

BUS ÉIREANN GENDER PAY GAP REPORT 2023

DECEMBER 2023



GENDER PAY GAP REPORT 2023

At Bus Éireann, Ireland's national bus company, our focus is on people, both within the organisation and among our valued customers. We are committed to fostering an environment where every individual is treated with respect, and where differences are not just acknowledged but embraced.

This is our second gender pay gap report, it shows that Bus Éireann's mean gender pay gap is 11.8% in favour of women, compared to Ireland's average of 9.6% in favour of men. The median at Bus Éireann is 9.8% in favour of women.

Our gender pay gap identifies the imbalance that currently exists, whereby women are better represented in Bus Éireann leadership roles, rather than operational or customer facing roles. While 90% of our workforce is male, women in customer facing roles make up just 4% of the population. Fundamentally, we want a more even distribution of men and women across Bus Éireann and implementing positive changes to achieve this remains our focus.

This year we adopted our 'Route to Respect 2024-30 Diversity, Equity and Inclusion Strategy' which sets out clear goals in relation to gender representation across the organisation. A key part of this strategy concerns our efforts to broaden the diversity of applicants across our driver, engineering, mechanic and apprentice roles.

We are continuing to make progress on this journey and our commitment to this strategy is gaining momentum. Overall, across Bus Éireann, 15.1% of the female population are new employees, versus 10.1% for male employees. And, if current practices are continued, we will expect to see 16% female employee representation within a 10-year period.

We are encouraged to see the positive impacts of our targeted initiatives to improve representation in Bus Éireann and look forward to reporting on our progress in the years to come.



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, Carlow, Drogheda, Dundalk, Navan and Sligo, as well as commuter, regional and rural services, all under contract to the National Transport Authority. Athlone now features our, and Ireland's, first electric bus depot. 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, transporting over 160,000 pupils on a daily basis across over 9,000 routes nationwide.

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

“



”

I've been working within CIÉ/Bus Éireann for over 30 years so I've seen a big change in attitude across the company in that time. It's really interesting to see where we've come from and where we are today. Over the course of time I've seen a change in how women are viewed by society. And, in fairness to Bus Éireann, it really has been working to promote the fact that all jobs are open to everyone, regardless of your gender.

Fionnuala Keely, Fares Manager



WOMEN IN OUR WORKFORCE

Our essential services are delivered by over 2,913 employees based at 17 locations throughout the country. Our workforce comprises 90% male and 10% female employees, and 71% of our total staff are drivers. Proportionately, female employees are most likely to be found in the Senior Manager, Manager, Specialist and Clerical grades. Women make up 62% of the Clerical grade. Women make up slightly over 4% 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	8	38%	=
Executives	147	34%	↑
Supervisors	143	2%	=
Clerical	247	60%	↓
Drivers	2,064	4%	=
Support	304	2%	=

THE CALCULATION OF OUR GENDER PAY GAP

Bus Éireann had 2,913 employees, of whom 2,611 were men and 302 were women, at our gender pay gap snapshot date of 30 June 2023. We had 98 part-time employees and 387 on temporary contracts. The relevant period was 1 July 2022-30 June 2023.

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.

THE CALCULATION OF OUR BONUS GAP

Under the regulations, all voucher awards are treated as bonuses. Most of our people in the year in question received a voucher as part of a pay agreement reached with the Trade Unions, with some in receipt of safe driving vouchers and referral vouchers in addition.

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.



GENDER PAY GAP REPORT METRICS 2023

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	2023	-11.8%	-9.8%	88.3%	11.7%	94.9%	5.1%	97.5%	2.5%	77.8%	22.2%	91.2%	88.1%	7.3%	0.0%	17.0%	7.0%

Entity	Year	Part-Time employees		Temporary Contracts	
		Hourly Remuneration		Hourly Remuneration	
		Mean	Median	Mean	Median
Bus Éireann	2023	-10.4%	-22.8%	9.0%	18.2%

- 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 an hourly remuneration gap in favour of women amongst our part-time employees, and 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.

BENEFIT IN KIND – ALL EMPLOYEES

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).

TRANSPORT AND GENDER

We commented in our gender pay gap report in 2022 on the issue of gender representation in the transport sector globally. Women comprise half of the societies that companies like ours serve – but women are under-represented in our workforces. This means that transport companies like ours are missing out on potential talent, and that our driver population does not resemble as well as it could the communities we work in.

TRANSPORT AND GENDER CONT.

It would be naïve to think that we, or any transport company, can correct a long-standing and sector-wide gender imbalance in short order. That said, change is happening and we are contributing wherever we can to making it happen faster. It is very notable that 38% of our senior leadership are now women, the proportion at this level has risen very significantly over the years.

We are focused on the reasons why women do not apply in large proportions to front line driver roles or to mechanic or engineering roles. We know, for example, that some women are deterred by perceptions of unsociable working hours or health and safety issues. Improvement in areas like these, which might conceivably require changes to operational practice, would benefit men as well as women.



I first joined Bus Éireann in 2000 as a Project Engineer, moving up to Regional Engineering Manager. I returned to the company almost ten years later and became the Energy Senior Manager in 2021, supporting our transition to a more sustainable future.

Bus Éireann is making a great effort to raise the company's profile with female candidates, in particular within apprentice roles, we now have a group of female apprentices at various stages throughout the country and company.

I took part in 'Let's Lead', the DCU Women's Leadership Development Programme offered by Bus Éireann. I would definitely recommend it for people, it's a great course and the women who run it are fantastic. I've even kept in contact with women I met during the programme and we have developed a network that you can lean on if you need.

Stephanie Maher – Energy Senior Manager



ROUTE TO RESPECT 2024-30

OUR DIVERSITY, EQUITY AND INCLUSION STRATEGY

Route to Respect 2024-30 was adopted as a strategy by our organisation in 2023. It sets out five objectives:

1. We strive to ensure that our employees experience a workplace culture that is respectful and inclusive, and measure this regularly through engagement surveys and listening circles.
2. We develop policies, procedures and practices that facilitate the respectful and inclusive culture and which are 'best practice' in the sector.
3. We will review Recruitment, retention and progression practices with the aim of making them as fair and as bias free as possible.
4. We will explore creative and innovative ways to widen the talent pool from which we recruit.
5. We improve our data gathering and conduct regular campaigns to encourage employees to share personal data that may assist us in achieving our diversity, equity and inclusion objectives.

An annual plan will be formulated to advance the strategy by the Senior Manager of Talent and Diversity, with finalisation and approval from the Senior Management Team. Achievement of the plan will be monitored by a Steering Group that includes several senior leaders and two board members. In addition the Senior Manager of Talent and Diversity will meet at least annually with representatives of each function and with regional operations, regional HR and engineering managers to advance and review progress.

The Strategy aims for concrete achievements. Many of these concern our overall environment of diversity, equity and inclusion – for example, we wish to:

- Achieve high ratings (80%+) on the Diversity & Inclusion Statements and Culture Statements in our Engagement survey by 2030
- Deliver ED&I training to all employees by 2024.
- Achieve the Silver and Gold Investors in Diversity EDI Marks well before the end of the decade, building on our existing Bronze Mark.

Some of the goals we aim for specifically concern women. We wish to raise the proportion of women amongst our Drivers and Supervisors to 10% by 2030, from the current levels of 4% (Drivers) and 2% (Supervisors).



In February 2022, I joined Bus Éireann as a Service Supervisor, Road Passenger in Waterford. Although I was new to Bus Éireann, I had spent 27 years working within the public transport system. I am the first female to hold this role in Waterford.

On arrival I was made to feel very welcome and very quickly my colleagues knew what I was about, I work with a great team of men and women. I was delighted to win the Regional Supervisor of the year award as that nomination comes from the recommendations submitted by your team and colleagues. It meant a lot that my arrival in Bus Éireann has been seen in such a positive light by all of my colleagues.

Vivienne Barry – Supervisor



OUTREACH AND ATTRACTION

Bus Éireann wants good applicants from all sectors of society. Our outreach initiatives are intended to make as wide as possible the pool of people considering a career with us.

When it comes to students, we work with Business in the Community on their World of Work programme. As part of this, we are partnered with schools, and Bus Éireann representatives help students with skills sessions, visits to our sites and mock interviews.

In collaboration with Iarnród Éireann, we provided free transport in 2023 for female students from locations around the country to the I Wish STEM Showcase event, which lays out the potential of STEM careers to girls. We are repeating this in 2024, when it is expected that over 2,000 female students will travel.

Sometimes the decision to join Bus Éireann can come later in life. We are partnering with Back to Work Connect, a career hub for returners and career changers – whose services are often used by women returning to the work force after periods of family caring.

Our efforts to reach out to women can intersect with our efforts to reach out to minorities – as with our involvement with Common Purpose on their new programme to support internships for female minority groups.

Bus Éireann frequently holds Open Days for people considering a career with us who want to know more. In 2023 we held two Female Driver Recruitment Open Days, one in Cork and one in Dublin.

Bus Éireann is taking care to ensure that its recruitment advertising showcases female talent, particularly in areas such as drivers and apprentices where women are particularly underrepresented. We know this is important: we have had direct feedback from women who have joined us that their view of Bus Éireann as a diverse company was an important factor in their application.



Growing up I was always into cars and engines, but when I first finished school in 2007 no one wanted anything to do with having a girl in their garage.

So, instead I got a degree and worked in a job I hated, until three years ago I applied and was accepted as a mechanic apprentice in Bus Éireann.

A lot has changed in the years since I finished school. I think the perception that a mechanic is only a job for a man is gone now. I believe the work Bus Éireann has done has played a part in that progression.

We also went to IWISH STEM this year to talk to students and show them that women are working in these mechanical roles, it's great for them to see that it's possible and that Bus Éireann will welcome you..

Nicole Treanor – Third year apprentice Heavy Vehicle Mechanic, Tralee depot



HIRING PRACTICES

Bus Éireann is determined to ensure that candidates for our positions are given equal opportunity, irrespective of gender or background. It is a commitment under the Route to Respect 2024-30 Plan that we will review our recruitment processes from end to end to minimise any potential for bias. We also intend that all our recruiters will be trained in inclusive recruitment: this has already happened in respect of recruiters to those positions where women are under-represented.

With the objective of widening the talent pool from which we recruit firmly in mind, we intend over the coming years to establish targeted recruitment campaigns for groups underrepresented at Bus Éireann – including women.

We are looking carefully at what it would take to increase applications from women into roles where they are currently under-represented. After intensive examination that included consultation with women who are or have been Apprentice Heavy Vehicle Mechanics, we have altered our recruitment criteria and recruitment processes for that role. We were named winner in the Outstanding Diversity Initiative category at the National Diversity & Inclusion Awards for this specific initiative.

In 2023, Bus Éireann received the Sustainable Business Impact Award in Diversity & Inclusion for work in actively addressing female underrepresentation.



When I started in this role eight years ago the absence of female representation in the craft side of Bus Éireann was immediately noticeable with zero female apprentices present in the company. Our first task was to show how existing preconceptions of mechanical apprenticeships don't match reality.

The Heavy Vehicle Mechanic trade has had to adapt and evolve with the technology, more than any of the traditional trade apprenticeships, it's like night and day. That advance has really opened up the possibilities of who can become an apprentice.

Bus Éireann collaborated with a number of organisations including TU Dublin's Access to Apprenticeship Programme and Women in Trades Network Ireland. In 2018 we welcomed our first female apprentice Samantha Kao, who has since completed her apprenticeship. Samantha's engagement with young students on behalf of the company was game changing and we continue to recruit new female apprentices each year.

David Poynton – Apprenticeship Manager

DIVERSITY & INCLUSION WITHIN BUS ÉIREANN

We are committed to ensuring that our employees experience a workplace culture that is respectful and inclusive. There has been considerable investment to ensure this is the reality. Bus Éireann has achieved the Bronze Investors in Diversity Award – this is seen as a first step; we will be aiming to achieve silver and gold status in the coming years.

Diversity and Inclusion Champions are being put in place in each region and function; they will play a vital role in helping us to realise the goals of the Route to Respect 2024-30 plan.

We continuously offer training in diversity and inclusion, for example in unconscious bias and in inclusive leadership. Several Workplace Live events have been held with diversity and inclusion themes. We particularly want to facilitate drivers in attending these, so with certain events we pay an hour's salary to those who do.

Some inclusion initiatives are very much targeted at women specifically. We celebrated International Women's Day in Bus Éireann in 2023 by bringing a number of women from across the CIÉ group of companies together in the Gibson Hotel Dublin for an equity themed event. There was a mix of guest speakers and employees who spoke about their own career journeys. Similarly, we booked a table at the Menopause Summit in Cork, which a number of colleagues attended. In 2024 we will be launching the Women in Bus Network to enable our women employees to support each other, to make a collective voice heard and to assist us in our diversity, equity and inclusion strategy.

A feature of life at Bus Éireann that some with family responsibilities may not consider inclusive, concerns work patterns for drivers, in particular those that involve unsociable hours. We are encouraging potential applicants to examine roles which might fit better with such responsibilities. Examples include school bus driver, 4/7 driver or weekend driver positions.



I joined Bus Éireann on a temporary contract in 2019, becoming permanent in 2021. In my role, I look after our employee recognition awards, the Go the Extra Mile (GEM) Awards and among other things, I oversee BÉ Online, our online employee communications platform and our Bright Ideas initiative. As a bereaved parent, having lost my firstborn son at full term, my family is a huge priority for me. Bus Éireann has been understanding and enabled me to grow my career and be a mother at the same time. I see lots of opportunities to further my career within Bus Éireann and I'm currently studying a postgraduate diploma in Diversity, Equality and Inclusion. I believe this will benefit my career and Bus Éireann.

Claire Doolan – Internal Communications Specialist



CAREER PROGRESSION

Bus Éireann wants all its people to be able to progress their careers on an equitable basis. We also wish to do what we can to remove any hidden barriers to progression.

So far as our senior management levels are concerned, women have been steadily attaining greater levels of representation. We have introduced structured succession planning, with a view to identifying and nurturing future leaders from diverse backgrounds. We ask four of our women every year to partake in the Let's Lead Leadership Development Programme, run by DCU Business School specifically for women.

We are devoting particular effort to enabling fair, diverse and equitable progression amongst our driver population, specifically enabling the transition from driver to Supervisor. Women currently have a very low level of representation amongst our Supervisors. We have been examining very closely why this is, and what we can do about it. Steps taken or planned include:

- Creation of relief panels – enabling people who might not otherwise consider the Supervisor role to try it (in place)
- A new selection process for Supervisors, relief panel and acting supervisors, reached after careful examination of the existing process
- A mentoring/buddy system for new female Supervisors
- A Future Supervisors Programme, to be launched early in 2024
- A shadowing programme, to enable interested applicants to examine what a Supervisor's job entails

Many of these measures will be of as much benefit to men as to women. In our view, one of the biggest barriers to applying for a Supervisor's position are misunderstanding and apprehension regarding what the role involves. Measures such as relief panels and the shadowing programme will enable a wider population to match accurately their own preferences and abilities against the job.

ANNUAL GEM AWARDS



I've always been very interested in the mechanical side of things, and I was drawn to the apprenticeship role where you can get paid while you learn.

There are more women coming into the industry all the time now. While I am the only girl in my garage, you wouldn't know it. The lads are so friendly and welcoming, they're always there to help you if you need it. I'm in my third year now and I love it.

Kenzie Adams – Third year apprentice Heavy Vehicle Mechanic, Cork depot

CLOSING STATEMENT

Bus Éireann has ambitious goals towards improving the gender diversity of all our roles. Significant groundwork was laid in 2023, including new recruitment campaigns, development and training programmes. Our media campaigns and associated open days raise awareness and generating interest in career opportunities for all including roles that may not have been traditionally selected by prospective female candidates.

Bus Éireann is a great place to work, there is excellent potential to learn and progress careers across the company. We believe our training programmes in 2024 will provide new opportunities and will open doors to many, including women, who might not otherwise have considered a career with us.

Jean O'Sullivan,
Chief People Officer, Bus Éireann

