



BUS ÉIREANN GENDER PAY GAP REPORT 2022

DECEMBER 2022



Making Better Connections



BUS ÉIREANN

FIRST GENDER PAY GAP REPORT

As Ireland's national bus company, Bus Éireann is committed to equality throughout our organisation. That means that we aim to have no gender pay gap.

This, our first Gender Pay Gap report, shows that Bus Éireann's mean gender pay gap is 10.2% in favour of women, compared to Ireland's average of 11.3% in favour of men. The median at Bus Éireann is 5.6% in favour of women.

But the analysis clearly identifies that we must increase the number of women working with us, as is the case throughout the transport sector internationally. While women are well-represented in Bus Éireann leadership, including Board, overall just 10% of our employees are women, and in our customer-facing roles, this is just 3%. Representation across our workforce, but particularly in our frontline services, is our challenge and our focus.

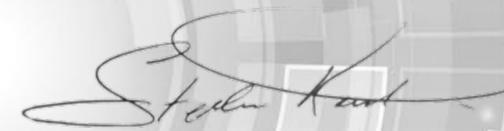
As part of our 'Driving Change Sustainability Strategy, 2021-2030' Bus Éireann has set clear objectives in relation to gender representation across the organisation. These include achieving equal representation on our Board of Directors by 2030 and an increase in the proportion of female service supervisors from 2% in 2019 to 10% in 2030.

We are making progress. In 2021, one in five people recruited to Bus Éireann were women, and in 2022 our first female Chairperson was appointed. Among drivers with less than two years' service, women account for 7%, more than double our average.

Thanks to a strategic approach to recruitment in 2022 with a clear focus on diversity, one in four of our current trainee drivers are female. And I am particularly struck by the high levels of engagement reported by our female workforce, including in critical areas such as workload and flexibility.

These are positives on which to build and we are pleased to outline many of our initiatives in the later section of this report.

We welcome the transparency and focus gender pay gap reporting brings, and look forward to reporting on progress in coming years.



Stephen Kent,
Chief Executive Officer, Bus Éireann



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, Drogheda, Dundalk, Navan and Sligo, as well as commuter, regional and rural services, all under contract to the National Transport Authority. Expressway is Bus Éireann's commercial inter-city service, Ireland's largest with 14 routes in total.



On behalf of the Department of Education, Bus Éireann operates the national school transport scheme, covering more than 8,000 routes each school day.

Combined, Bus Éireann facilitates more than 90 million passenger journeys a year, and covers more than 200 million service kilometres.



A LARGE WORKFORCE

POWERS OUR ESSENTIAL SERVICES

Our essential services are delivered by almost 2,800 employees based at 17 locations throughout the country.

Our workforce comprises 90% male and 10% female employees, and 70% of our total staff are drivers.

	Total	% Female
Board	6	33%
Senior Leadership	8	38%
Executives	111	31%
Supervisors	143	2%
Clerical	246	65%
Drivers	1,970	4%
Support	314	2%

All grades except for Clerical and Specialist grades have a substantially higher proportion of males than females. In absolute numbers, female employees are concentrated in the Senior Manager, Manager, Specialist and Clerical grades. Females make up c.65% of the Clerical grade and 52% of the Specialist grade.

Women are twice as well represented in the upper quartile than they are in the overall company, resulting in a gender pay gap favourable to women.

GENDER PAY GAP

IN COMPLIANCE WITH NEW LEGISLATION

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics. Organisations with more than 250 employees are required to report for the first time in 2022, based on a snapshot date. Bus Éireann's snapshot was 30 June 2022.

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. Our gender pay gap compares the pay of all working men and all working women in Bus Éireann, not just those in the same jobs, with similar working patterns, competencies, qualifications, or experience.

The gender pay gap does not indicate discrimination or bias, or even an absence of equal pay for equal value work. It reports a gender representation gap and will capture whether women are equally represented across the organisation. The gender pay gap is less about pay than it is about representation. Therefore, having a balanced representation of men and women throughout the organisation will impact gender pay and any gap that exists, and this is the crucial point for Bus Éireann.

Bus Éireann sees the gender pay gap figure as a starting point rather than a destination. It is an opportunity to reflect and to take any action required to create a more equitable workplace.

It is worth noting that the roots of the gender pay gap are multiple and nuanced and whilst some can and will be addressed by Bus Éireann, others will require cultural, sectoral, personal and societal change.



THE SCOPE

OF THE GENDER PAY GAP EXERCISE AT BUS ÉIREANN

2,748 relevant employees have been reviewed for the Bus Éireann analysis, carried out independently by Mercer. Of this total, 61 were part-time employees and 419 were on temporary contracts. Bus Éireann employs people on temporary contracts to support our school transport operations and to fulfil public service obligation contract requirements.

To determine the Gender Pay Gap mean and median, as defined in the regulations, the following pay elements have been taken into account:

- ordinary pay basic pay
- other allowances
- overtime payments
- on call payments
- shift premium pay
- top-up for sick leave
- salary top-up for statutory leave
- bonus (including performance vouchers and referral vouchers)

GENDER BONUS GAP

All bonuses paid to relevant employees in the relevant period have been included for the Gender Bonus Gap metrics. Bonuses included were performance vouchers (safe driving awards) and referral vouchers (payment for referring a person to work as a driver or mechanic and the successful employment of that person) - inclusion of these is defined in the regulations.

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

As defined by the regulations, companies are required to report any non-cash benefit of monetary value provided to employees in the relevant period. At Bus Éireann, benefits in kind offered include company car, PRSA and others. Safe driving awards are given to drivers when they meet specific criteria in relation to safety and driver performance.

Apprentice and driver referral schemes are vouchers given to employees when Bus Éireann selects an employee referral to join the workforce.

GENDER

PAY GAP REPORTING

Source: Mercer 2022 – Gender Pay Gap Analysis for Bus Éireann.

Entity	Year	All employees															
		Hourly Remuneration		Bonus Receivers		Bonus Gap		Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Middle Quartile		Benefits in Kind	
		Mean	Median	M%	F%	Mean	Median	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%
Bus Éireann	2022	-10.2%	-5.6%	48.6%	15.1%	7.2%	0.0%	87.8%	12.2%	95.3%	4.7%	96.1%	3.9%	80.3%	19.7%	3.2%	2.2%

Entity	Year	Part-Time employees		Temporary Contacts	
		Hourly Remuneration		Hourly Remuneration	
		Mean	Median	Mean	Median
Bus Éireann	2022	6.2%	25.0%	0.9%	4.8%

- Hourly remuneration is based on all forms of monetary remuneration - including bonus
- Bonus remuneration includes items such as vouchers
- Both bonus and hourly remuneration are calculated as brand mean and median, with no account taken or adjustment made for role or level. A positive number indicates a gender pay gap or 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, and the percentages of each quartile made up of men and women.

HOURLY REMUNERATION – ALL EMPLOYEES

Both the mean and the median Gender Pay Gap are in favour of female employees. The mean Gender Pay Gap is -10.2% in favour of female employees. The median Gender Pay Gap is lower and equals to -5.6% in favour of female employees.



HOURLY REMUNERATION – PART-TIME EMPLOYEES

For the small proportion of part-time employees, both the mean (6.2%) and the median (25%) Gender Pay Gap are in favour of male employees. There are significantly more male than female part-time employees (91.8% male). Proportionally, this is in line with overall Bus Éireann numbers.

Recognising this, the organisation has created new part time roles with weekend working only which has attracted 8.6% of female drivers into the weekend category, compared to an average of 3% female, demonstrating the appeal of this new opportunity and work pattern.

HOURLY REMUNERATION – TEMPORARY CONTRACTS

Both the mean (.9%) and the median gender pay gap (4.8%) are in favour of male employees. There are significantly more male than female temporary employees (88% male) because most are made up of the driver grade, who must complete one year as a temporary employee before being made permanent.

Gender Bonus Gap Analysis	Male	Female
Total Headcount	2,470	278
Headcount getting bonus	1,200	42
Proportion	48.6%	15.1%
Mean	€235	€218
Median	€250	€250

GENDER BONUS GAP – ALL EMPLOYEES

There is no difference in bonuses paid on the median and the mean Gender Bonus Gap is 7.2%. A higher proportion of males (48.6%) than females (15.1%) received a bonus, which are vouchers awarded for various recognition schemes e.g., safe driving awards and driver referral scheme.

Safe driving awards make up the main category for bonus vouchers. The criteria include a minimum number of driving days per year.

QUARTILES – ALL EMPLOYEES

Male employees dominate in all quartiles. The upper middle quartile displays the biggest difference in the proportion of male and female employees, and is most heavily male dominated. (96.1% males and 3.9% females). Women are twice as well represented in the upper quartile than they are in the overall company, resulting in a gender pay gap favourable to women.

BENEFIT IN KIND – ALL EMPLOYEES

3.1% of employees received Benefits in Kind (BIK). More male than female employees received BIK. More males than females are included in the PRSA, while a higher percentage of females have a company car. These are in very small numbers.



TRANSPORT AND GENDER

Although women tend to be higher users of public transport, it is noteworthy internationally that transport workforces are heavily male-dominated. This deprives the sector of talent, diversity and better understanding of customer and societal needs.

On average, only 17% of the transport workforce across 46 countries is female. Making the transport sector more attractive to women is critical for welfare gains, productivity, business, and economic growth for all. However, working conditions and gender stereotyping can still exist as barriers for women. Long working hours, often shift or weekend working, and long travelling distances are seen to make the role less attractive to women, particularly those with families. This is something we are keen to address with initiatives like our new part time roles with weekend working only and other policies under consideration.

Addressing the imbalance in the transport sector is essential, and this may mean changes to operational norms which have persisted and delivered for generations. Some of the important factors for women include work-life balance, health & safety and sanitary arrangements. Improving these areas will also make careers in public transport more attractive to everyone.



BUS ÉIREANN

AIMS TO INCREASE FEMALE REPRESENTATION

Bus Éireann is working to attract more females to the industry and in particular, to increase female representation in lower quartiles such as bus driving roles, apprentices, heavy vehicle mechanics and maintenance roles, which represent 82% of the total workforce. Without achieving change in these parts of the workforce, we will not succeed in eliminating our gender gap.

In 2022, a new senior manager role for Talent & Diversity was created and successfully filled. One priority area this year was to focus on talent attraction and employer brand to place a deliberate focus on attracting a diversity of candidates to join Bus Éireann. This work supported us in building a more diverse workforce, better reflective of our customers, society, as well as Bus Éireann's business priorities and sustainability strategy. A strong and inclusive, externally accessible brand is key to attracting a diverse mix of talent and Bus Éireann has made significant progress in this area.



ACTIONS WE HAVE TAKEN:

TRAINEE BUS DRIVER PROGRAMME

Females represent 3.3% of bus drivers at Bus Éireann. Our workforce profile analysis, undertaken in autumn 2022, shows 7.4% of drivers with less than two years' service are females. This has resulted from our renewed focus and strategy to attract more women into the role.

In 2022, we introduced a trainee bus driver programme attracting those with 'B' licences where previously it was a 'D' licence only. Men were much more likely to have 'D' licences. Currently, 25% of those in the trainee bus driver programme are female, widening the pool of women in the early stages of their careers. This is a very welcome development.

Of our 84 female drivers, almost 53% have been recruited in the last five years. This shows good improvement and a welcome trend which we will work hard to ensure continues.

RECRUITMENT MARKETING

We are creating engaging marketing campaigns to raise awareness of the availability of driving roles across the business which is attracting a more diverse population of applicants. We ensure that job descriptions and adverts are gender neutral to attract a broad selection of candidates while all our recruitment campaigns are fully representative and inclusive of our diverse Bus Éireann team.

EMPLOYEE VALUE PROPOSITION

We have developed an employee value proposition for each talent segment, aimed to prospective employees. These are Bus Éireann's core benefits that make up our wider employer brand. Research was conducted internally, involving our employees to garner insights into their experience of their roles and what matters to them. This was then used as part of our talent attraction strategy.

We apply our employer value proposition in our campaigns and this messaging is reinforced through our driver open days. We have found that creating online content that connects with our target audience, that showcases role models, challenges perceptions and is engaging, is crucial to building awareness and interest in Bus Éireann and the roles on offer to a more diverse audience which is resonating successfully.

APPRENTICES

Bus Éireann dedicates significant resources to its apprenticeship programme, currently with three female apprentices. While the popularity of apprenticeships is increasing amongst women, they still only account for 6.25% of intake in Ireland. For Bus Éireann, women make up just 4.2% of our heavy vehicle mechanic apprentices.

GROWTH PERFORMANCE SCHEME

Bus Éireann's performance management system opens career and development discussions to create a career path framework. A more flexible approach demonstrates that rather than just focusing on upward promotions, lateral career moves are also options for offering breadth and depth to employees' CVs. In 2022 this was extended to our clerical job category, which is majority female, greatly expanding development opportunities.

SUCCESSION PLANNING

Our Succession planning process is designed to systematically identify, assess, and develop talent to ensure continuity in specific positions in Bus Éireann. We draw the framework from the work of the 30% Club 3:1, for every three successors, a female successor is in the talent pipeline.



TALENT MANAGEMENT AND PROFESSIONAL DEVELOPMENT

Talent Management is important for Bus Éireann and we are constantly looking for ways that will help us to grow our talent pipeline. As part of growing the pipeline, we need to explore creative and innovative ways to assess the talent in the business for succession purposes.

We attend STEM events to support talent attraction and to challenge perceptions. We are working with 'Business in the Community' and have recently signed the Elevate Pledge to train all our leaders in inclusive leadership training and all our workforce on several EDI modules. We are partnering with Open Doors to showcase all roles. We are engaging in the world of work programme and participating in the Industry Insights Session on Apprenticeships to attract more early careers talent to the company.

Bus Éireann is utilising early career programmes such as the new apprenticeships, internships, and graduate programmes to influence the skills, shape, and development of the Bus Éireann workforce. We are seeing female representation increase at Specialist, Clerical, Ops (Ancillary) and Apprentice grades.

We sponsor two women every year to complete DCU's programme for female leadership 'Take the Lead' and we ran a pilot programme 'Empowering Women in Business' with Positive2Work Skillsnet. We also piloted 'career development workshops' with Positive2Work Skillsnet to support internal mobility.

DEVELOPMENT OF RELIEF AND PROMOTIONAL PANELS

We have low female representation at supervisor level, with just three supervisors in total. We have begun to address this by establishing supervisor relief and promotional panels. The role types covered under the pilot relief panel process are training, depot, AVL and school supervisors.



Working on a relief panel allows the employee to develop a realistic view of what the role entails and to experience it directly. Often, we have a perception of what a role is, and the reality of what it entails can be very different. Relief panels allow the employee to test their perceptions against their reality. It is a great way to increase the quality of applications as it ensures a fit between the person and the role and between the person and the business area, and it helps to retain employees longer.

WHAT'S NEXT?

More equal representation of women in Bus Éireann's workforce is a business imperative. Much of the groundwork has been laid and the next phase is to accelerate and expand initiatives that are intended to change the profile of our workforce in fundamental and positive ways.

The women who work for Bus Éireann enjoy rewarding and satisfying careers, and highly recommend us as a place to work. But there is more we need to do to attract more women, and to develop those working with us.

STRUCTURE AND GOVERNANCE

We are currently establishing a structure that incorporates a steering group, working group, Equality, Diversity & Inclusion champions, strategy, roadmap, and actions list to embed EDI throughout Bus Éireann. The objectives are to:

- Increase recruitment and retention of female employees in apprentice/craftworker, driving, supervisory and leadership roles.
- Create an environment where everyone is treated with respect, feels included and achieves their full potential
- Create an environment where a broad range of individual abilities, talent and perspectives are valued and supported



CREATING A CULTURE THAT SUPPORTS INTERNAL MOBILITY

In 2019 2% of service supervisors were female and our target set in 2021 is to increase this to 10% by 2030.

We are reviewing the selection process and competency requirements for effective role performance at supervisor level. The study will involve a comprehensive job analysis study including a sample of the current supervisor population, previous role holders who were deemed successful in the role, service delivery and people operations managers. A tailored development programme for female supervisors is being developed.

As the main pipeline to supervisory roles is from drivers, this again emphasises the need to improve representation in our largest role category.

We are excited about the transformation to come, and encouraged by the clear impact of the actions we have undertaken to date. Knowing that Bus Éireann is a great place to work, and a great place to work for women, as we attract and develop more women we believe that momentum will build.

We look forward to reporting on our progress and to the benefits this change will bring to the entire organisation.

Jean O'Sullivan
 Chef People Officer, Bus Éireann





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