



Gender Pay Gap Report 2025

UK Rail

GoAhead



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.

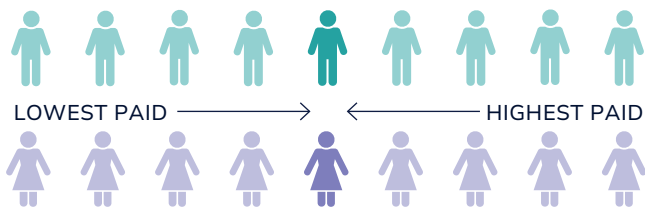
It is expressed as a percentage of men's earnings. A positive percentage works in favour of men; a negative percentage works in favour of women; and zero indicates no gap.

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.

Because it is based on the midpoint, it 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 April 5th, 2025.

Go-Ahead UK Rail 2025 Results



The UK national Median Pay Gap

12.8%

(Office for National Statistics, 2025)

Gender Pay Gap

MEDIAN PAY GAP

20.7%

Equivalent to £1.55/hour on average

MEAN PAY GAP

15.2%

Equivalent to £1.93/hour on average

Gender Bonus Pay Gap

MEDIAN PAY GAP

3.3%

MEAN PAY GAP

-25.4%

27.8%
% of Women
Receiving
Bonus

18.7%
% of Men
Receiving
Bonus

Gender Representation Across Pay Quartiles



89.0%

Upper



11.0%

Upper

84.9%

Upper Middle

15.1%

Upper Middle

75.2%

Lower Middle

24.8%

Lower Middle

71.8%

Lower

28.2%

Lower

UK Rail Reporting Population & Analysis

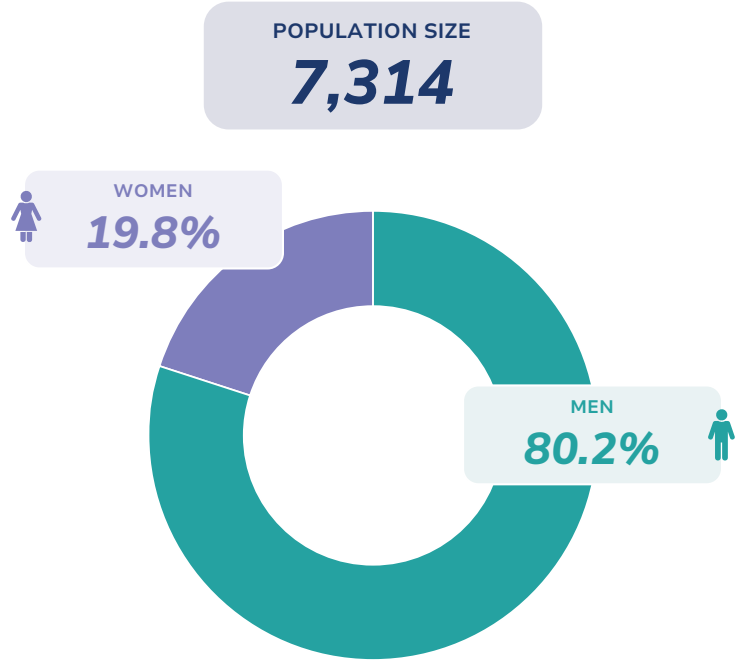
UK Rail Executive Summary

The UK Rail median pay gap of 20.7% increased by 4.2 percentage points since the 2024 report. This increase mostly is the result of the eligibility criteria for reporting, as established by the UK government methodology to calculate the gender pay gap. More details follow in the next page of this report.

Women’s representation in the lower pay quartiles is higher than in the upper quartiles.

However, a negative mean pay gap in the upper quartile 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.

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



Pay Gap By Pay Quartiles

UPPER	UPPER MIDDLE	LOWER MIDDLE	LOWER
-2.2%	10.6%	0.6%	-0.8%
Median	Median	Median	Median
-6.7%	6.3%	1.4%	-0.9%
Mean	Mean	Mean	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 Rail Yearly Results

			2025	2024	2023	
Median Pay Gap			20.7%	16.5%	31.0%	
Mean Pay Gap			15.2%	14.6%	17.4%	
Reporting Population Size			7,314	6,580	6,549	
Women % of Population			19.8%	20.1%	19.4%	
Pay Quartiles	Upper	Men	89.0%	89.9%	90.9%	
		Women	11.0%	10.1%	9.1%	
	Upper Middle	Men	84.9%	82.4%	84.8%	
		Women	15.1%	17.6%	15.2%	
	Lower Middle	Men	75.2%	74.5%	74.8%	
		Women	24.8%	25.5%	25.2%	
	Lower	Men	71.8%	72.8%	71.6%	
		Women	28.2%	27.2%	28.4%	
	Median Bonus Pay Gap			3.3%	15.4%	37.8%
	Mean Bonus Pay Gap			-25.4%	12.0%	19.5%
Receiving Bonus	Men		18.7%	14.9%	15.8%	
	Women		27.8%	21.8%	23.2%	

Overview and Context

In 2024, GTR’s Gender Pay Gap was affected by an exceptional circumstance: a large number of Drivers, predominantly male and in higher paid roles, were excluded from the reporting figures due to strike action. This temporarily narrowed the pay gap.

For 2025, no such exclusions were required. All colleagues, including Drivers, were included in the dataset. As a result, the gender pay gap increased slightly.

Looking at bonuses, the figures for 2024 (April 2023 to April 2024) did not include any MG1/MG2 bonuses as these weren’t paid until the 2025 reporting period.

Despite this shift, GTR has taken sustained and targeted action across recruitment, development, and progression to build a more representative workforce and support long term reduction in the gender pay gap.

The next pages of this report provide context into these actions.

Recruitment Progress and Female Representation

Growing the Female Talent Pipeline

Between April 2025 and January 2026, GTR made significant progress in attracting more female applicants:

- Female applications increased from **6,380 to 8,969**;
- Female applicants rose from **19% to 20%** of all applications;
- This represents a **41% increase** in real terms (approximately 2,600 more applicants).

These improvements reflect deliberate work to strengthen female representation at the earliest stages of the talent pipeline.

Increasing Female Hiring

GTR also saw strong growth in female hiring:

- Female hires increased from **122 to 178**;
- Female hires, as a proportion of total hires, increased from **26.2% to 26.8%**;
- This reflects a **46% increase** in real terms from the previous year.

This shows improved attraction is translating into meaningful recruitment outcomes.

Targeted Recruitment Activity Supporting Gender Balance

A range of targeted interventions has directly contributed to increased representation:

1. Careers Site Refresh

- Updated imagery and content to showcase diversity across GTR.

2. Career Returners Programme

- Designed to support individuals, particularly women, returning to work after a career break.
- One hire has been made so far in this years' programme, with more in the recruitment pipeline.

3. Work180 Partnership

- Continued collaboration with this female-centred job board.
- GTR was recognised as the best-performing Transport & Logistics organisation for applications generated.

4. Diversity Jobs Group Partnership

- New relationship providing access to specialist female-centred job boards, including Jobs4Mum.

5. Strengthened LinkedIn Coverage

- Renegotiated contract enabling all vacancies to be listed.
- LinkedIn's user base is approx. 45% female, widening our reach significantly.



Development and Progression: Supporting Under-represented Groups

Reducing the Gender Pay Gap requires not just attracting women, but supporting their progression into more varied, higher paid and senior roles.

Across 2025/26, GTR has embedded a suite of development initiatives to achieve this.

1. Women in Rail Mentoring Programme

In 2026, GTR is expanding its commitment to this cross-industry programme following a successful 2025 pilot. Key features include:

- Anonymous application assessment to ensure fairness;
- Peer-nomination to encourage colleagues to advocate for each other;
- Strong focus on professional development and leadership capability.



2. Apprenticeships

At GTR, the number of female apprentices joining the company has increased by 49% year on year, with 106 women starting apprenticeships in 2025. This means women now make up 27% of our intake, surpassing our 20% target and marking an important milestone in building a workforce that better reflects the communities it serves.

Two bespoke apprenticeships were launched in 2025 specifically aimed at aspiring female leaders;

- Level 3 Team Leader
- Level 5 Operations Manager

These programmes equip participants with structured leadership development and building confidence for progression. We have just launched the second cohorts for both programmes which have been announced as part of National Apprenticeship Week (February 9th-16th).

3. Senior Leadership Programme

Five places secured on a cross sector, externally delivered programme catering for those identified as high potential and emerging talent.

Two of those places have been allocated to female colleagues, including one from a global majority background.

Focus on developing agile, future ready leadership capability.

4. Leadership and Management Development Portfolio

The newly created Leadership and Management Development function has introduced a comprehensive new suite of courses covering:

- Coaching and mentoring
- People management
- Strategic thinking
- Broader leadership skills
- Inclusive leadership



These are providing accessible development routes for all managers and support progression into more senior roles as part of our performance and development approach.

5. Coaching & Mentoring Community Relaunch

A revitalised internal community enabling managers to access tailored coaching and mentoring.

Supports personal growth, career confidence, and successful progression.

Employee Voice

Our Employee Network Groups at GTR are communities that engage and support different groups, and their allies, within the business. We have five Employee Network Groups in GTR with each group having its own Executive Sponsor from the GTR Executive team.

Specifically in relation to this report, in GTR the Gender Equality Movement (GEM) seek to:

- Raise awareness of gender equality and equity issues;
- Provide a safe space for colleagues to share experiences and get support;
- Encourage women and gender non-conforming colleagues to achieve their career aspirations;
- Improve the culture, challenge poor behaviour and make GTR a great place for everyone to work;
- Celebrate and showcase underrepresented colleagues who work here.

The group has 395 members, including 10 members in the leadership team. All brands and a variety of roles/ directorates are represented.



Our Ongoing Commitment

Across our recruitment, development, and progression activities, GTR is taking a deliberate and structured approach to:

- Improve gender representation at all entry points.
- Support women returning to the workforce.
- Build targeted leadership pathways for female colleagues.
- Strengthen representation in senior and higher paid roles.
- Embed fairness and inclusivity across all processes.

These actions collectively demonstrate GTR’s commitment to creating a fair, inclusive workplace and achieving meaningful, sustained reduction in the Gender Pay Gap.



GoAhead

The logo features the word "GoAhead" in a bold, white, sans-serif font. A red, triangular graphic element is positioned below the "Go" portion of the text, pointing towards the right.