

Gender Pay Gap Report 2023



Bus Átha Cliath
Dublin Bus



A Message from the CEO

Hello,

We are delighted to present the Dublin Bus Gender Pay Gap Report for 2023. I am proud to share we have achieved a negative pay gap in favour of women, marking a significant step on our journey towards equality, diversity and inclusion.

A sincere thank you to the entire Dublin Bus team who have championed this positive progress.

As we celebrate this milestone, we also acknowledge the road ahead to transform gender equality from a goal into a lived reality.

Our focus for the year ahead remains on ensuring greater female representation across the organisation, especially within our driver grade.

At Dublin Bus our commitment extends far beyond numbers; we want to create a workplace where everyone enjoys equal opportunities.



Billy Hann
CEO, Dublin Bus



Gender Pay Gap - what is it?



The gender pay gap is the difference between men's and women's pay, based on the average difference in gross hourly earnings of all employees.

The gender pay gap is shown as a percentage of men's earnings and represents the difference between the average gross hourly earnings of male and female employees (Eurofound, 2021). It does not indicate discrimination or bias, or even an absence of equal pay for equal value work - but it does show a gender representation gap and will capture whether women are equally represented across the organisation.

So, for example if women hold more of the lower paid jobs in the organisation than men, the gender pay gap is usually bigger (IBEC, 2022).

Equal pay is defined as the elimination of all discrimination on the grounds of gender regarding all aspects and conditions of remuneration for the same work or for work of equal value (Eurofound, 2019).

“The average gender pay gap in the European Union was 13%, and 9.9% for Ireland in 2020 (Eurostat, 2021).”



Gender Pay Gap Information Act 2021

The Gender Pay Gap Information Act 2021 requires organisations with over 250 employees to report on their hourly gender pay gap across a range of metrics.

Employers are required to choose a snapshot date which must be in June of the current year. The publication of the organisations gender pay gap is 6 months after their chosen snapshot date.

Gender pay gap 2023

All Dublin Bus employees are aligned to pay grades which provide for equal pay for equal work irrespective of gender. The snapshot date for Dublin Bus is 24 June 2023. The publication date of our gender pay gap report will not be later than 24 December 2023.

On the snapshot date there were 3,900 employees in Dublin Bus, 3,587 men (92%) and 313 women (8%). On this date there were 50 part-time employees, 32 men (64%) and 18 women (36%). We had 403 temporary employees on this date, 369 men (92%) and 34 women (8%).

Gender pay gap - Dublin Bus

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

Mean gender pay gap

The mean gender pay gap is the difference between the average hourly pay of males and females within Dublin Bus. The mean is calculated by adding up all the earnings and then dividing it by the number of people.

Although women are under represented in the company making up only 8% of total employees, 33% of women in the company are in the upper quartile of pay. This explains why our mean gender pay gap is -4.1%, which means the gap is slightly in favour of women.

-4.1%



The mean gender pay gap for all employees

-0.9%



The mean gender pay gap for part-time employees

-7.4%



The mean gender pay gap for temporary employees

Median gender pay gap

The median gender pay gap is the difference between the average hourly pay of male and female employees at the middle of the distribution.

In Dublin Bus there are more men within the middle of the distribution which explains why the median gender pay gap is slightly in favour of men.

2.1%



The median gender pay gap for all employees

1.0%



The median gender pay gap for part-time employees

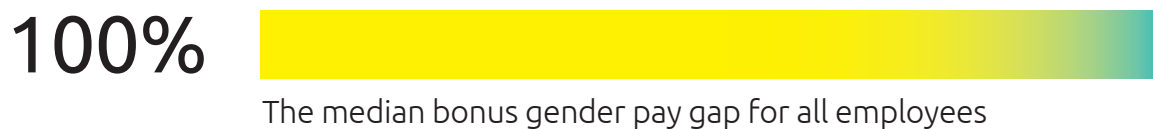
-0.9%



The median gender pay gap for temporary employees

Bonus gender pay gap

Bonuses are not paid to clerical or executive employees in Dublin Bus. Small value bonuses are paid to grades in Dublin Bus which are dominated by men, such as bus drivers (94% male). Temporary employees do not receive any bonuses.



Within Dublin Bus women are more concentrated in roles that don't receive bonuses, which explains the bonus gender pay gap. As we increase the number of women into these areas the bonus gender pay gap will decrease.

Quartiles

Quartile	Male	Female
A (Upper)	24%	33%
B (Upper Middle)	26%	12%
C (Lower Middle)	25%	20%
D (Lower)	24%	34%

Growth

Dublin Bus commissioned EY to conduct a Gender Pay Gap analysis in 2018. The results of the analysis showed a gender pay gap of 2.3% in Dublin Bus. This compares very favourably to the Irish average of 18% in 2018. The report concluded that our systemic and systematic approach to equality, diversity and inclusion is very impressive and serving Dublin Bus very well. The low number of women in the driving grade (3.7%) at the time of the analysis was a particular contributing factor to the gender pay gap.

In 2022 the gender pay gap in Dublin Bus was -2.4% so we have seen an increase in the gender pay gap in favour of women. This is in part due to the 22% increase of female executives in Dublin Bus between 2022 and 2023.

The number of women working in male dominated roles such as bus driving, is also increasing. This can be seen in the reduction of the bonus gender pay gap from 60.3% in 2022 to 52.4% in 2023 as more women are now receiving these bonuses.

Benefit in Kind

0.02% of male employees received BIK in 2023 and 0% of female employees received BIK in 2023.

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Talent Development and Diversity Department

The Talent Development and Diversity Department in Dublin Bus is responsible for:

- » Leading the Talent Development strategy ensuring there are structures in place to identify, develop and engage employees, and enable a successful succession planning process to identify and mitigate gaps and risks.
- » Creating and implementing Diversity and Inclusions strategies and relevant initiatives, and provide support and advice to management and employees in relation to diversity and inclusion issues.
- » Developing and updating HR policies and procedures in line with legislation and best practice.

In 2023 the department grew from two to four employees. This shows the commitment that the company has to talent development and diversity, and has allowed us to focus on more initiatives in 2023 such as:

- Investors in Diversity Silver Award
- Updated Dignity and Respect Policy
- Expanded Education Support Scheme
- Formal Talent Development process
- Recruitment open days for women
- Increased training and development
- IBEC KeepWell Mark
- Gender Pay Gap reporting
- Pride campaign



“I think Dublin Bus understands and recognises the real benefits that having gender balance both in the company, and on the board, brings to an organisation”



Andrea Keane

Chief Financial Officer, Dublin Bus

Andrea Keane is the Chief Financial Officer for Dublin Bus, and the most senior woman in the organisation. She joined Dublin Bus in 2016 having been with the CIÉ Group since 1992. Andrea started her career in Bus Éireann and then moved to Irish Rail where she worked for 10 years. She is a member of the Chartered Institute of Management Accountants (CIMA).

“I really enjoyed my time in Bus Éireann and Irish Rail but as a Dubliner, joining Dublin Bus was very special. The bus was my mode of transport since I was a child as neither of my parents were able to drive. I had seen firsthand the very special team in Dublin Bus, and I was delighted to get the opportunity to be a part of that team.

Working in Dublin Bus has lived up to every expectation. Everyone was really welcoming and helpful. It was a challenging and busy time when I joined the company as we were preparing for new contracts with the NTA, but I found a great support network in #teamdublinbus. Some people think jobs in finance involve a lot of repetition but my experience in Dublin Bus is that no two days are alike. There is always something different to consider or a new project to start. You can really grow and develop and learn new skills.

I would definitely recommend Dublin Bus as an employer to everyone, but I would especially love to see more women in the company. Our employee profile is changing, and I think several recent initiatives have really helped make a difference.

With regards to women progressing in the company I think Dublin Bus understands and recognises the real benefits that having gender balance both in the company, and on the board, brings to an organisation. Different perspectives are important in any workplace. Women can bring a different way

of thinking to the table. When we have a diverse workplace, like Dublin Bus, that includes different backgrounds, perspectives, and cultures, we can offer better understanding for our customers who come from different backgrounds, too. We have also been proactive in recognising that this won't just happen. Meaningful and supportive policies need to be in place, and everyone needs to be fully behind them. The female driver recruitment days, and our great female driver ambassadors have created a positive vibe that we continue to build on.

I have seen firsthand how important this is to everyone from the Chief Executive to the Board and it then resonates through the company. Of course, more needs to be done to bring gender balance to every area of the company and I'm looking forward to seeing this continue.

The most valuable lesson that I have learned throughout my career is that you don't need to be the loudest voice in the room - you get further by being who you are and being genuine. Focus on helping and supporting the people around you succeed, because when they succeed, so do you.”



Education Support Scheme

The Education Support Scheme provides both practical and financial support to Dublin Bus employees for employee development and educational courses that lead to professional, academic and vocational qualifications. It also includes Leaving Certificate and Post Leaving Certificate courses, short courses, languages and computer skills courses.

In 2021 the Education Support Scheme was expanded to allow employees to study subjects not related to the business of Dublin Bus as well as the fully funded aspect of the scheme being broadened. The purpose of this is the strong belief that a holistic approach to education can have a positive impact on wellbeing, as education enhances mental ability through innovation, productivity and economic growth which will have a positive impact on the company overall.

There are two types of funding available under the Education Support Scheme – 50% funding and 100% funding. Funding at 100% is limited to employees who are undertaking a course of study in a subject relevant to the business of Dublin Bus and to the career development of the individual.

Since the scheme was expanded in 2021, 26% of the full funding support and 12.5% of the part-funded support has been for women. On the Dublin Bus Management Team 67% of women have gone through the ESS compared to 37% of men so the scheme is an important element of supporting women's progression through the company.

Since the Education Support Scheme was expanded in 2021:

Full-Funding Support for women

26%



Part-Funding Support for women

12.5%



Dublin Bus Management Team: Completed the Education Support Scheme

Gone through the **Employee Support Scheme**

67%



Gone through the **Employee Support Scheme**

37%



Barbara O'Brien

Technology Development Manager

Barbara O'Brien joined Dublin Bus in 2001 as an Assistant Engineer in the newly established Technology Development Department. She was promoted to the role of Technology Development Manager in February 2020 and manages a team of 10 people in the support, maintenance, and integration of the Automatic Vehicle Location (AVL), ticketing and private mobile radio systems. She is also a project sponsor for enhancements to our current systems and the introduction of new on-board technologies.

"When I graduated from DCU, with a degree in Mechatronic Engineering, I didn't know what industry I wanted to work in as an engineering degree gives a really good base to be able to work in a variety of industries. After college I moved back home to live with my parents in Rosslare Harbour and while there my dad noted the jobs advertised in Dublin Bus for graduate engineers.

Those roles were in both facility management and technology development, and I thought were a great opportunity to get a variety of experience, so I applied for the role and was one of two successful candidates.

After 2 years with Dublin Bus I undertook a Masters in Industrial Engineering from UCD, part time over two years. This course offered me the opportunity to develop the diverse range of skills required as an engineering executive, not covered in my undergraduate degree. This was funded through the company's Education Support Scheme.

Dublin Bus has been a really positive choice for me with my job being so varied and interesting. I am always interested in getting experience in new systems and integrating different areas of the business to find ways for the Technology Development Department to meet the needs of other Departments. The most enjoyable part of my job is getting involved with the team and being used as a sounding board to provide advice and guidance.

I truly love my job in a sector where we have the opportunity to positively impact people's everyday lives. Dublin Bus embraces new innovations and the infrastructure is evolving as we look forward to the electrification of our fleet and introduction of new vehicle location and ticketing systems, including the acceptance of debit cards and smart wearables. Technology helps to make public transport more attractive. My department has grown in recent years to support these new systems and given

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that women are underrepresented in STEM areas it is unusual that there is a 50/50 gender split in the team. One of the main enablers of this is the Education Support Scheme (ESS).

Half of my team have availed of the support available through the ESS which is testament to the company's commitment to nurture employees from early in their career. My team is made up of people who started as apprentice mechanics, bus drivers, in our Finance department, maintenance section, and as schedulers. The qualifications and skills they have acquired from third level education has

facilitated this cross functional movement across the company and they are now part of a diverse team of subject matter experts within the Technology Development Department.

I love working in Dublin Bus, I've been so supported at all stages of my career, and it has provided me with a lot of opportunities. Based off my own experiences I would strongly encourage our employees, especially women, to consider part-time third level education through the Education Support Scheme as a way to support their progression within the company."



“From my experience of working here, I have seen no difference in how men and women are treated. Everyone is treated equally regardless of gender.”



Kayleigh Larkin

Administration Officer, Broadstone Depot

Kayleigh Larkin joined Dublin Bus in 2018 as a summer student in Phibsboro Depot. She is currently an Administration Officer in Broadstone Depot. During her time as a summer student, she gained a wealth of operational knowledge which strongly supported her progression in the company. She has held several positions in the company to date, which has exposed her to different areas and strategic functions of Dublin Bus.

"I have worked in Dublin Bus for over 5 years now, I started in June 2018 as a summer student. Then after the summer I started working part time in the Commercial Department as a sale promotor whilst studying Business, Marketing and Tourism full time in college. I have just recently started working in Broadstone Depot as an Administration Officer. I started this position in September 2023. I was previously working in the engineering department as a relief clerk working across all our depots for 10 months.

I wanted to work in Dublin Bus as my dad has been a bus driver for over 15 years in Harristown Depot. He thought Dublin Bus would be a great experience for me and would help guide me in the direction I would like to go in my career. Seeing him have such a positive outlook on Dublin Bus made me want to be a part of the company.

I've had a very positive experience in Dubin Bus so far. I have been very lucky to have worked in many different departments such as Operations, Engineering and Commercial.

I have enjoyed working in all departments. I enjoy coming in every morning to work with people who I now consider my friends not just co-workers. Dublin Bus is a very inclusive and welcoming community and the people I'm surrounded by make it an even more enjoyable experience.

I would recommend Dublin Bus as an employer to other women. From my experience of working here, I have seen no difference in how men and women are treated. Everyone is treated equally regardless of gender. There are currently female bus driver open days being held to encourage more women to join Dublin Bus which I think is great.

I also think Dublin Bus is a company that supports women to progress in their careers. I have recently gone back to college to study Business Management in NCI and Dublin Bus has been nothing more than helpful and encouraging to help me towards furthering my education through the Education Support Scheme."



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Open Days for women

With only 6% of our 3,000+ bus drivers being women and furthering our commitment to address the gender imbalance within the organisation, in 2016 we organised our first open days for women. Eight further open days were held in 2019 and 2020 where approximately 660 women attended them. These days had to be suspended in 2020 and 2021 due to Covid-19.

However, two further open days for women took place in October and November 2023 that were attended by 137 women, and we received 70 bus driver applications from women who attended. We hope to see many of these women out on the road in 2024.

The open days give the attendees an opportunity to drive a training bus, supervised by our training instructors, around a short course in our depot yard. They also get a tour of Central Control and information on the recruitment process for bus drivers and the benefits of working for the company. Current female bus drivers and inspectors act as guides on the day to answer any questions the participants have about working for Dublin Bus, and to share their positive experiences of working as a bus driver.

The open days have proven to be extremely effective in increasing the number of female drivers in Dublin Bus. Since the open days in 2019 the number of female drivers has increased by 86%, with over 65% of these new female drivers having attended an open day. They are an important part of our strategy to recruit more women as they challenge stereotype's about being a female bus driver, provide women with real life experience, and showcase our female employees as the role models that they are.

Further open days for women will be held throughout 2024 to continue to build on our success to date.



Carla Redmond

Bus Driver, Dublin Bus

Carla Redmond joined Dublin Bus as a bus driver in January 2020 and is currently based in Donnybrook Depot. She is also a tour bus driver with DoDublin, the commercial arm of Dublin Bus, who run city sightseeing tours of Dublin. Carla previously ran her own business with her husband before joining Dublin Bus.

“It wasn’t that I always wanted to be a bus driver, but my husband and I had our own business for many years and unfortunately my husband became ill. Our business began to suffer as he could no longer work. While my husband was receiving treatment, I was doing so many jobs including running the business, running the house, and dealing with my children’s many needs. I also took on a lot of my husband’s medical needs including being his main carer when he was not in hospital. I could no longer run the business, raise my children, run the house and pay the bills. While my husband was attending his appointments, I had a lot of time to pass waiting outside hospitals etc. and I was trying to devise a plan to bring a steady income back into the house. I had seen the advertisements for Dublin Bus, they were trying to recruit female bus drivers and after discussing it with my husband I decided to apply. I knew that I was more than capable of doing the job.

I attended one of the open days for women in October 2019. I remember being excited and nervous at the same time. I was there to have a go and find out if they thought I was a suitable candidate for driving a bus. Being honest I had always thought that I was a reasonably good driver. We were brought out to one of the red and white training buses. I had been on a double decker bus before, but it never occurred to me that one day I might actually drive one. There were about 5 of us on the bus with Vinnie our driving instructor. I remember

sitting down at the back of the bus and watching the ladies having a go. As each lady left the driving seat there was a round of applause and a huge sense of achievement, they were all grinning from ear to ear, they could now tell people that they had successfully driven a double decker bus. Finally, I was invited to jump into the driver’s seat. I completed my spin around the yard, and I too got a round of applause from the other ladies on the bus. I remember Vinny saying to me that he would have no problem getting me through the driving test and that I should apply to Dublin Bus straight away. And the rest is history!

I started in the Dublin Bus Training Centre, and I would have to say, that from day one I found everyone to be very enthusiastic and helpful. The trainers in the Training Centre were second to none and very patient. I had the best time there and learned so much. Before I knew it, it was time to do my driving test and of course I passed. The next stage was to go to my designated garage which was Donnybrook 2. I was assigned a Mentor, who was very helpful and over the period of a week introduced me to all the routes within my garage.

What is obvious to me is there is no specific type of person suited to being a bus driver. I have never met such a diverse collection of people from all walks of life, there are so many talented people within the company who have worked in different trades and



“I believe Dublin Bus supports women to progress within the company, I have always received help from management and colleagues if I needed it.”

professions prior to entering Dublin Bus. I believe everyone has a story to tell as to why they decided to work for Dublin Bus. It's a tough job at times, but to me the advantages far outweigh the disadvantages.

I would recommend Dublin Bus as an employer. I have in the past recommended Dublin Bus to several people believing that they would be suitable candidates. Would I recommend it for women? Yes, without a doubt. There is no reason that women wouldn't be suitable or are less capable of driving buses. With the correct training and the support that I was shown as I went through the Training Centre they would progress very quickly just as I have. I, of course, am speaking from my own experience with Dublin Bus, my personal experience has been a very positive one.

I believe Dublin Bus supports women to progress within the company, I have always received help from management and

colleagues if I needed it. I personally have progressed in a relatively short period of time. When I first entered Dublin Bus, it was to secure an income for my family because of my personal circumstances at the time. As time has progressed, and with encouragement from many different colleagues, I believed that I had the necessary attributes to apply for different roles within the company. Without this encouragement I probably wouldn't have taken the chance to try out these new opportunities.

I have been very impressed with the different roles that women play with in the company from Drivers, Tour Drivers, Mechanics, Inspectors, Clerical and Human Resources. They are all excellent ambassadors for women in the workplace. I really enjoy working in Dublin Bus and I have met many talented, interesting, and sometimes very humorous people. I would hope to continue representing the female employees within Dublin Bus for many years to come.”

Vivienne Kavanagh

Talent Development and Diversity Manager

Dublin Bus continues to make progress on gender equality. For a second year in a row, we have achieved a negative gender pay gap that is in favour of women. During 2023 we ran open days for women to encourage them to apply for bus driver positions.

Since 2019 our open days have resulted in an increase in the number of female bus drivers of 86%. The number of female executives in the organisation grew in 2023 by 22%. The Education Support Scheme also continues to grow, especially the full funding aspect where 26% of full funding recipients have been women.

We will continue to build on the progress achieved to date on the number of women in the organisation. The growth of my own team demonstrates the increased focus on diversity and inclusion in Dublin Bus.

Ensuring further growth of the number of female employees and continuing the progression of women within the organisation will remain a key commitment for myself, my team, and Dublin Bus in 2024.





