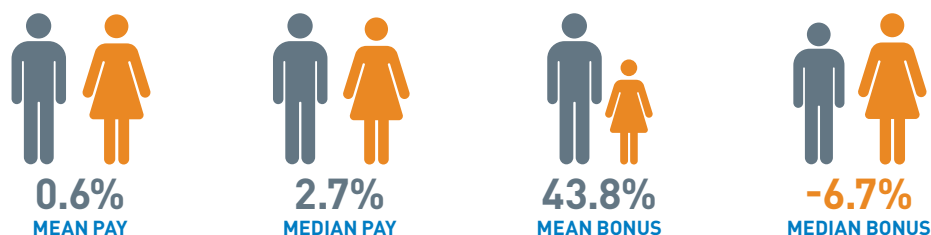
CLOSER LOOK AT OUR UK BUS RESULTS 2 of 3

In our bus division we have six employers in the UK, which we are required to report separately on the government website. Go South Coast and Brighton & Hove are set out below.



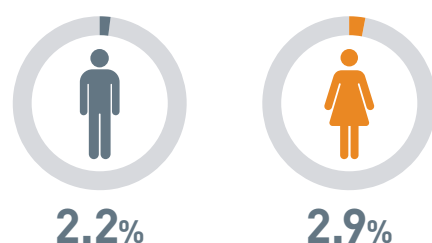
In Go South Coast the mean gender pay gap is 0.6% (or 7p) which is substantially lower than the 17.4% national average. The median bonus pay gap shows a variance of 6.7% in favour of women, which can be ascribed to proportionally more women receiving a bonus and of those that do, some work in roles which attract a higher payment.

GENDER PAY AND BONUS GAP



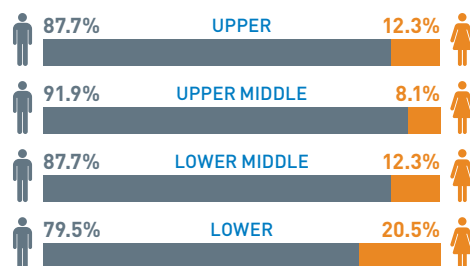
A negative number indicates that women on average earn more than men.

PROPORTION OF MEN AND WOMEN PAID A BONUS



This data represents our April 2017 results

POPULATION BY PAY QUARTILES

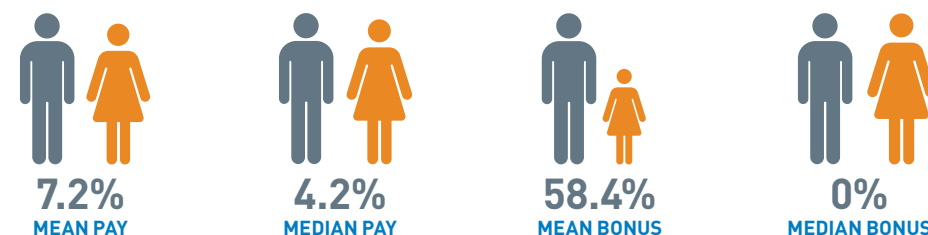


Most Common Roles (See page 4)

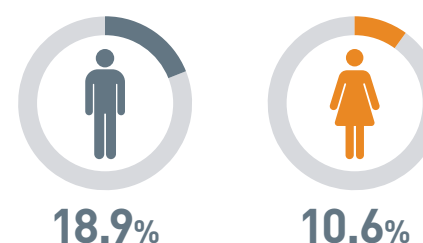


In Brighton & Hove the mean pay gap of 7.2% (or 95p) is significantly lower than the 17.4% national average. Similarly the median pay gap of 4.2% (or 50p) is substantially lower than the 18.4% national average. The mean bonus gap of 58.4% (or £539.14) in favour of men can be attributed to more men receiving a bonus and director roles, which attract a higher bonus payment, are occupied by men.

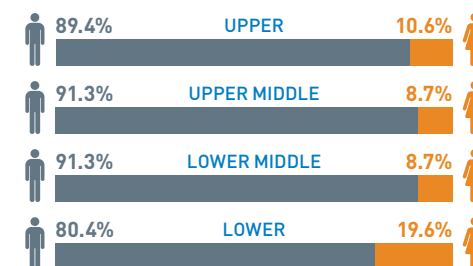
GENDER PAY AND BONUS GAP



PROPORTION OF MEN AND WOMEN PAID A BONUS



POPULATION BY PAY QUARTILES



Most Common Roles (See page 4)

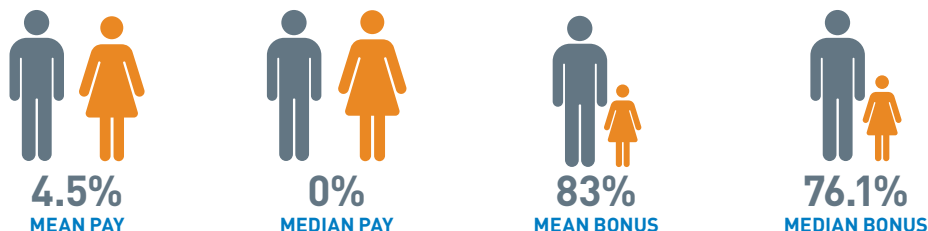
CLOSER LOOK AT OUR UK BUS RESULTS 3 of 3

In our bus division we have six employers in the UK, which we are required to report separately on the government website. Plymouth City Bus and Oxford Bus Company are set out below.

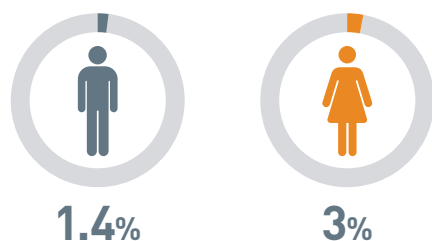


In Plymouth City Bus the mean pay gap of 4.5% (or 52p) is significantly lower than the 17.4% national average. There is no median pay gap. Although proportionally more women receive a bonus, the median bonus gap of 76.1% in favour of men is linked to a higher number of women in some roles receiving smaller bonus payments compared to director roles, which are occupied by men.

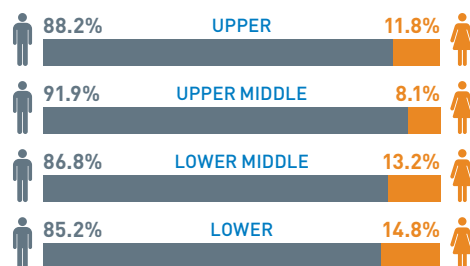
GENDER PAY AND BONUS GAP



PROPORTION OF MEN AND WOMEN PAID A BONUS



POPULATION BY PAY QUANTILES



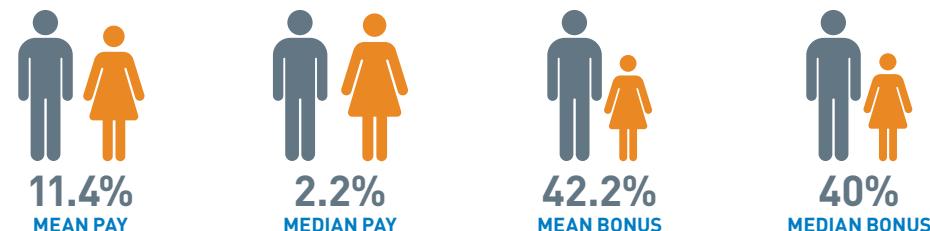
This data represents our April 2017 results

Most Common Roles (see page 4).
Exception: Upper Pay Quartile is Bus Maintenance

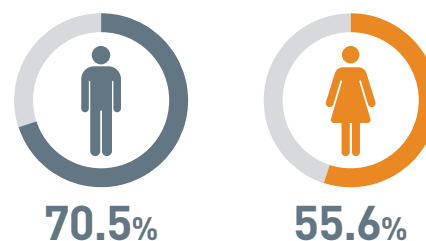


The City of Oxford Motor Services Limited, trading as Oxford Bus Company, has a 2.2% (or 31p) median gender pay gap which is significantly lower than the 18.4% national average. The mean bonus gap of 42.2% (or £135.30) is largely driven by a bonus plan in operation which is linked to loyalty of service and is payable to all employees whose loyalty of service qualifies. A higher number of those who do qualify are men.

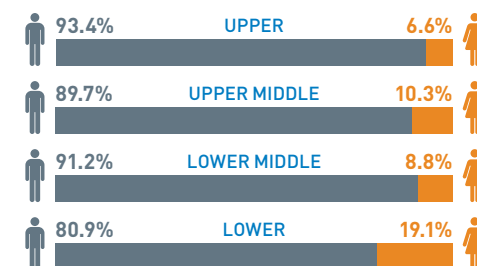
GENDER PAY AND BONUS GAP



PROPORTION OF MEN AND WOMEN PAID A BONUS



POPULATION BY PAY QUANTILES



Most Common Roles (See page 4)

OUR PLANS

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

Women now account for **11.4% of all 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 more 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.

11.4% : Women represent 11.4% of **all leadership positions** in our UK bus business, up from 7% in 2015

16% : Women represent 16% of **all management positions** in our UK bus business, up from 14% in 2015

PROGRESSION

WHAT ARE WE DOING?

- Review our talent pipeline – specifically targeting women for leadership roles.
- Partnering with the world's largest women's network 'Everywoman'.
- As a champion member of Business in the Community's Gender Equality Campaign benchmark our progress against other leading organisations.

THE FUTURE:

- Work with development specialists to provide learning opportunities for aspiring women leaders.
- Support personalised development through the Everywoman network and other initiatives.
- Set targets to secure progress and become 'best in sector'.

OUR CULTURE

WHAT ARE WE DOING?

- Over the last 2 years, Go-Ahead has implemented a culture change programme, underpinned by our beliefs and attitudes, focussing on empowering our people and enabling two-way communication between customer-facing employees and leadership teams. With an emphasis on collaboration, we are building an open and agile culture which will drive change.
- Target more women to become bus drivers through local initiatives including our 'Try a Bus' events.
- Sponsorship of initiatives targeting greater female representation including judging at the Everywoman Transport and Logistics Awards 2018.

every
woman

THE FUTURE:

- Increase opportunities for part-time and flexible working arrangements.
- Use our female leaders and talent to be ambassadors, engaging with schools, colleges and local communities.
- Provide mentoring and development programmes for women leaders and managers.

RECRUITMENT

WHAT ARE WE DOING?

- Changing the images used in our recruitment campaigns to reflect the improving diversity of our business and the communities we serve.
- Rolled out unconscious bias training supporting hiring managers to better understand the positive impact of 'difference' in teams.
- Increased the number of female graduates improving our future female talent pipeline.

THE FUTURE:

- As an accredited Employer Provider of Apprenticeships, we will have targeted action in the disciplines of engineering, bus maintenance and bus driver academy.
- Mandate unconscious bias training, so all future managers recognise our company standard.
- Ensure our gender rebalancing initiatives will drive progress within departments and through the business.



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 it is our ambition to narrow it. To achieve this, we are committed to promoting women and improving how we recruit from the widest possible talent pool, securing future skills and increasing our diversity.

David Brown, Group Chief Executive

Declaration

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.

Patrick Butcher,
Group Chief Financial Officer



Go-Ahead