



# GENDER PAY GAP REPORT 2019

# INCLUSION AND DIVERSITY AT *Go-Ahead* BUS

IN OUR BUS WORKFORCE  
THE NUMBER OF WOMEN  
IN TRAINEE BUS DRIVER  
POSITIONS IS NOW 18%



**“Today our median gender pay gap in UK bus is 7.1%, substantially lower than the UK average of 17.3%.** (Office of National Statistics, 2019)

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. Improving our gender balance is key to narrowing our gender pay gap. To achieve this, we are committed to attracting, training and promoting women and improving how we recruit from the widest possible talent pool to increase our diversity.

**David Brown,**  
Group Chief Executive

April 2019 workforce data



**GO-AHEAD'S  
CONTINUED COMMITMENT  
TO DIVERSITY, WHICH STARTS  
AT THE TOP, MAKES OUR BUSINESS  
STRONGER, SMARTER AND MORE  
SUSTAINABLE.**

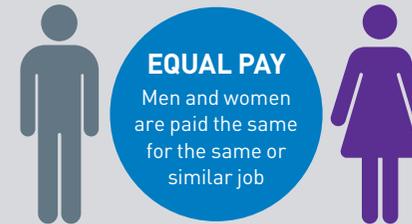
Becoming a truly inclusive and diverse company is not only the right thing to do, it is crucial to improving business performance. We offer an inclusive environment regardless of socio-economic background, ethnicity, religion, gender, sexual orientation, age or disability and seek to have a workforce 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.

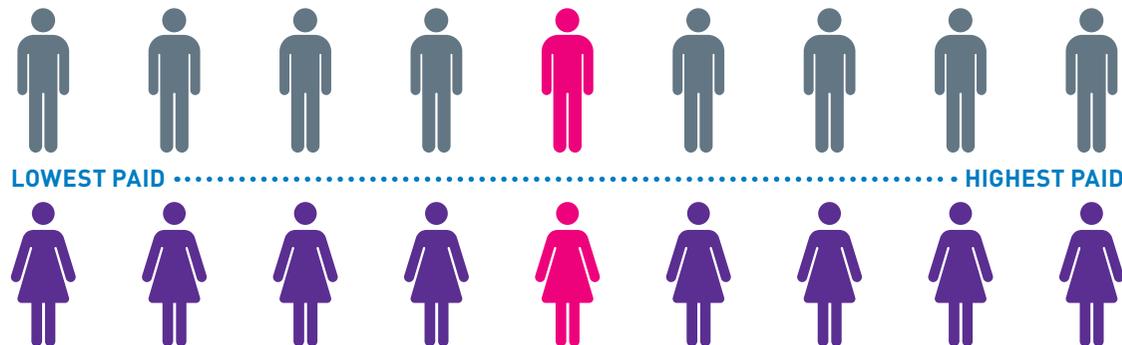
## THE GENDER PAY GAP IS DIFFERENT FROM EQUAL PAY

'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.

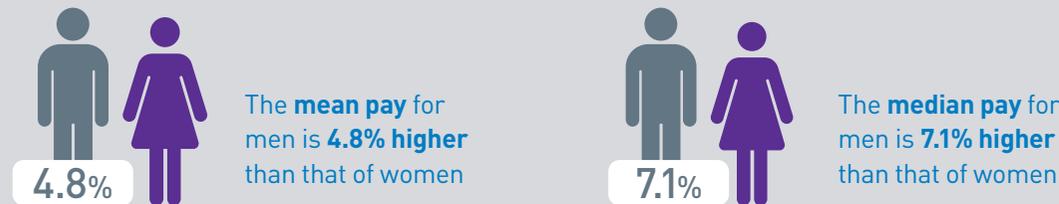
**NATIONAL AVERAGE**  
The national median gender pay gap is 17.3%\*

\*Office of National Statistics 2019

# 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 9.3% (£1.70) 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 9.3% is significantly lower than the 16.2% national statistics. 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

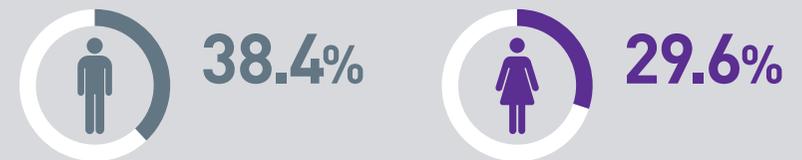


The mean bonus gap of 2.9% (or £18.23) in favour of women can be explained by the wide variation of bonus plans in operation across our UK bus business. More women who received a bonus were in the upper and upper-middle quartiles.

IN *Go-Ahead* UK BUS THE MEDIAN PAY GAP FOR WOMEN IS **7.1% LESS THAN MEN**

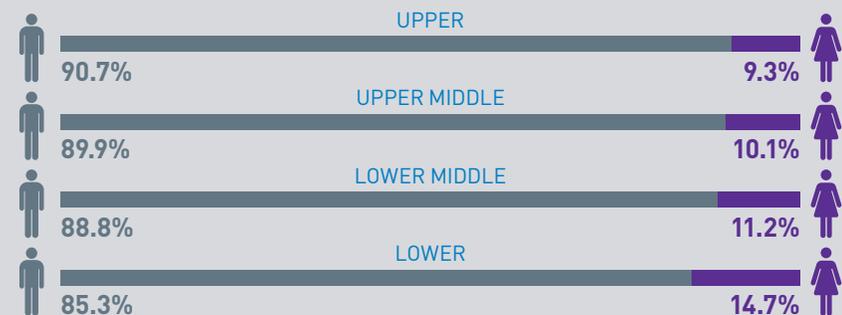
IN COMPARISON, THE NATIONAL MEDIAN PAY GAP SHOWS THAT WOMEN EARN **17.3% LESS THAN MEN\*\***

## 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, to show the percentage of men and women who fall into each quartile. Although there are fewer women in our UK bus business, they are represented relatively equitably across all pay quartiles.



## MOST COMMON ROLES

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

\*2019 Department for Transport – Annual Bus Statistics England 2017-19  
 \*\*Office for National Statistics 2019  
 This data represents our April 2019 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 5



In Go-Ahead London the mean pay gap of 4% is equivalent to 68p which is significantly lower than the 16.2% national average. Likewise the median pay gap of 3.3% (or 52p) is also substantially lower than the 17.3% national median. At Go-Ahead London the opportunity to receive a bonus is heavily influenced by length of service. The mean bonus gap of 0.2% (or £0.97) which is significantly better than the national average of 67.9%.

## GENDER PAY AND BONUS GAP



## PROPORTION OF MEN AND WOMEN PAID A BONUS



## POPULATION BY PAY QUARTILES



This data represents our April 2019 results

Most Common Roles (See page 4)

## Out of my comfort zone:

**“I joined Go East Anglia 4 years ago, I used to work in retail but I didn’t enjoy it. I loved the people aspect but I was motivated to do something out of my comfort zone. My family didn’t take me seriously first when I mentioned I wanted to be a Bus Driver, especially as a female”.**

**Amanda Rawlinson, Lead Driver**

“I work in the Kelvedon Depot and I love it, being a bus driver has it’s challenges buses break down daily and we have to work together as team when there’s a shortage of drivers, but we all do it with a smile on our faces”.

I love the day-to-day aspects of the job, I’m working with people everyday and the team at the depot are always there to help, I’m always laughing on the job and I think that’s important”.

I would tell anyone to give it a go, it’s a challenge but we are all capable and work as a team, there are a lot of men at the depot but it’s nice to prove people wrong on their opinions, I feel such at home at this job. I’m always up for a challenge and there’s always room for progression here”.



# CLOSER LOOK AT OUR UK BUS RESULTS 2 of 5

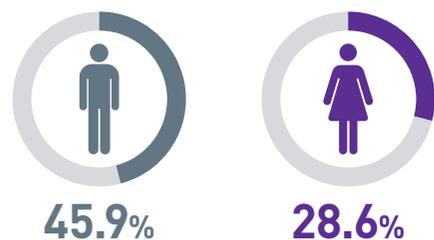


In Brighton & Hove the mean pay gap of 0.5% (or -0.07p) is significantly lower than the 16.2% national average. Similarly the median pay gap of 0.4% (or 0.05p) is significantly lower than the 17.3% national statistics. The mean bonus gap of 47.1% (or £205.98) in favour of men can be attributed to more men receiving a bonus and because director roles which attract a higher bonus payment, are occupied by men. The median bonus gap is 0.0% which has been consistent since 2017.

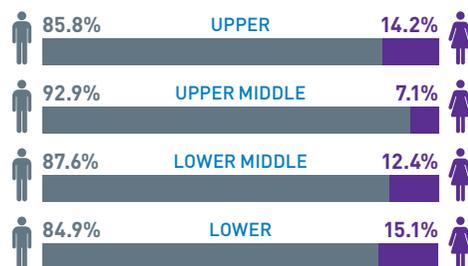
## GENDER PAY AND BONUS GAP



## PROPORTION OF MEN AND WOMEN PAID A BONUS



## POPULATION BY PAY QUARTILES



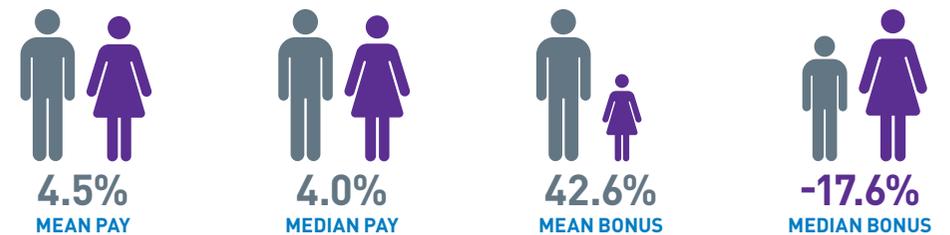
This data represents our April 2019 results

Most Common Roles (See page 4)



In Go South Coast the mean gender pay gap is 4.5% (or 54p) which is significantly lower than the 16.2% national average. The median bonus pay gap shows a variance of -17.6% (-£477.50) 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

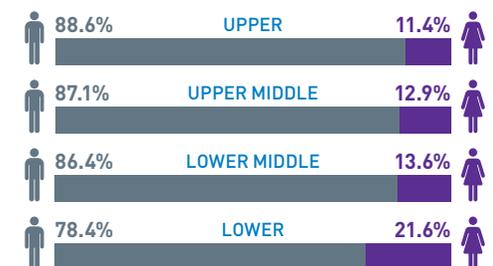


A negative number indicates that women on average earn more than men.

## PROPORTION OF MEN AND WOMEN PAID A BONUS



## POPULATION BY PAY QUARTILES



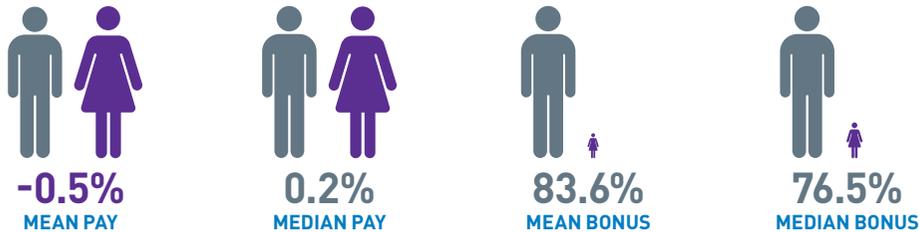
Most Common Roles (See page 4)

# CLOSER LOOK AT OUR UK BUS RESULTS 3 of 5



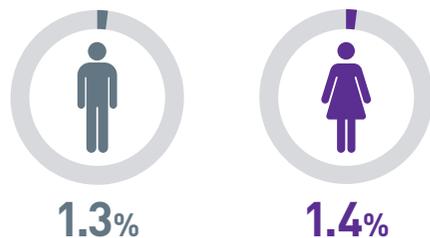
In Plymouth Citybus the mean pay gap of -0.5% in favour of women is significantly lower than the 16.2% national average. The median pay gap is 0.2% (£0.03p) which is remarkably lower than the 17.3% national average. The bonus gap is heavily influenced by the very small number of people who qualify to receive a bonus, although proportionally more women than men receive a bonus the median bonus gap of 76.5% in favour of men reflects the relative seniority and length of service in roles receiving a bonus.

## GENDER PAY AND BONUS GAP



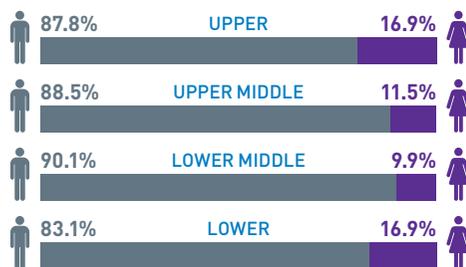
A negative number indicates that women on average earn more than men.

## PROPORTION OF MEN AND WOMEN PAID A BONUS



This data represents our April 2019 results

## POPULATION BY PAY QUARTILES



Most Common Roles (See page 4)

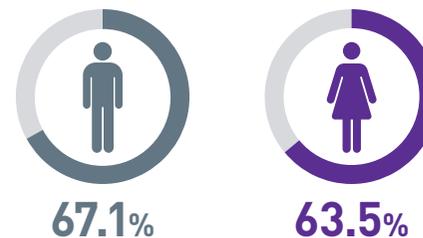


The City of Oxford Motor Services Limited, trading as Oxford Bus Company, has a 2.4% (or 38p) mean gender pay gap which is significantly lower than the 16.2% national average. The mean bonus gap of 49.8% (or £172.94) is largely driven by a bonus plan in operation which is linked to length of service and is payable to all employees whose length of service qualifies. A higher number of those who do qualify are men. The median pay has remained 0.0% for the second year running.

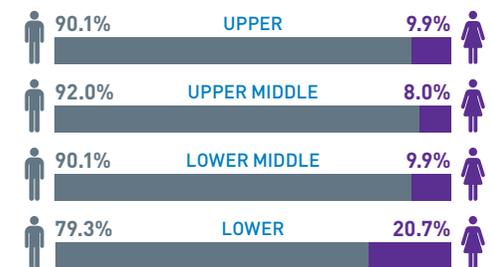
## GENDER PAY AND BONUS GAP



## 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 5



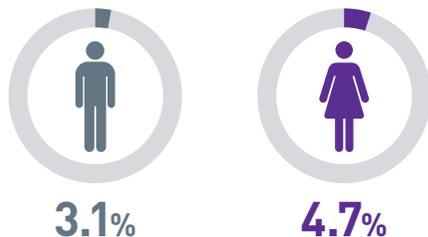
In Go North East the mean gender pay gap is 4.5% (or 55p) which is substantially lower than the 16.2% national average. The mean bonus pay gap shows a variance of 33.4% (or £652.76) in favour of women. A higher proportion of the women who receive a bonus were in the upper pay quartiles.

## GENDER PAY AND BONUS GAP



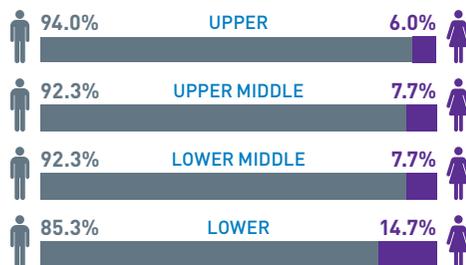
A negative number indicates that women on average earn more than men.

## PROPORTION OF MEN AND WOMEN PAID A BONUS



This data represents our April 2019 results

## POPULATION BY PAY QUARTILES



Most Common Roles (See page 4)

## Career Progression:

**“I moved to Oxford and worked in a pastry shop. A colleague suggested I apply for a Bus Driver role at Oxford Bus Company where her husband worked, and here I am 5 years later now the Route Manager for City sightseeing Oxford”.**

**Valentina Tachy, Route Manager**

“I’ve always liked driving big vehicles, I had my lorry licence when I finished school and thought this was a great opportunity at Oxford, I love driving and I love people.

“I started as Trainee Bus Driver but I was soon trained up to be Service Support Assistant and I was based in the Control Office, I had to know all the routes as I could be called upon to cover anything.

“I was then appointed to the Supervisor Development Rota working in the Control Office to develop my knowledge and the skills needed for working as a supervisor in Operations. My progression and development were recognised in 2018 when I was named Oxford Bus Company’s ‘Rising Star’.

“Since 2008 I’ve been the Route Manager for Oxford City Sightseeing, and I hold the Operations licence for the business, I’ve done so much over the last 5 years and I love it, I would like to progress even further here. I relish working with people, being able to address issues and find solutions”.

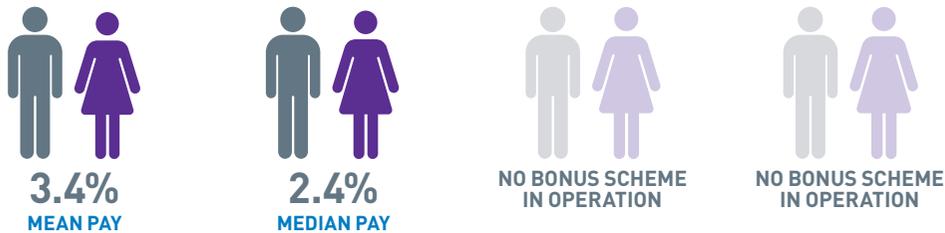


# CLOSER LOOK AT OUR UK BUS RESULTS 5 of 5

## East Yorkshire

The mean gender pay gap is 3.4% (33p) in favour of men, which is significantly better than the national statistics of 16.2%. The median gender pay gap is 2.4% (24p) which is significantly better than the national statistics of 17.3%.

### GENDER PAY GAP



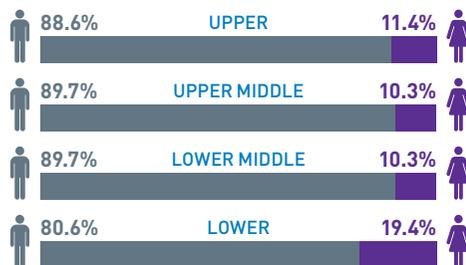
A negative number indicates that women on average earn more than men.

### NO BONUS SCHEME IN OPERATION



This data represents our April 2019 results

### POPULATION BY PAY QUARTILES

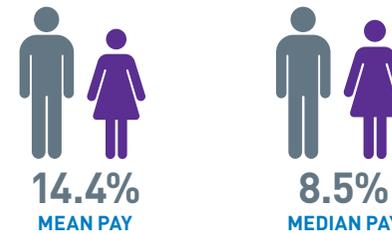


Most Common Roles (See page 4)

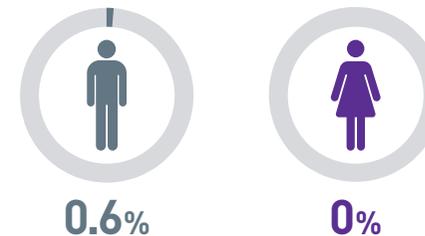
## goeastanglia

The mean gender pay gap is 14.4% (£1.60) and additionally the median gender pay is 8.5% (89p) which is significantly better than the national statistics of 17.3%.

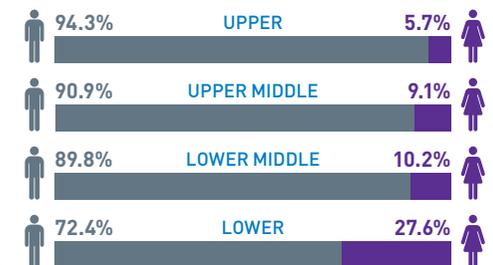
### GENDER PAY GAP



### PROPORTION OF MEN AND WOMEN PAID A BONUS



### POPULATION BY PAY QUARTILES

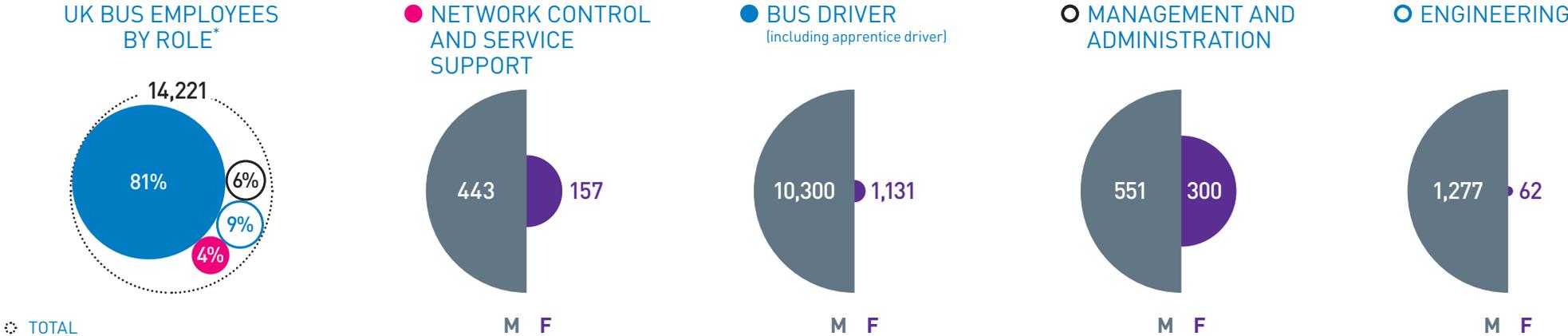


Most Common Roles (See page 4)

# CLOSER LOOK AT OUR UK BUS 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 continue to seek to increase the number of women in our UK bus business at all levels and are working with 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.



ALL SALARIES AND VARIABLE PAY RATES FOR WOMEN WORKING IN OPERATIONAL, CUSTOMER FACING AND ENGINEERING ROLES ARE

# 100%

OF THAT OF THEIR MALE EQUIVALENTS

\*Data collected January 2020

# OUR PROGRESS AND PLANS

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

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.

**18%** : 18% of all trainee bus drivers are women.

**35%** : 35% of applicants for our Graduate Scheme were from women an increase of 12% from 2018.

## 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 in our UK bus workforce.
- In occupations where there have been traditionally more men we have introduced initiatives to improve our gender balance and changed our recruitment to attract more women.
- Brighton and Hove Buses launched a successful 'Women Behind the Wheel' recruitment campaign to attract female applicants for driver positions
- Go-Ahead London works with Transport for London on a pre-apprenticeship programme specifically to attract female bus drivers
- As a registered employer provider of bus driver apprenticeships, we strive for a better gender balance and have introduced a target of 20% by 2025 to increase women entering our bus driver academy in Camberwell, London
- 35% of applicants for our management graduate scheme were from women, up from 23% 2018
- In partnership with TfL we are developing our 'Women with Drive' pre-employment programme

## OUR CULTURE

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

- All assessors for our bus graduate assessment centres have completed bias awareness training to ensure objectivity in the workplace
- In 2019 we established a "Women in Bus" employee network for all our bus operating companies. It is open to all, to support, develop and empower female colleagues



## PROGRESSION

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

- 18% of all trainee bus drivers are women – a positive increase against the current figure of women in Go-Ahead's bus business (11.5%)
- We have seen a 10% increase in attendance of women on the Senior Management Development Programme, aimed at upskilling management capability
- We have set the target for the next 12 months of female succession on all of our bus company boards



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.

**Elodie Brian,**  
Group Chief Financial Officer