



Gender Pay Gap Report 2025

UK Bus

GoAhead

GoAhead WOMEN

At Go-Ahead we believe in creating an engaged, diverse and inclusive employee culture where people are empowered to deliver. We play a critical role in connecting our customers and communities on our essential bus and rail services and employ over 20,000 remarkable people. However, women only make up an average 14% of the workforce.

Our mission to create a balanced and equal workforce is underpinned by our value of 'Care'. We are on a journey, and in 2024 we launched Go-Ahead Women, a strategic metric to attract more women into the transportation industry. This commitment remained in 2025 and as we move into 2026, we will continue to shine a spotlight on gender diversity by ensuring our policies, recruitment and reward frameworks are free from bias.

We continue to strive to be a workplace of choice for diverse talent, particularly women.



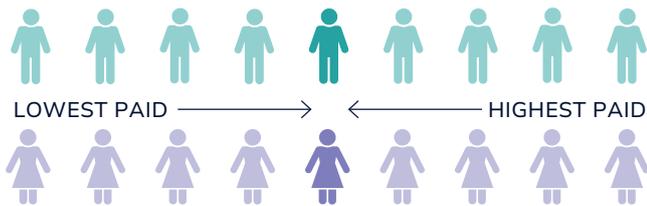
The Gender Pay Gap Explained

The Gender Pay Gap is the difference in average hourly earnings between men and women. It reflects the distribution of men and women across roles and pay levels. It does not necessarily indicate unequal pay for the same role. A gender pay gap can exist even where men and women are paid equally for the same or similar roles.

It is expressed as a percentage of men's earnings. A positive percentage works in favour of men; a negative percentage works in favour of women; and zero indicates no gap.

Median Pay Gap

When all men and women are ranked separately by hourly pay, the median compares the pay of the man and the woman in the middle of the rank.



It is based on the midpoint and is less influenced by pay at either end of the scale. It is often considered a clear reflection of typical pay.

Mean Pay Gap

The average hourly pay. It is calculated by adding together all hourly pay rates for men and women separately, and then comparing the averages.

This measure is more sensitive to variations on pay.

It can highlight differences in gender representation in senior, higher-paid roles.



Pay Quartiles

The workforce is split into four equal-sized groups based on hourly pay, ranked from highest to lowest.

The proportion of men and women in each pay quartile helps to understand the pay gap by showing how men and women are represented at different pay levels.

% Receiving Bonus

The proportion of men and women who received bonus pay in the relevant period for reporting.

Differences can reflect eligibility criteria and job levels.

The Difference to Equal Pay

Equal pay relates to men and women earnings for the same or equivalent job.

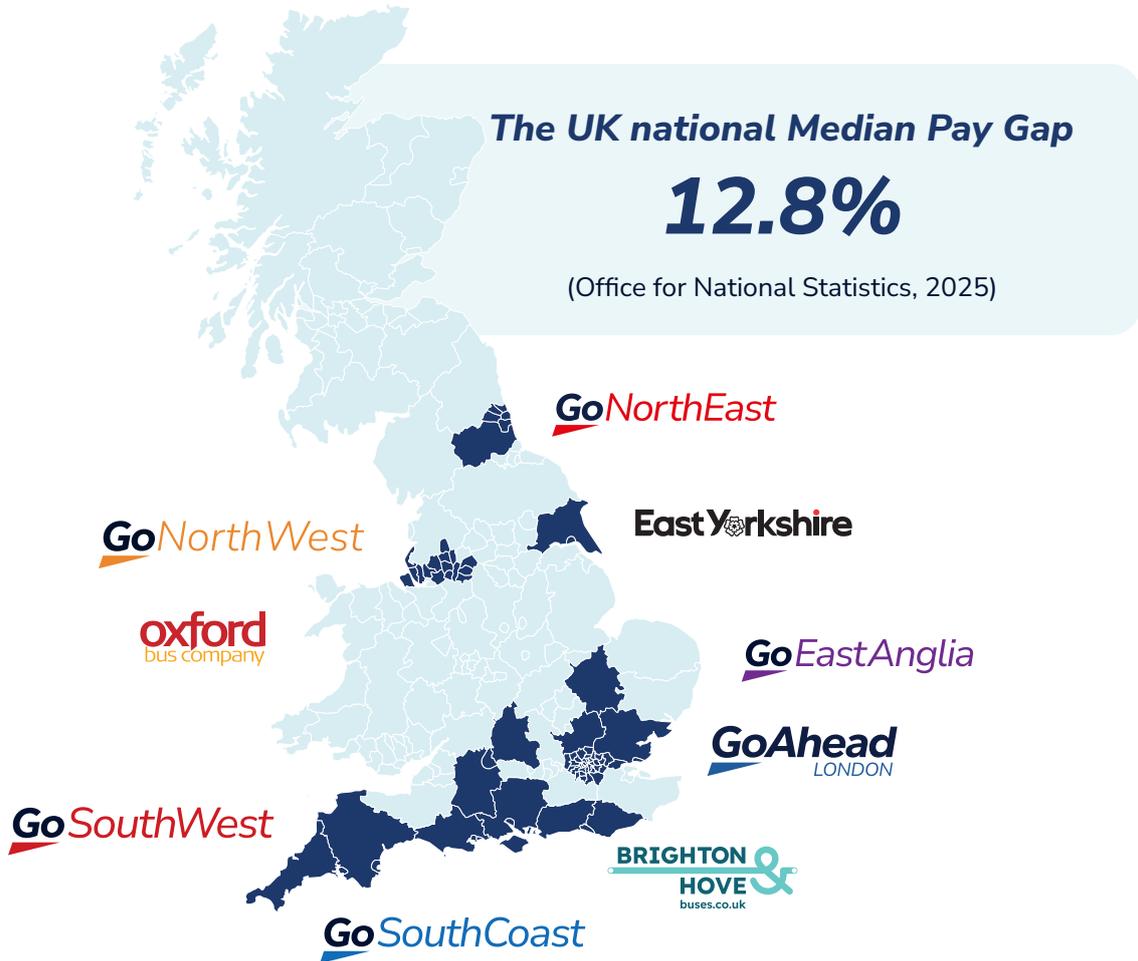
The Gender Pay Gap reporting does not measure equal pay. It measures the differences on mean and median pay regardless of the role.

Reporting Compliance

The UK government statutory methodology to calculate the Gender Pay Gap has been used for this report.

As defined by the UK methodology for the calculation, all figures in this report are based on the workforce as of 5th April 2025.

Go-Ahead UK Bus 2025 Results



Gender Pay Gap	Gender Bonus Pay Gap	Gender Representation Across Pay Quartiles	
MEDIAN PAY GAP	MEDIAN PAY GAP	90.2%	9.8%
5.8%	12.0%	Upper	Upper
Equivalent to £1.05/hour on average	MEAN PAY GAP	87.1%	12.9%
MEAN PAY GAP	19.8%	Upper Middle	Upper Middle
2.6%	29.5%	86.1%	13.9%
Equivalent to £0.51/hour on average	% of Women Receiving Bonus	Lower Middle	Lower Middle
	39.7%	83.9%	16.1%
	% of Men Receiving Bonus	Lower	Lower

Pay Gap By Pay Quartiles

UPPER	UPPER MIDDLE	LOWER MIDDLE	LOWER
0.4% Median	0.3% Median	-0.4% Median	1.4% Median
-13.7% Mean	0.8% Mean	-0.3% Mean	2.4% Mean

The quartile-level pay gap help illustrate how gender distribution across pay levels contribute to overall pay gap results. A pay gap can exist even where pay is equal for the same or similar roles.

UK Bus Reporting Population & Analysis

UK Bus Executive Summary

The UK Bus median pay gap of 5.8% reduced by one percentage point since the 2024 report, outperforming the UK national average, which reduced by 0.3 percentage point over the same period.

All UK Bus operating companies reported a median pay gap below the UK national average of 12.8%.

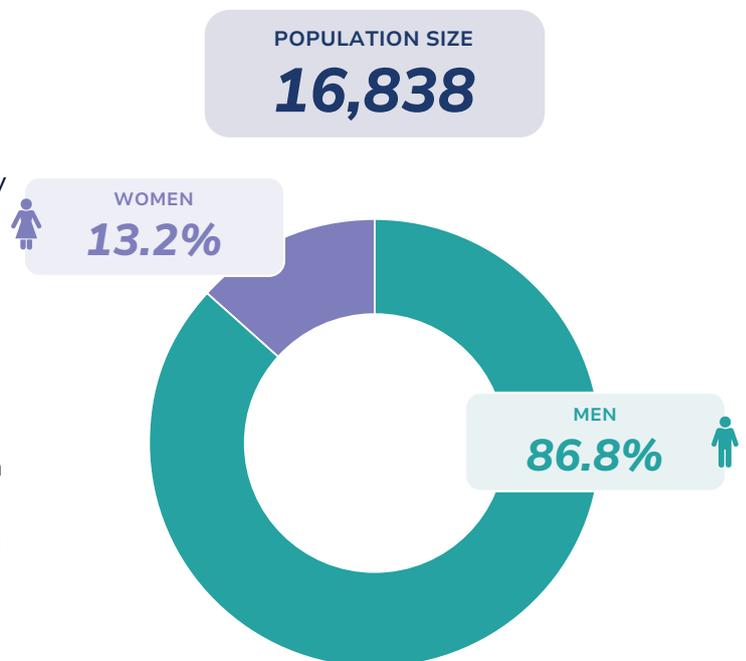
While women’s representation in the lower pay quartiles is higher than in the upper quartiles, the 2.6% mean pay gap suggests increased representation of women in higher-paid roles.

In the upper pay quartile, a negative mean pay gap indicates that the average hourly pay for women in this quartile is higher than for men, which is consistent with women occupying some high-paid roles.

Nearly 86% of the workforce is made up of Drivers and Engineers. Most of these roles are subject to collective pay agreements that apply equally to all employees regardless of gender.

Our efforts to increase women representation in the workforce continue, alongside commitments to fostering an inclusive and supportive workplace for all.

A breakdown of each operating company result and a yearly Group results table follows in this report.



UK Bus OpCos Yearly Results

			2025	YoY Trend	2024	YoY Trend	2023	
Median Pay Gap			5.8%	●	6.8%	●	6.7%	
Mean Pay Gap			2.6%	●	5.4%	●	4.7%	
Reporting Population Size			16,838	●	15,483	●	14,354	
Women % of Population			13.2%	●	12.6%	●	12.3%	
Pay Quartiles	Upper	Men	90.2%	●	90.4%	●	90.1%	
		Women	9.8%	●	9.6%	●	9.9%	
	Upper Middle	Men	87.1%	●	87.9%	●	88.0%	
		Women	12.9%	●	12.1%	●	11.1%	
	Lower Middle	Men	86.1%	●	86.7%	●	87.2%	
		Women	13.9%	●	13.3%	●	12.8%	
	Lower	Men	83.9%	●	84.4%	●	85.1%	
		Women	16.1%	●	15.6%	●	14.9%	
	Median Bonus Pay Gap			12.0%	●	-15.8%	●	-13.2%
	Mean Bonus Pay Gap			19.8%	●	-10.6%	●	5.4%
Receiving Bonus	Men		39.7%		42.9%		55.5%	
	Women		29.5%		33.7%		46.2%	

● Areas of Improvement ● Opportunities for optimisation

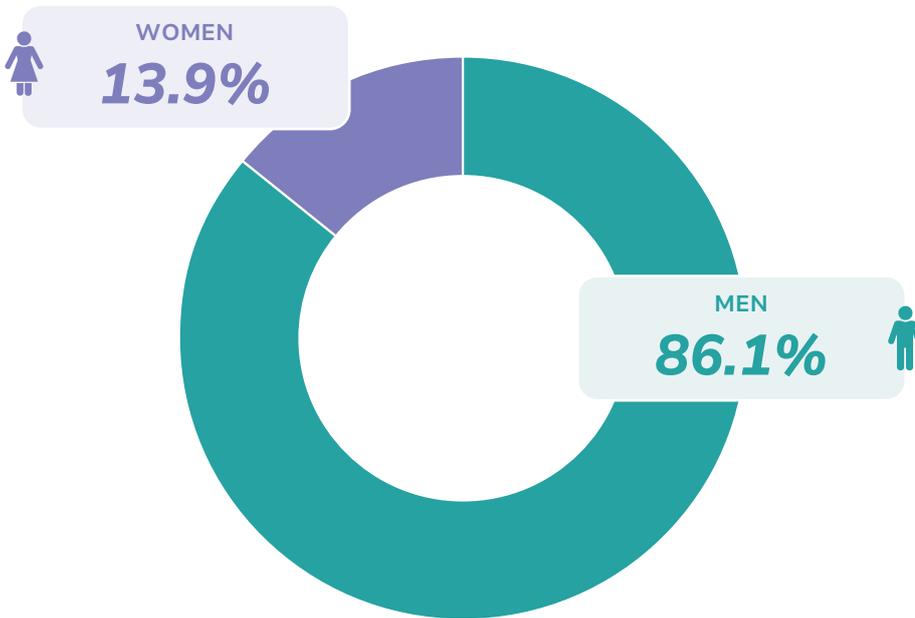


BRIGHTON & HOVE

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Gender Diversity



Gender Pay Gap

MEDIAN PAY GAP

0.8%

MEAN PAY GAP

3.1%

Gender Bonus Pay Gap

MEDIAN PAY GAP

0.0%

MEAN PAY GAP

39.0%

28.2%
% of Women
Receiving
Bonus

44.2%
% of Men
Receiving
Bonus

Gender Representation Across Pay Quartiles

	Men	Women
Upper	85.5%	14.5%
Upper Middle	88.4%	11.6%
Lower Middle	87.9%	12.1%
Lower	82.5%	17.5%

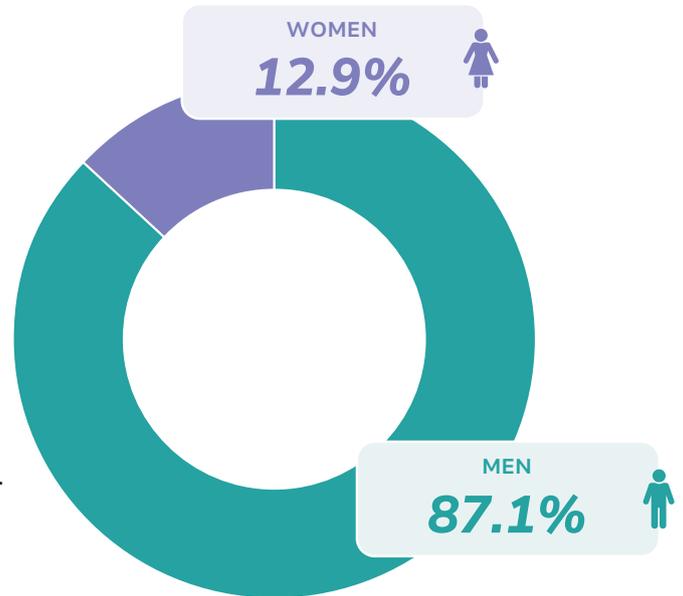
GoAhead LONDON

Creating a workplace that feels inclusive for all

In 2025, recruitment for General Managers roles followed strengthened inclusive hiring practices to ensure a broad and diverse range of applicants, ensuring all appointments were made on merit and suitability for the role.

Progress in attracting a broader range of job applicants has been supported by employer-branding activity, including social media campaigns running from November 2024 to January 2025, enhanced Glassdoor presence from November 2024, and a LinkedIn campaign highlighting women’s experiences at Go-Ahead London launched in February 2025.

Between November 2024 and May 2025, women joining the driver workforce accounted for 13.8% of all new starters.



“*Being a woman in the bus industry has been a positive and rewarding experience. Although I am relatively new, I have already gained valuable experience in a supportive and professional environment. The industry has been welcoming from the outset, and I am grateful for the opportunities I have been given. I look forward to what the future holds.*

- THE EXPERIENCE OF ONE OF OUR GENERAL MANAGERS

Gender Pay Gap	Gender Bonus Pay Gap	Gender Representation Across Pay Quartiles	
MEDIAN PAY GAP	MEDIAN PAY GAP	85.7%	14.3%
2.6%	3.9%	Upper	Upper
MEAN PAY GAP	MEAN PAY GAP	92.0%	8.0%
-34.7%	16.8%	Upper Middle	Upper Middle
	40.4%	88.7%	11.3%
	% of Women Receiving Bonus	Lower Middle	Lower Middle
	53.8%	82.1%	17.9%
	% of Men Receiving Bonus	Lower	Lower

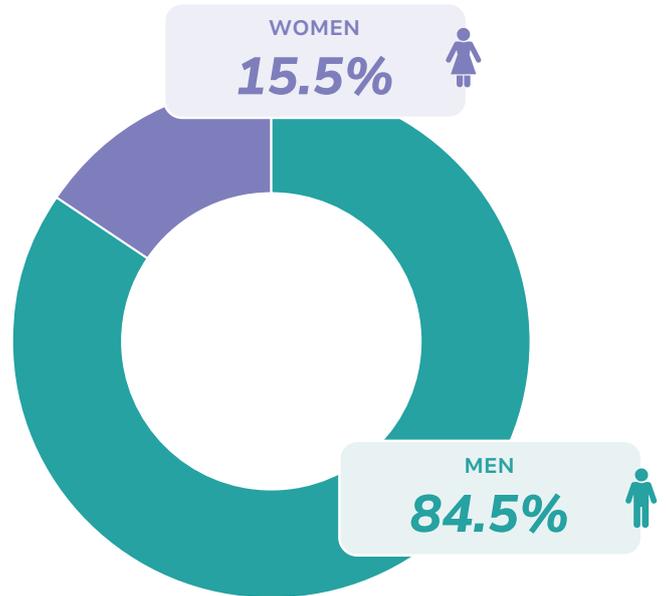
GoSouthCoast

Creating a workplace that feels inclusive for all

Women Like Us is an awareness and outreach campaign that highlights career opportunities and increases visibility of women’s experiences in the industry.

Depot refurbishments are helping to create spaces where all team members feel comfortable to work from.

Ongoing efforts to promote inclusive culture across operational roles reinforce the message that everyone can thrive at every level of the organisation.



“With extensive experience in the bus industry, I have seen increasing attention given to creating a more inclusive working environment. Contributing to initiatives that raise awareness of women’s experience in the workplace has brought colleagues together and supported wider understanding across teams. It has also been encouraging to see practical improvements in facilities, such as updated rest areas, which help create more welcoming spaces for everyone. As the workforce becomes more diverse, the workplace atmosphere has continued to evolve in positive ways. These changes reflect ongoing efforts to ensure that all colleagues feel comfortable and supported in their roles.”

- THE EXPERIENCE OF ONE OF OUR HEAD OF DEPARTMENT

Gender Pay Gap

MEDIAN PAY GAP

3.4%

MEAN PAY GAP

5.0%

Gender Bonus Pay Gap

MEDIAN PAY GAP

13.4%

MEAN PAY GAP

60.3%

3.0%
% of Women Receiving Bonus

2.1%
% of Men Receiving Bonus

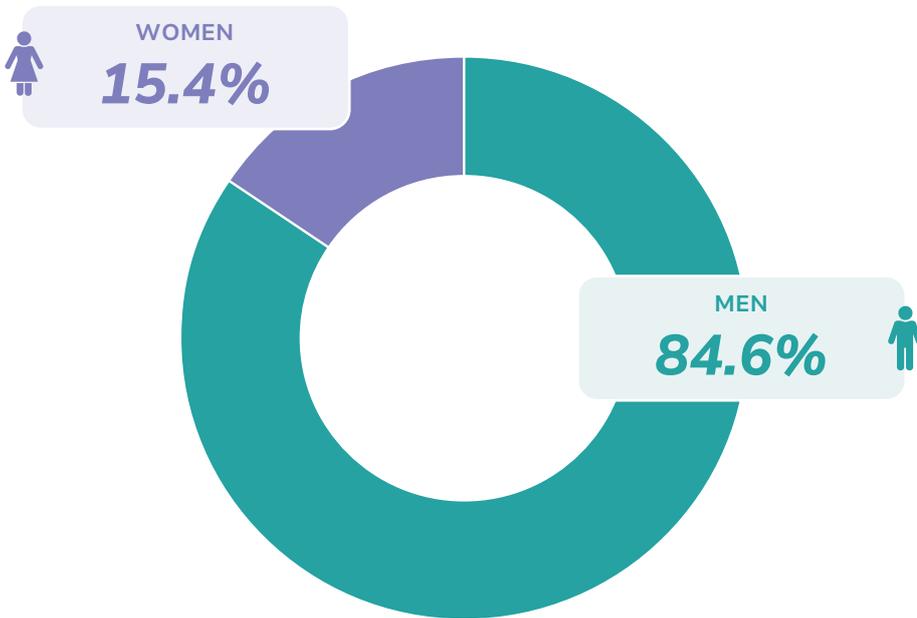
Gender Representation Across Pay Quartiles

	Men	Women
Upper	88.4%	11.6%
Upper Middle	87.8%	12.2%
Lower Middle	81.1%	18.9%
Lower	80.5%	19.5%

GoSouthWest



Gender Diversity



Gender Pay Gap

MEDIAN PAY GAP

0.1%

MEAN PAY GAP

2.1%

Gender Bonus Pay Gap

MEDIAN PAY GAP

0.5%

MEAN PAY GAP

55.2%

0.6%
% of Women
Receiving
Bonus

0.4%
% of Men
Receiving
Bonus

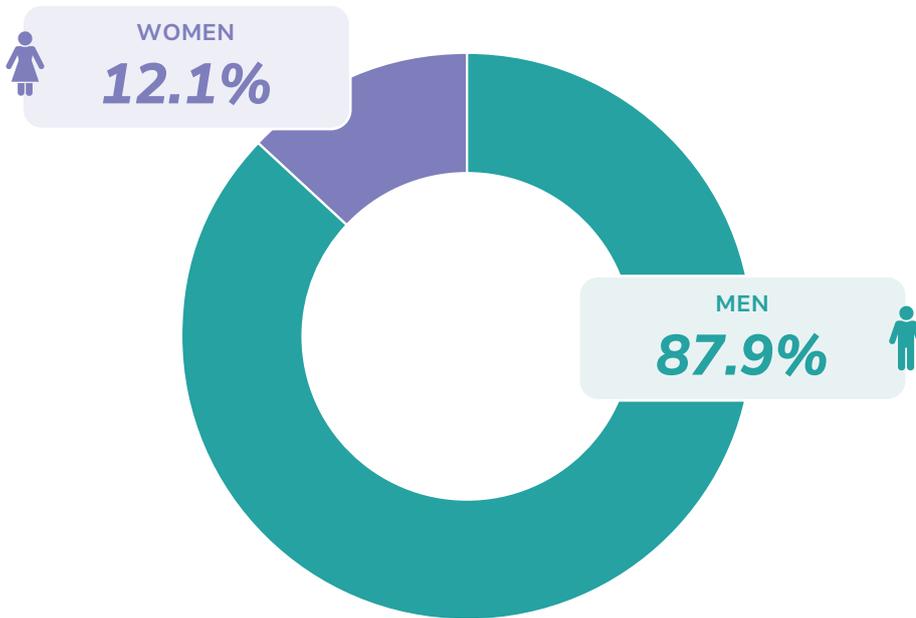
Gender Representation Across Pay Quartiles

	Men	Women
Upper	85.4%	14.6%
Upper Middle	87.0%	13.0%
Lower Middle	88.8%	11.2%
Lower	77.3%	22.7%

East Yorkshire



Gender Diversity



Gender Pay Gap

MEDIAN PAY GAP

-0.3%

MEAN PAY GAP

7.5%

Gender Bonus Pay Gap

MEDIAN PAY GAP

100%

MEAN PAY GAP

100%

0.0%
% of Women
Receiving
Bonus

0.7%
% of Men
Receiving
Bonus

Gender Representation Across Pay Quartiles

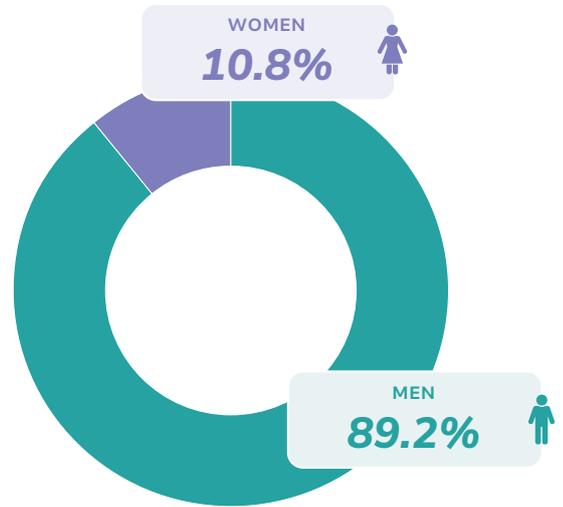
	Men	Women
Upper	93.7%	6.3%
Upper Middle	81.0%	19.0%
Lower Middle	92.2%	7.8%
Lower	84.6%	15.4%

GoNorthWest

Creating a workplace that feels inclusive for all

With clear opportunities for progression, team members are recognised based on their capability and leadership potential. Equal opportunities help ensure employees have access to the support they need to succeed in their careers.

Inclusive recruitment and awareness activities support fair access to opportunities and help foster a culture where all team members feel safe, respected, and valued.



“ I joined Go North West in September 2023 after a business transfer when my previous role ended. Moving into a new work environment and role naturally brought some uncertainty, but the support I received helped me settle quickly and build confidence. With guidance from management, I progressed to a role in the Operational Control Centre and now work as a Team Leader. This experience has demonstrated the opportunities for progression within the bus industry. Since joining Go North West, I have seen initiatives aimed at making the workplace welcoming for all team members, including actions to make recruitment practices more inclusive and enhancements to facilities alongside day-to-day support. Together with strong leadership engagement, these steps contribute to create a respectful and supportive workplace. - THE EXPERIENCE OF ONE OF OUR TEAM LEADERS

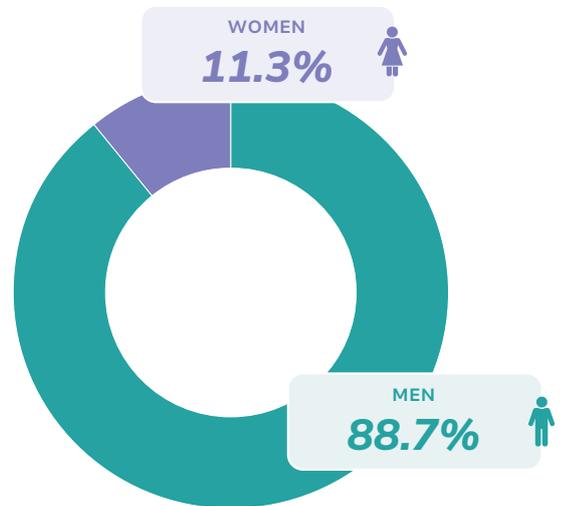
Gender Pay Gap	Gender Bonus Pay Gap	Gender Representation Across Pay Quartiles	
MEDIAN PAY GAP	MEDIAN PAY GAP	91.0%	9.0%
2.3%	37.7%	Upper	Upper
MEAN PAY GAP	MEAN PAY GAP	91.0%	9.0%
8.4%	80.1%	Upper Middle	Upper Middle
	1.9%	86.7%	13.3%
	% of Women Receiving Bonus	Lower Middle	Lower Middle
	1.9%	88.2%	11.8%
	% of Men Receiving Bonus	Lower	Lower

GoNorthEast

Creating a workplace that feels inclusive for all

Women’s focus groups were held in April 2024 to gather feedback from colleagues. This informed improvements to facilities, enhanced security measures, and the consistent availability of sanitary products through the Go-Ahead Take One initiative.

Women welcome days were launched to raise awareness of career opportunities and provide information to potential applicants. These are held monthly and complement wider community engagement campaigns, including branded buses and posters designed to promote job vacancies.



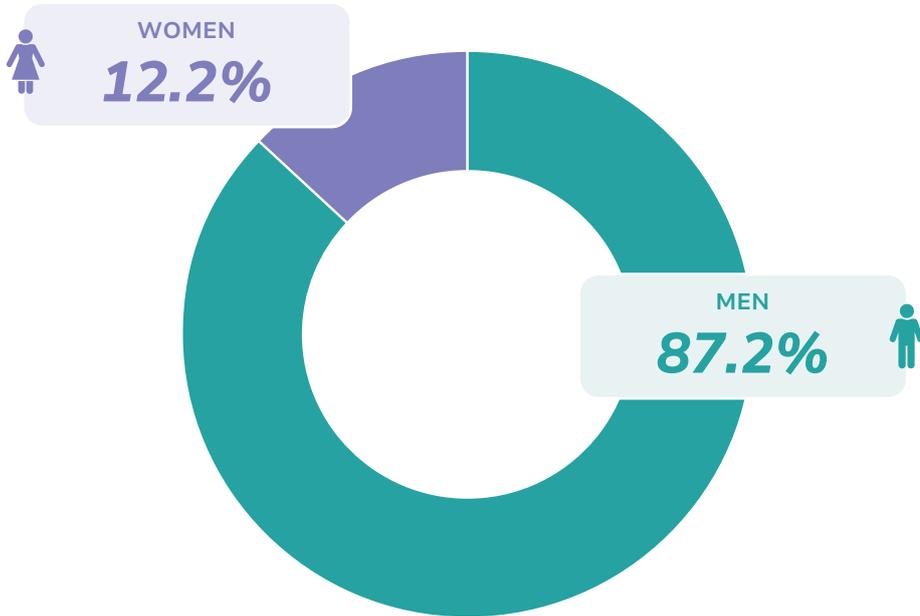
“Starting as a bus driver in a traditionally male-dominated industry, I received support from the outset based on my skills, experience, and commitment. Over time, I progressed into operational and leadership roles, which has contributed to both my professional and personal development. Over the years, I have seen an increased focus on creating a positive and supportive working environment. Visible role models, approachable management, and greater attention to wellbeing and work-life balance have helped colleagues feel more engaged. Open conversations and development opportunities have encouraged a culture where people feel valued, respected, and supported in their careers.”

- THE EXPERIENCE OF ONE OF OUR GENERAL MANAGERS

Gender Pay Gap	Gender Bonus Pay Gap	Gender Representation Across Pay Quartiles	
MEDIAN PAY GAP	MEDIAN PAY GAP	87.6%	12.4%
0.7%	11.1%	Upper	Upper
MEAN PAY GAP	MEAN PAY GAP	91.0%	9.0%
-1.5%	-16.4%	Upper Middle	Upper Middle
	64.2%	90.1%	9.9%
	% of Women Receiving Bonus	Lower Middle	Lower Middle
	74.1%	86.2%	13.8%
	% of Men Receiving Bonus	Lower	Lower



Gender Diversity



Gender Pay Gap

MEDIAN PAY GAP

10.6%

MEAN PAY GAP

9.2%

Gender Bonus Pay Gap

MEDIAN PAY GAP

0.0%

MEAN PAY GAP

9.2%

43.0%
% of Women
Receiving
Bonus

45.9%
% of Men
Receiving
Bonus

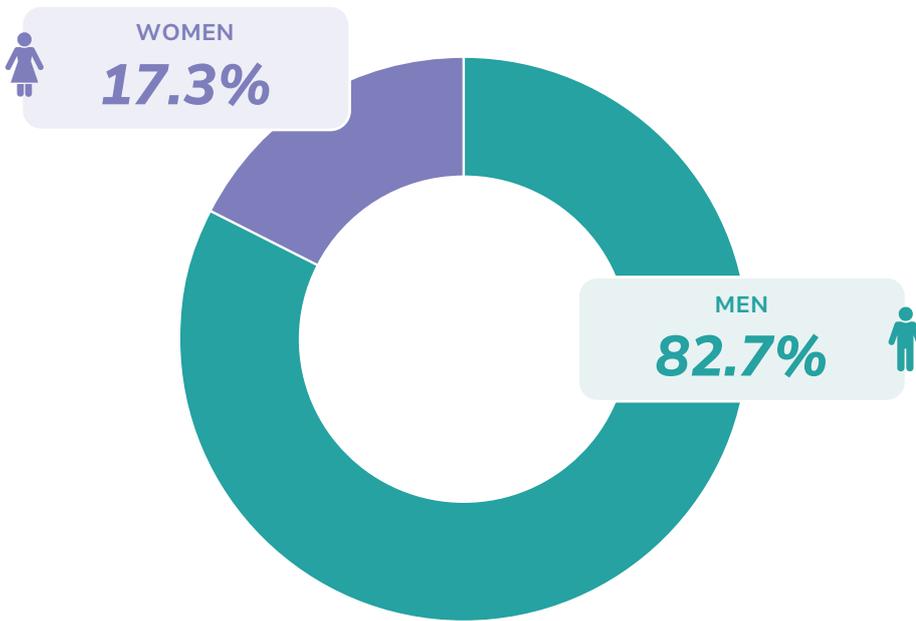
Gender Representation Across Pay Quartiles

	Men	Women
Upper	93.5%	6.5%
Upper Middle	93.1%	6.9%
Lower Middle	85.7%	14.3%
Lower	78.8%	21.2%

GoEastAnglia



Gender Diversity



Gender Pay Gap

MEDIAN PAY GAP

4.7%

MEAN PAY GAP

12.4%

Gender Bonus Pay Gap

MEDIAN PAY GAP

0.0%

MEAN PAY GAP

79.1%

1.4%
% of Women
Receiving
Bonus

1.5%
% of Men
Receiving
Bonus

Gender Representation Across Pay Quartiles

Gender	Upper	Upper Middle	Lower Middle	Lower
Men	88.2%	87.0%	83.1%	72.7%
Women	11.8%	13.0%	16.9%	27.3%

GoAhead