

Go-Ahead

Gender pay gap report 2020

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



Inclusion and diversity at Go-Ahead Bus



David Brown
Group Chief Executive

Today our median gender pay gap in UK bus is 7.9%, substantially lower than the UK average of 15.4%.

(Office of National Statistics, 2020)

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.

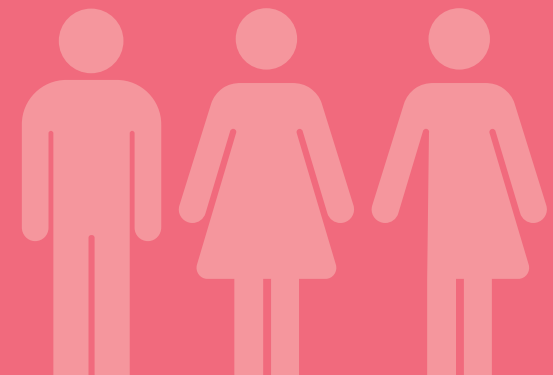
David Brown
Group Chief Executive

April 2020 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.

Bus has been traditionally male dominated, and we're continually working to overcome this. A diverse workforce is not only the right thing to have – it's fundamental for performing successfully as a company.

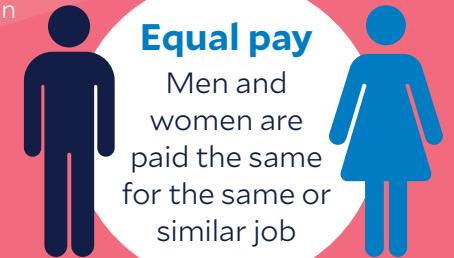


What is the gender pay gap?

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



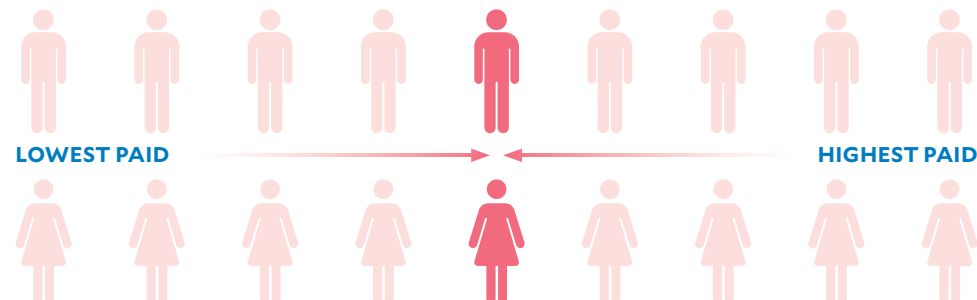
The mean gender pay gap is the difference if you added up all the hourly pay and divided it by the number of people.



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

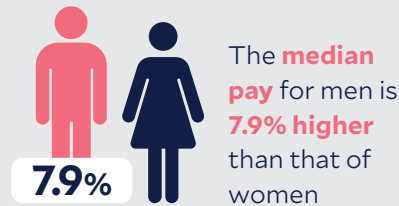
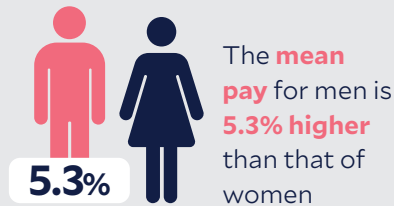
15.4%*

*Office of National Statistics 2020

Go-Ahead UK Bus results

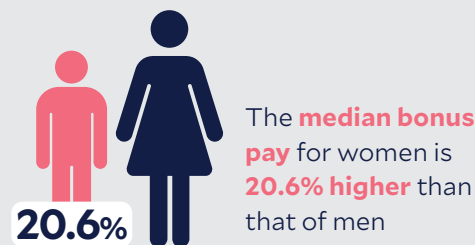
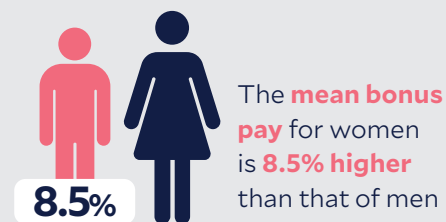
Go-Ahead Group is made up of multiple companies in both bus and rail, here we are reporting on the seven UK bus companies that make up our divisions. Looking at our total UK bus workforce our gender pay gap analysis shows the following:

Gender pay gap



Our UK bus mean pay gap is 5.3% (0.82p/h) in favour of men and this due to the high representation of men across all pay quartiles in our UK bus business. The Labour Force Survey indicated 93% of bus and coach drivers were men in England, in comparison to Go-Ahead at 89%. Our mean pay gap of 5.3% is significantly lower than the 13.7% national statistic. This is a small 0.5% increase compared to 2019 even though only 65% of employees were on full pay on the snapshot date, due to the pandemic. 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



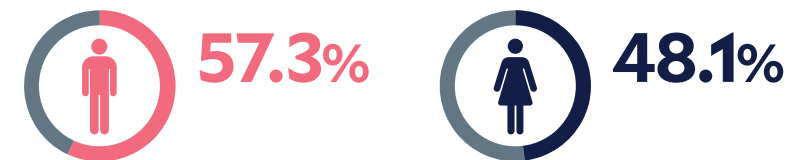
The mean bonus gap of 8.5% (or £118.82) in favour of women can be explained by the wide variation of bonus plans in operation across our UK bus business. The median gender bonus gap is 20.6% which is an increase from last year.

In Go-Ahead UK Bus the median pay gap for woman is

7.9% less than men

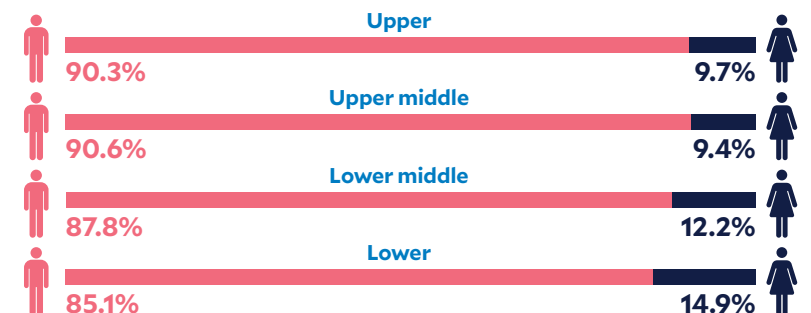
In comparison, the national median pay gap shows that women earn **15.4%** less than men

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 colleagues 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

*2019 Department for Transport – Annual Bus Statistics England 2019-20

**Office for National Statistics 2020

This data represents our April 2020 results

OUR REPORTING

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

Closer look at our UK Bus results 1 of 6

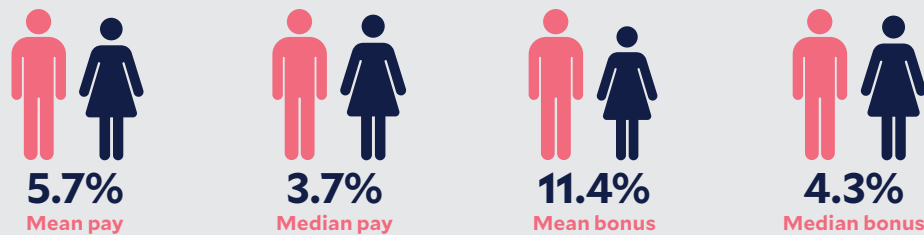
In Go-Ahead London the mean pay gap of 5.7% is equivalent to 97p which is significantly lower than the 14.4% national average. Likewise the median pay gap of 3.7% (or 61p) is also substantially lower than the 15.4% national median. At Go-Ahead London the opportunity to receive a bonus is heavily influenced by length of service. The mean bonus gap of 11.4% (or £218.72) which is significantly better than the national average of 66.8%.



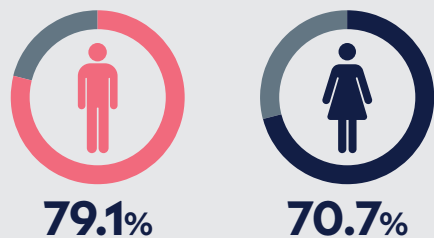
Caroline Welch

First woman of colour to be a driving instructor

Gender pay and bonus gap

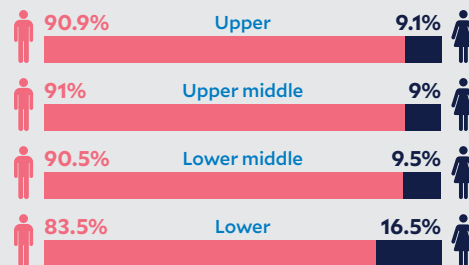


Proportion of men and women paid a bonus



This data represents our April 2020 results

Population by pay quartiles



Most Common Roles (See page 3)

Caroline started as a driver at Camberwell Garage, before progressing to Driving Instructor, Senior Driving Instructor and then Bus Driver Apprenticeship Manager.

“When I was in my early twenties, I saw a man driving a bus and thought if he can do it, I can do it too. I am proud to be first Black Caribbean woman to hold a management position in Training and Recruitment at Go-Ahead London. When I was promoted to Driving Instructor in 2008, I was one of only three female Driving Instructors within Go-Ahead London, and the only woman of colour.”

“As a woman in a male-dominated industry, I have always tried to be a role model to other women. We need more women to be represented in the business in terms of decision making. I try to be involved in every stage of the recruitment process and make sure I am physically present at recruitment events. I like to use myself as an example that it is possible for women to excel in this industry. My proudest achievement is raising my children, all while rising through the ranks in an industry typically not chosen by women.”

Closer look at our UK Bus results 2 of 6

The mean gender pay gap is 13.9% (£2.02) which is similar to the national statistics of 14.4%.

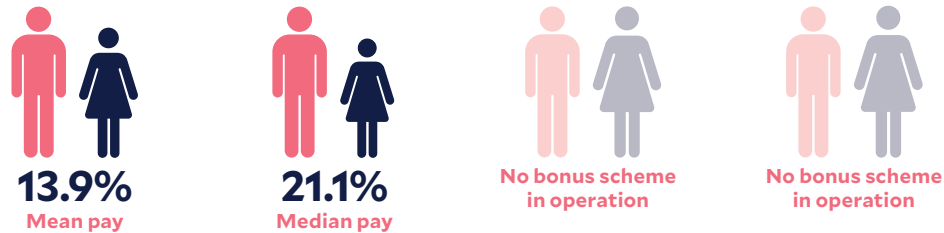


The median gender pay gap is 21.1% (£2.75) which is higher than the national statistics of 15.4%.

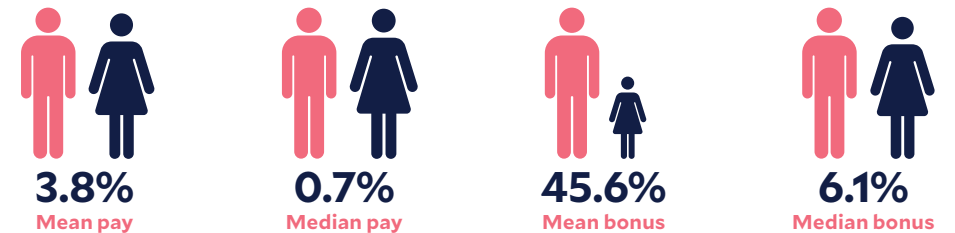
In Go South Coast the mean gender pay gap is 3.8% (or 47p), which is significantly lower than the 14.4% national average. The median bonus pay gap shows a variance of 6.1% (£212) in favour of men, which can be attributed to proportionally more men receiving a bonus.



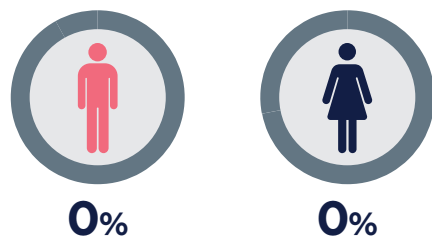
Gender pay and bonus gap



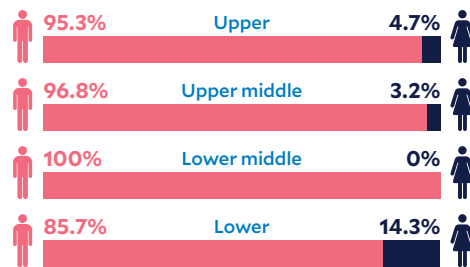
Gender pay and bonus gap



Proportion of men and women paid a bonus



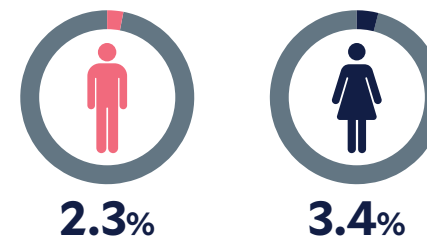
Population by pay quartiles



This data represents our April 2020 results

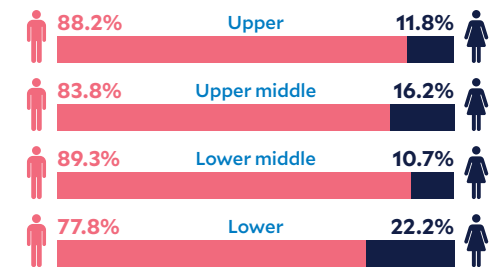
Most Common Roles (See page 3)

Proportion of men and women paid a bonus



This data represents our April 2020 results

Population by pay quartiles



Most Common Roles (See page 3)

Closer look at our UK Bus results 3 of 6

In Go South West the mean pay gap of -12.7% in favour of women is significantly different to the 14.4% national average in favour of men. The median pay gap is -6.3% (£0.73p) which is remarkably narrower than the 15.4% national average in favour of men. The bonus gap is heavily influenced by the small number of people who qualify to receive one. Although proportionally more women than men receive a bonus, the median bonus gap of 32.1% in favour of men reflects the relative seniority and length of service in roles.

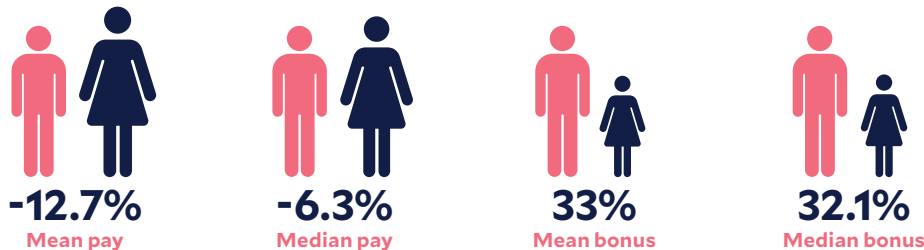


Oxford Bus Company, has a 3% (or 48p) mean gender pay gap which is significantly lower than the 14.4% national average. The mean bonus gap of 45.3% (or £151.17) is largely driven by a bonus plan in operation which is linked to length of service and is payable to all employees whose length of service qualifies. A higher number of those who do qualify are men.

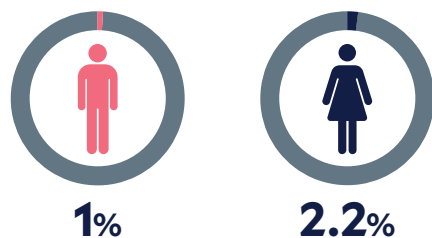


Gender pay and bonus gap

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

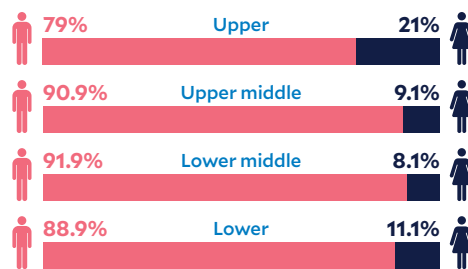


Proportion of men and women paid a bonus



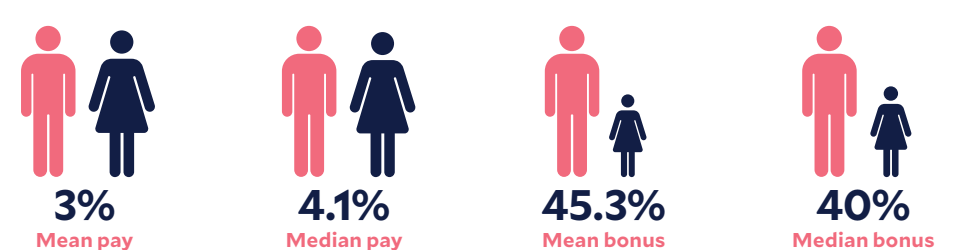
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Population by pay quartiles

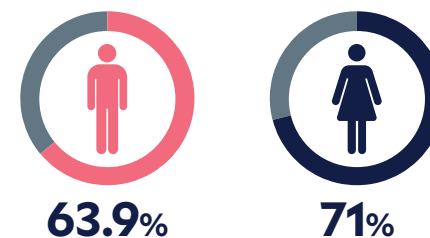


Most Common Roles (See page 3)

Gender pay and bonus gap

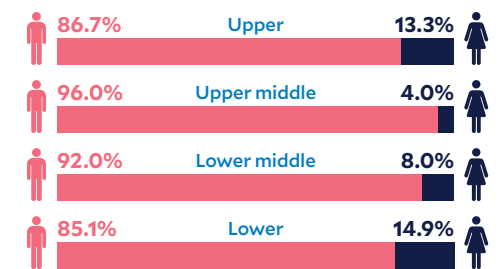


Proportion of men and women paid a bonus



This data represents our April 2020 results

Population by pay quartiles



Most Common Roles (See page 3)

Closer look at our UK Bus results 4 of 6

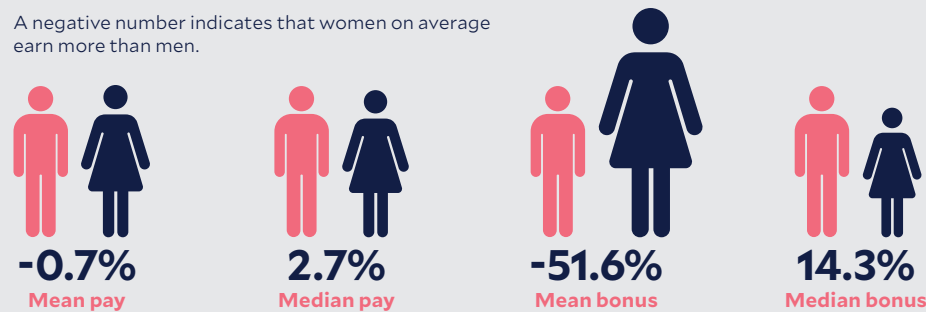
In Go North East the mean gender pay gap is -0.7% (or 9p), which is substantially lower than the 14.4% national average. The mean bonus pay gap shows a variance of -51.6% (or £-125.02) in favour of women. A lower proportion of women received a bonus (72.3%) than men (91.8%) but the average amount received was higher.



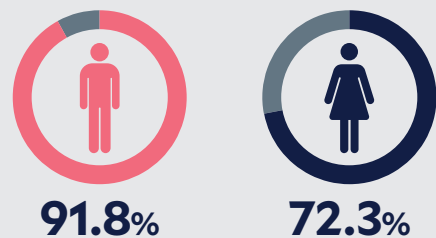
Melissa Millington – Go North East
Inspiring females to consider engineering

Gender pay and bonus gap

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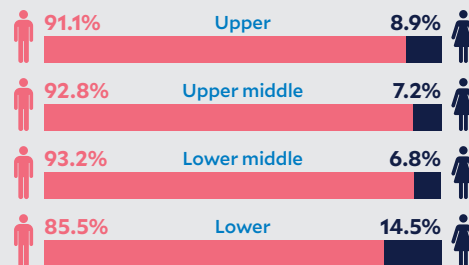


Proportion of men and women paid a bonus



This data represents our April 2020 results

Population by pay quartiles



Most Common Roles (See page 3)

Melissa is a rising star in Go North East’s engineering department. She is training at the Chester-le-Street depot, building technical skills to maintain the company’s high safety and quality standards.

“I applied for this position because I was always intrigued by practical work like woodwork and art and design at school this is because I’m dyslexic and couldn’t sit around for a long period of time in a classroom without getting distracted by something else.”

“There are still people in society with the outdated view that women are only able to do certain roles but I can’t wait to prove that we can excel in engineering. As long as I’m working hard and progressing my career, these kinds of opinions don’t bother me. I’m proud to be a female engineering apprentice at Go North East and hope others will be inspired to apply in future. I love all aspects of my job. Everyone is so kind and they treat me the same as any other engineer.”

Closer look at our UK Bus results 5 of 6

In Brighton & Hove the mean pay gap of 5.1% (or 84p) is significantly lower than the 14.4% national average. Similarly the median pay gap of 3.3% (or 47p) is significantly lower than the 15.4% national statistics. The mean bonus gap of 47.9% (or £315.79) 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. The median bonus gap is 0% which has been consistent since 2017.



Kirstie Bull – Operations Manager

More females has started to influence a more tolerant culture in the industry.

In 2020 Kirstie won the Everywoman in Transport Award in the ‘Above & Beyond Customer/Passenger’ category.

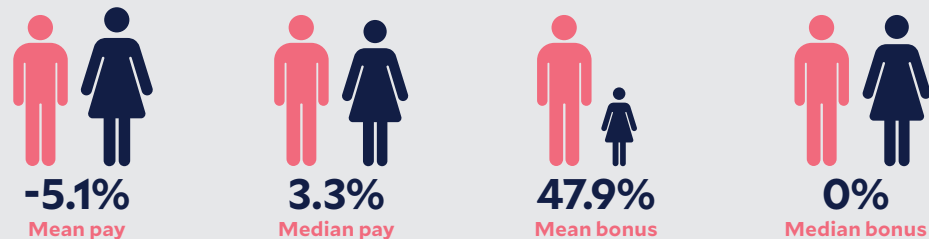
“It only takes seeing one woman driving a bus to encourage others to do the same. For me, it was in 1998. I was waiting to catch the bus home when I saw a female driver go past. I thought to myself: ‘I could do that.’”

More women in the bus industry helps give different perspectives and viewpoints and shows people an alternative to what was a male-dominated industry. With more women in the workplace, the atmosphere has become more tolerant, respectful and professional.

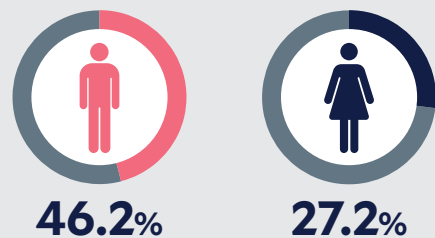
To recruit more women into the industry as we come out of the pandemic, we need to look at factors that prevent them from applying. Shift work can have a massive impact, with the pressures of rotas changing from week to week. There’s a lot of work the industry needs to do on improving that – and I think coming out of Covid may be the perfect time to start.”

Gender pay and bonus gap

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

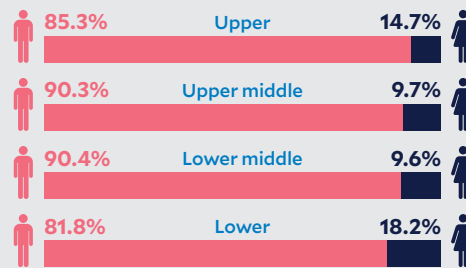


Proportion of men and women paid a bonus



This data represents our April 2020 results

Population by pay quartiles



Most Common Roles (See page 3)

Closer look at our UK Bus results 6 of 6

In East Yorkshire the mean gender pay gap is 8.1% (97p) in favour of men, which is significantly better than the national average of 14.4%. The median gender pay gap is -1.4% (15p), which is significantly better than the national average of 15.4%. 104 men and 30 women received a safe driving award for drivers which is classified as a bonus. However, a higher proportion of males received higher awards under the scheme due to drivers only receiving the bonus which has a higher proportion of male drivers and the sample size is heavily reduced due to furlough with more women on furlough at the time.

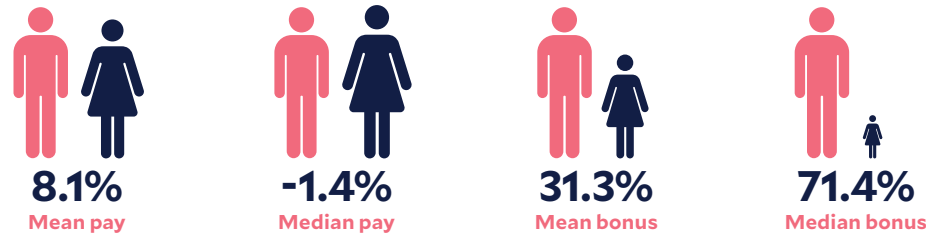


The mean gender pay gap is 14.1% (£1.95) against the national average of 14.4%. The median pay is 8.2% (£1.02p) which is significantly better than the national average of 15.4%.

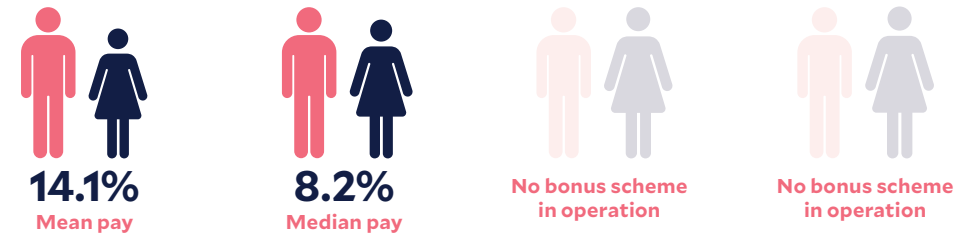


Gender pay and bonus gap

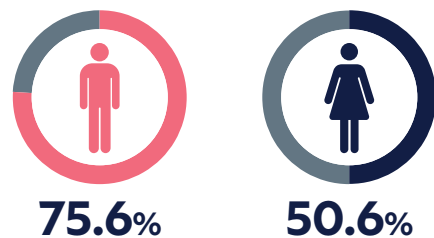
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Gender pay and bonus gap

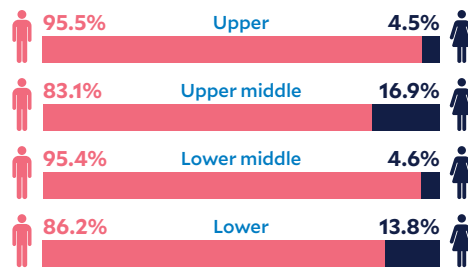


Proportion of men and women paid a bonus



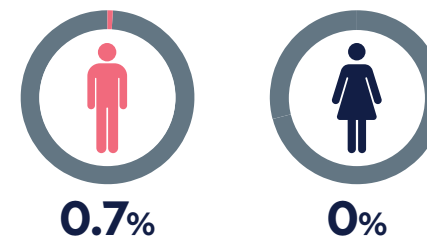
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Population by pay quartiles



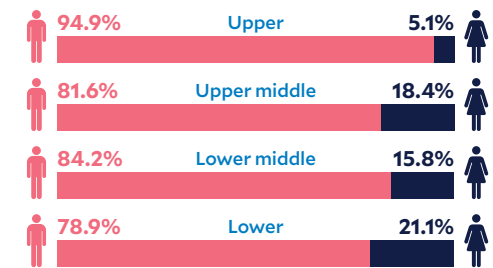
Most Common Roles (See page 3)

Proportion of men and women paid a bonus



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Population by pay quartiles



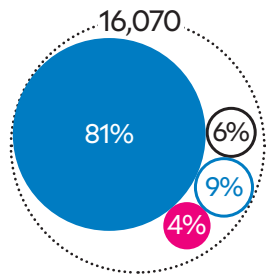
Most Common Roles (See page 3)

Closer look at our UK bus employees

Bus drivers account for more than eight out of 10 employees in our UK bus businesses, so their gender-composition and salaries have a significant influence on our gender pay gap. Bus drivers are predominantly male. Similarly, our management teams, though small, are largely male, which significantly increases the average pay for men.

We are seeking to increase the number of women in our UK bus businesses at all levels. We have and have set 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.

UK bus employees by role



○ Total

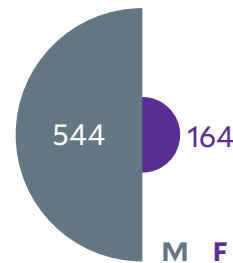
● Network control and Service Support

● Bus driver (includes apprentice driver)

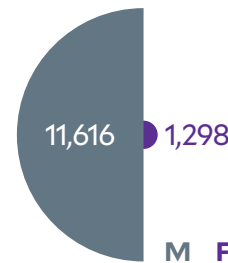
○ Management and administration*

○ Engineering

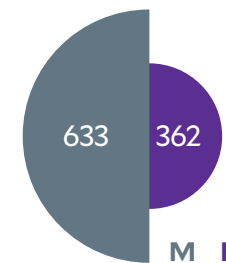
● Network control and Service Support



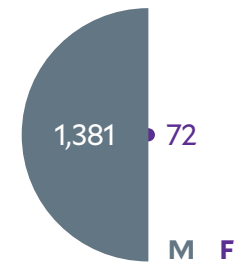
● Bus driver (including apprentice drivers)



○ Management and administration*



○ Engineering



*This employee category includes Engineering Manager roles
April 2020 workforce data

Our progress and plans

Recruitment

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

- Each bus business continues to work towards targets to improve the representation of women across our UK bus workforce.
- We are continuing to recruit women at every level, including apprenticeships and graduates.
- At Go-Ahead London, 17% of apprentice bus drivers are female, which is significantly above the 7% national average for bus drivers.
- Go-Ahead has set a target for 20% female representation in bus by 2025.
- While we are committed to hiring more women into bus, 2020 saw slower recruitment due to the impact of Covid-19.
- We are aiming to achieve a 50/50 gender balance at our Graduate assessment centres.

Our culture

We are continuing to build an inclusive culture where our people can be themselves and do their best work.

- Women in Bus is an industry-first network designed to support and empower our 1,550 female colleagues across bus.
- Our Women in Bus group has moved to become virtual network with a series of talks, workshops and articles of interest.
The purpose of the group is to create an authentic workplace where women feel free to bring their true selves to work.
- We have launched Mental Health First Aid training across all our UK bus companies. The Mental Health First Aid certificate launched to provide one qualified mental health ambassador for each depot.



Progression

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

- One-third of our Senior Management Development Programme is female, which is aimed at upskilling management capability.
- We now have a formal succession planning process which aims to identify women who can develop and grow into leadership positions.





Elodie Brian
Chief Financial Officer

At Go-Ahead fairness in our pay practices, including equal pay for equal work, is fundamental to our 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.

Elodie Brian
Chief Financial Officer