

BUS ÉIREANN GENDER PAY GAP REPORT 2024

DECEMBER 2024



Making Better Connections

GENDER PAY GAP REPORT 2024

For decades, Bus Éireann has sat at the heart of Ireland’s public transport, connecting communities, enhancing accessibility and driving economic growth. Building on this proud legacy, we are committed to evolving our company to play our part in an exciting future grounded in our commitment to excellence, innovation and sustainability. Our five-year business strategy, Horizon 28, outlines how we will continue to meet this challenge.

As we plan for growth – from 110 million passenger journeys in 2024 to 165 million in 2028 – attracting and retaining the right talent becomes more important than ever. We are focused on nurturing the safe, diverse and inclusive culture that has always been central to our success, ensuring everyone feels supported and empowered to excel and can succeed in their careers.

To further our strategic ambitions, we have refined our People & Culture strategy around four key goals:

1. Enable our performance: Building on best practices to support success.
2. Develop our people: Invest in continuous learning to meet current and future needs.
3. Grow our workforce: Attracting and retaining a skilled, agile team to drive sustainable transport.
4. Engage positively: Enhancing our supportive, inclusive culture that values the well-being of our people.

We are exploring creative and innovative ways to widen the talent pool from which we recruit to attract diverse, skilled and agile individuals to Bus Éireann. An example of this is provided by our “My Best Move” and “A Career Built Around You” campaigns to attract more women to operational roles in Bus Éireann.

Horizon 2028

OUR VISION FOR GREEN GROWTH

Our mission

To sustainably connect people and communities helping to make life better.

Our vision

To be recognised as global leaders in sustainable public transport, doubling passenger journeys through new services, excellence in operations and customer experience while driving our transition to net zero.

Our values



SAFETY



CUSTOMER
FIRST



COLLABORATION
AND RESPECT



PERFORMANCE



SUSTAINABLE
PRACTICE



FORWARD
THINKING



At Bus Éireann, we aim to create an environment where everyone is treated with respect and dignity and feels included. Such an environment enables our employees to achieve their full potential. We are mindful that we operate in an industry where, historically, most of the employees have been male and consequently, achieving greater gender balance has not always been easy. We are fully conscious that we need to address gender participation imbalance as part of our overall company strategy and as part of our efforts to become a more sustainable organisation by 2030.

We have a series of gender and diversity statistics we are working towards: 10% female drivers and 10% female supervisors by 2030, 12% women in the overall organisation by 2025 and 50% women in management by 2028.

This is Bus Éireann's third gender pay gap report. As in previous years, there is a gender pay gap in favour of women. This does not arise from any inequity in pay practices between the genders – rather, it reflects the fact that women and men currently tend to occupy different roles in the organisation.

Bus Éireann pays all of its people fairly and equitably, regardless of gender, age, race or any other protected characteristic. Gender representation, however, is far from being numerically equal: right up to the present day, far more men than women have tended to apply for roles with us. This is something we want to change, given our need to attract the best talent from as wide a pool as possible.



Stephen Kent,
Chief Executive Officer, Bus Éireann

IRELAND'S LARGEST PUBLIC TRANSPORT NETWORK

Bus Éireann is proud to operate the largest and most extensive public transport network in Ireland. More than 220 road passenger routes include the city services of Cork, Galway, Limerick and Waterford, the town services of Athlone, Balbriggan, Carlow, Drogheda, Dundalk, Navan and Sligo, as well as commuter, regional and rural services, all under contract to the National Transport Authority. Last year, we broke the ceiling of 100 million passenger journeys annually. This year, Limerick saw the launch of our first electric regional city bus fleet – over time, more and more of our services will be emissions-free.

On behalf of the Department of Education, Bus Éireann operates the national school transport scheme, transporting over 160,000 pupils on a daily basis across over 9,000 routes nationwide. Combined, Bus Éireann facilitates more than 100 million passenger journeys a year and covers more than 200 million service kilometres.

Bus Éireann is a very significant employer. As of our snapshot date, we had 3,031 employees. Our overall numbers have grown by 118 since our last gender pay gap report. Diversity is a feature of our hiring – 56 different nationalities work here at the time of writing. As with the transport sector generally, in Ireland and elsewhere, there is a gender imbalance, which we would like to address.



I appreciate the vital role that the bus and coach industry plays in daily life, providing essential services that connect communities. The ability to make a tangible impact on public transportation efficiency and customer satisfaction is very rewarding.

Irene Odunsi – Senior Business Analyst, IT and Business Transformation.



WOMEN IN OUR WORKFORCE

Our essential services are delivered by over 3,000 employees around the country. Our workforce comprises 89% male and 11% female employees, and 71% of our total staff are drivers. Proportionately, female employees are most likely to be found in Clerical, Senior Leadership and Executive roles. Women make up 62% of the Clerical grade. Women make up 5% of our driver population. Women are twice as well represented in the upper pay quartile as they are in the overall company, resulting in a gender pay gap favourable to women.

	Total	% Women	Change % women since 2022 report
Senior Leadership	62	31%	↓
Executives	147	33%	↓
Supervisors	147	2%	=
Clerical	235	62%	↑
Drivers	2,135	5%	↑
Support	314	3%	↑

* Note numbers set out in this table differ slightly from those in the gender pay gap calculations due to shifts in employee numbers since the snapshot date.

THE CALCULATION OF OUR GENDER PAY GAP

Bus Éireann had 3,031 employees, of whom 2,702 were men and 329 were women, at our gender pay gap snapshot date of 22 June 2024. We had 98 part-time employees and 429 on temporary contracts. The relevant period was 23 June 2023-22 June 2024.

The pay elements that were taken into account for the calculation of our gender pay gap are, in line with the regulations, comprehensive. As well as basic pay, we included allowances, overtime payments, shift pay, on-call payments, top-ups for statutory leave and vouchers



GENDER PAY GAP REPORT METRICS 2024

Entity	Year	All employees															
		Hourly Remuneration		Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile		Bonus Proportion		Bonus Gap		Benefits in Kind	
		Mean	Median	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	Mean	Median	M%	F%
Bus Éireann	2024	-12.2%	-4.0%	88%	12%	93%	7%	97%	3%	78%	22%	40.2%	12.8%	8.8%	0.0%	14.4%	5.8%

Entity	Year	Part-Time employees		Temporary Contracts	
		Hourly Remuneration		Hourly Remuneration	
		Mean	Median	Mean	Median
Bus Éireann	2024	-0.3%	0.2%	5.7%	13.8%

- Hourly remuneration is based on all forms of monetary remuneration – including vouchers.
- Bonus remuneration covers voucher awards only in Bus Éireann’s case.
- Both bonus and hourly remuneration are calculated as a broad mean and median, with no account taken or adjustment made for role or level.
- A positive number for hourly remuneration and bonus gap indicates a gender pay gap in favour of men; a negative number indicates a gender pay gap in favour of women.
- The quartiles are defined based on hourly remuneration ranking from lowest to highest. The upper quartile measures the proportions of men and women in the highest-paid quarter of our population. The lower quartile measures the proportions of men and women in the lowest-paid quarter of our population.

HOURLY REMUNERATION – ALL EMPLOYEES

The negative figure for hourly remuneration indicates a gap in favour of women on both a mean (average) and median (middle) comparison. This is caused by the fact that a relatively high proportion of our women are employed at quite senior level.

HOURLY REMUNERATION – PART-TIME AND TEMPORARY EMPLOYEES

There is barely any hourly remuneration gap amongst our part-time employees and a gap in favour of men amongst our temporary employees. Part-time and temporary employees form a comparatively small, though highly valued, section of our people. We anticipate that the hourly remuneration gap for these categories may move considerably in either direction year on year.

QUARTILES – ALL EMPLOYEES

Male employees form the majority in all our pay quartiles. Women are more than twice as well represented in the upper quartile compared to the overall company, resulting in a gender pay gap favourable to women.

ELEMENTS IN OUR BONUS GAP

Safe driving awards are given to drivers when they meet specific criteria in relation to safety and driver performance and require a fixed number of driving days. Apprentice and driver referral schemes are vouchers given to employees when Bus Éireann selects an employee referral to join the workforce.

BENEFITS IN KIND

Under the regulations, we note what proportion of men and of women received non-cash benefits of monetary value. A relatively small proportion of our people receive a benefit in kind – that is a non-cash benefit of monetary value. An example of this might be a company car, or a contribution to a Personal Retirement Savings Account (PRSA), or provision of individual income protection.

WORKING FOR BUS ÉIREANN

There is rapid growth in demand for our services. We need more people to come and work for us, including (but not limited to) drivers. Since the same is true of most of our competitors, hiring from each other does not provide a long-term solution for public transport. Rather we must attract people to the industry to work with us who might not previously have been involved with, and who might not previously have even considered, a career in public transport. Within the transport sector, we must continue to stand out as an employer of choice.

With this in mind, we are very closely examining the proposition that we offer to employees. We achieved an employee engagement rate of 72% in 2023 – a good score that we aim to improve further. When we examined with our people what comes to mind when they think about our organisation, key themes emerging included:

- The **stability and job security** that comes with working for an established, long-term and strategically important semi-state company
- Our generous **core benefits**, including our pension scheme, GP scheme, income protection and, for many roles, the ability to work overtime
- **Work-life balance**, the clarity of schedules and respect for personal time
- **Efficiency**, smooth operations

We know that we need to make the advantages of a career with Bus Éireann widely known.



Bus Éireann affords us the opportunity to work in a very secure environment. Our wages are paid on time every week, which makes it easy for the likes of myself to apply for mortgages. And speaking to brokers, having secure wages every week makes a big difference.

Paul, Mechanic at Bus Éireann

FEMALE DRIVERS AT BUS ÉIREANN

The possibility of increasing the proportion of women among our drivers presents an opportunity. It helps us to meet customer needs with a workforce more representative of the communities that we serve. It makes our driver population more representative of our customers. The existence of these opportunities leads us to the target of increasing the numbers of our female drivers by 1% year on year.

We have worked with our driver population to understand what they value about working for Bus Éireann and what we need to do to attract more diversity in applications.

Our existing woman bus drivers have shared with us the following:

- That precisely the same factors that attract men to the role attracted our female drivers to the role
- Many of our female drivers are not put off by working in a role traditionally dominated by men but instead are proud of it
- That customers respond very favourably to woman bus drivers

We are putting a very major focus on attracting more female applicants.

Steps we have taken include:

- Showcasing some of our many positive stories of diversity and inclusion in our Diversity & Inclusion web pages through testimonials and images
- Easing access to applications through open registration
- Utilising brand ambassadors to promote some of our recruitment campaigns
- Highlighting the existence of part-time options and attraction to our School Bus driver roles
- Providing training opportunities for those who want to transition from a basic car driving licence to a licence to drive a bus

We have launched recruitment campaigns specifically targeted at women. The “My best move – yours too” video, launched across multiple digital media channels, featured a woman driver, speaking to other women and inviting them to join the team at Bus Éireann. Our campaigns show female bus drivers in a documentary style, bringing to life our themes of teamwork, diversity, training, and work-life balance. We show drivers being trained, proving our commitment to helping them advance. Shots of a healthy work-life balance highlight the teamwork and inclusiveness of our organisation, making our Bus Éireann an attractive and progressive place to work.

In tandem with the campaign, we have continued to hold female driver open days in multiple locations. These are promoted extensively in advance and have attracted a lot of interest. The open days offer the opportunity to hear from female bus drivers and supervisors sharing their experiences of working in Bus Éireann.



SUPPORTING OUR DRIVERS: WIDER ROLES AT BUS ÉIREANN

While drivers provide the most publicly visible roles in Bus Éireann, there is a much wider management, clerical, supervisory and engineering infrastructure that enables our services to run smoothly. Gender balance varies in different parts of the organisation, with significantly more women in management and clerical roles than in supervisory and engineering roles. The same reasoning that leads us to seek greater gender balance in our driver population applies to other areas of the business as well.

An example of how we are approaching this is provided by the campaign called 'A Career Built Around You', which aims to attract more mechanics from diverse backgrounds to the business. This campaign won both the 2024 CIPD award for inclusive recruitment and the STEM (Science, Technology, Engineering and Mathematics) Recruitment Campaign of the Year at the Women in STEM Awards.

We are similarly aiming to encourage more women, including our existing bus drivers, to consider becoming supervisors and instructors.



I found the recruitment process experience really straightforward, it was really easy to understand. Coming into Bus Éireann at first was quite strange, as it's a male-dominated area, but everyone was very welcoming. Plenty of people were surprised that I'm a woman going into that field, but then when they realise, they're usually very impressed that I have gone and done what I wanted to do.

Katie Naughten, apprentice.



INCLUSION

Bus Éireann has an inclusion strategy in place called Route to Respect 2024. We have established a Human Rights Working Group. Inclusive workplace training is made available for Bus Éireann employees. Alongside a company called Emeis, we jointly won the HR Champion Award for Diversity & Inclusion in 2024, and we won the Diversity Leader Award 2024 at the Chartered Institute of Transport and Logistics (CILT).

This year, we participated in the Digital Athlete Programme, which addresses the scarcity of women in technology by providing data skills, professional development and deep domain knowledge to female technologists. It is aimed at women returners and is supported by leading organisations. We continued our Partnership with Back to Work Connect, supporting female returners.

International Women's Day was celebrated by us this year with an event at The College Green Hotel. We also marked the date with a webinar on Health, Wellness and Women's Empowerment. We took part in, sponsored and spoke at the Menopause Summit.

Our commitment to inclusion goes far beyond gender. Our Ability Programme is intended to develop wider opportunities for meaningful employment for adults with a disability and partner relationships with disability organisations to provide work experience opportunities to promote inclusion in the workplace. We sponsor Pride events throughout the country and are in the sixth year of our support for the Cork LGBT+ Pride Festival.



I came over here just as a bus driver, but this company has growth ability; if you want to progress in the company, there are lots of opportunities. I would be happy to say that I am the first Muslim bus driver as a woman for Bus Éireann, and also I will be the first Muslim female instructor in the country.

Asma

CAREER PROGRESSION

Bus Éireann wants all its people to be able to progress their careers on an equitable basis. We seek to recognise those who demonstrated particular dedication at work through our Go the Extra Mile (GEMS) awards. Four of our winners at the last GEMS event were women.

Bus Éireann encourages mentoring for those who wish for guidance in their career development. We provide training for mentors and mentees. It is notable that over half of those who attended briefings on mentoring this year were women.

There are no glass ceilings at Bus Éireann. Women's representation at the senior management levels of our organisation is high relative to the overall proportion of women in the company. Four women at Bus Éireann every year are put forward to partake in the Let's Lead Leadership Development Programme, run by DCU Business School specifically for women.

Bus Éireann has made progress in doubling the number of female supervisors, including those on the acting panel.



Being a Training Supervisor in Bus Éireann is a position I am very proud of. I joined the Training Department in 2022 where I was guided by a dedicated team. I quickly became familiar with the role. I work in a well-structured environment.

It is paramount for me to demonstrate unwavering commitment, dedication and expertise in order for new drivers to complete training. They will gain valuable knowledge driving

large public service vehicles, becoming safety-conscious, courteous and customer-focused for their future career. It is also important for me to be supportive and helpful when training staff.

I have spent many years in the transport industry. Working in Bus Éireann is rewarding, where staff are encouraged to excel and promote self-development, leading to opportunities for promotional prospects.

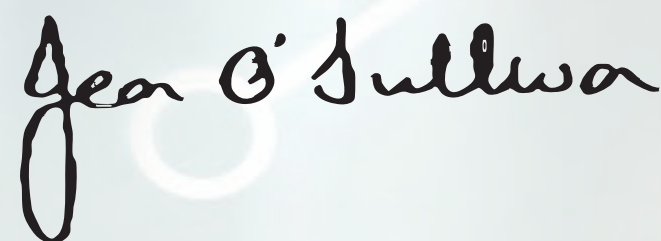
Eilish - Training Supervisor

CLOSING STATEMENT

Our mission at Bus Éireann is sustainably to connect people and communities. By doing so, we contribute to broader societal aims, including the achievement of climate action targets, contributing to economic growth and facilitating social inclusion.

We are achieving our ambitions through the innovation, adaptability and dedication of our employees. Embracing change, our employees are learning and developing new skills to support the future of work and realise our Horizon 2028 Strategy. We continue to work hard with a steadfast commitment to delivering public service to ensure travel is provided safely and to those who depend on public transport the most.

At Bus Éireann, our employees get to make a valuable contribution to a better society while working for a company that values diversity, looks after its people and fosters development. I encourage enthusiastic people of all backgrounds and any gender to consider whether joining Bus Éireann could be your best move.



Jean O'Sullivan,
Chief People Officer, Bus Éireann

