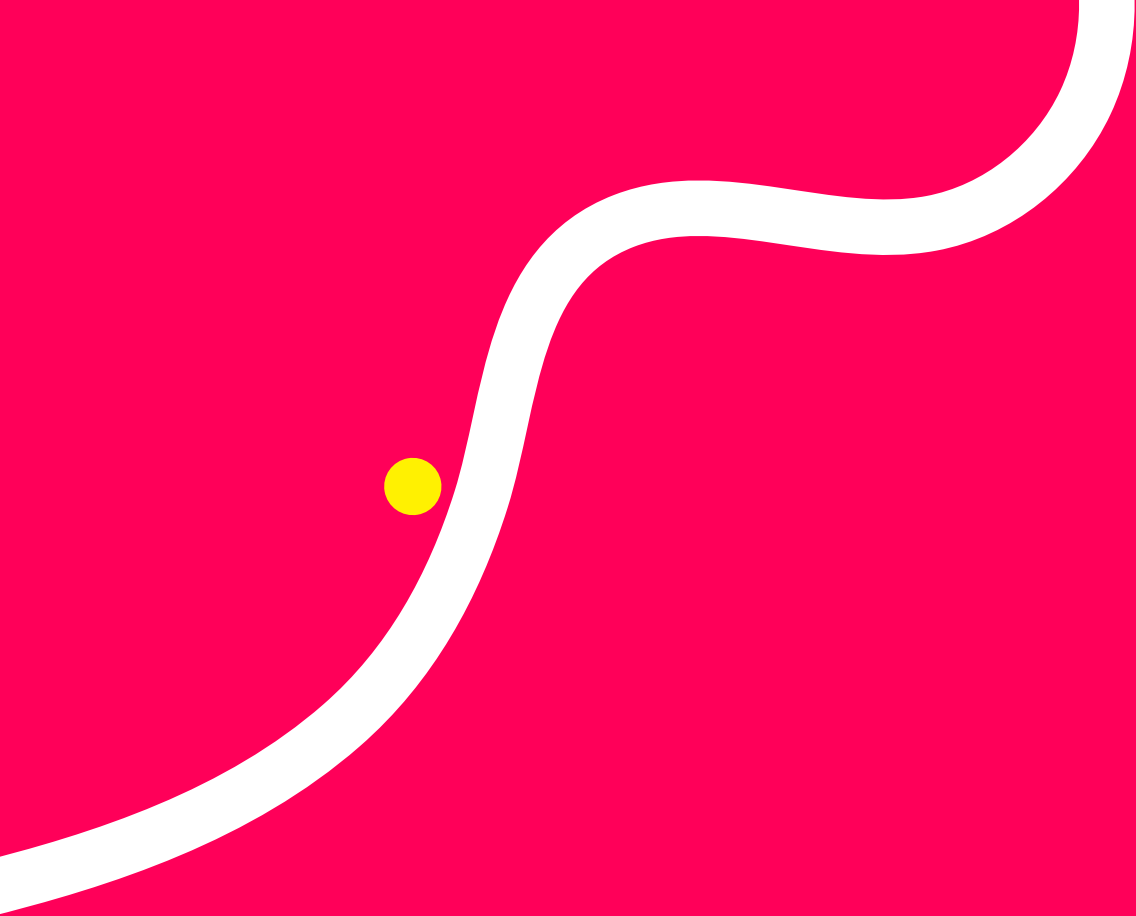


Gender Pay Gap Report 2024



Bus Átha Cliath
Dublin Bus



A message from the CEO

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I am pleased to present our Gender Pay Gap Report for 2024, which provides transparency about the differences in average earnings between men and women across our organisation. Building on last year's milestone achievement of a negative pay gap in favour of women, this report reflects our continued commitment to fostering an inclusive, equitable and diverse workplace where all employees have the opportunity to succeed and contribute to our shared mission.

At Dublin Bus, we believe that addressing the gender pay gap is not only a matter of fairness but also essential to our success as a semi-state organisation serving the diverse communities of the Greater Dublin Area.

While we are proud of the progress we have made, including meaningful steps to enhance female representation, particularly within our driver grade, we acknowledge that our journey is ongoing.

Guided by our strategy, Evolving for Tomorrow, we remain committed to being the employer of choice in the Greater Dublin Area, attracting talented individuals to our team. Together, we will continue working towards a workplace where diversity and inclusion are not just values but lived realities.

Thank you to the entire Dublin Bus team for championing our ongoing progress and helping us build an organisation that reflects the communities we proudly serve.



Billy Hann
CEO, Dublin Bus





Gender Pay Gap - what is it?

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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 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 mean gender pay gap in Ireland for 2022 was 9.6% and the median was 5.5% (CSO, 2023). The gender pay gap varies between industry, organisation size, public / private status, age, and region. In general, as an organisation size increases the gender pay gap decreases. For age it is the opposite, the gender pay gap usually increases with age.

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.

[Continued on next page >](#)



Gender pay gap 2024

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. All Dublin Bus employees are aligned to pay grades which provide for equal pay for equal work irrespective of gender.

Gender pay gap Dublin Bus

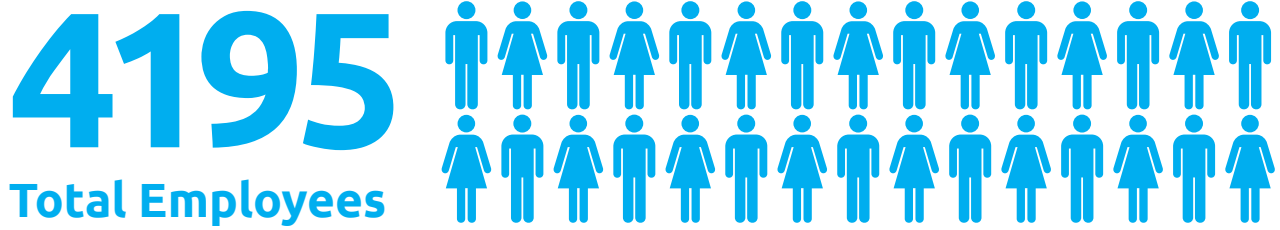
The Dublin Bus Strategy, Evolving for Tomorrow, sets out our key strategic priorities. One of these is People and Organisation. We want to be the employer of choice in the Greater Dublin Area, attracting people with passion, professionalism, and loyalty to the business and our customers. We are committed to continuing to grow a diverse and inclusive workplace, prioritising increased female representation across all grades within the company.

Our gender pay gap reporting is one part of how we are addressing female participation rates and employment gaps between genders as it helps us to identify the causes for these gaps and the areas that we need to focus on.

Dublin Bus Snapshot

The publication date of our gender pay gap report will not be later than 29 December 2024.

On the snapshot date there were:



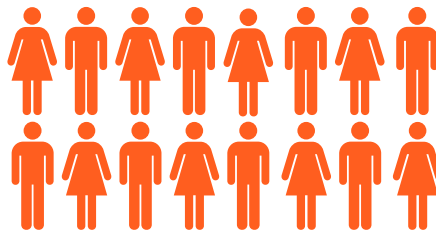
3,821 Men (91%)



374 Women (9%)



586
Temporary Employees



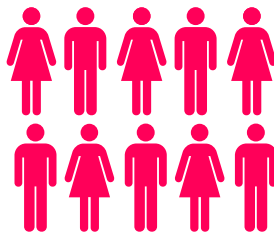
502 Men (86%)



84 Women (14%)

60

Part-Time Employees

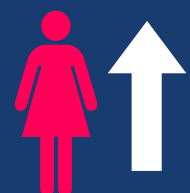


44 men (73%)



16 women (27%)

Since the 2023 Gender Pay Gap Report the number of women working in Dublin Bus has increased by 19%, mostly within the bus driving grade.



Mean gender pay gap

The mean gender pay gap is the difference between the average hourly pay of males and females within Dublin Bus.

In Dublin Bus the mean gender pay gap is:

- -1.2% for all employees
- -8.9% for part-time employees
- 2.7% for temporary employees

Between 2023 and 2024 the mean gender pay gap decreased from -4.1% to -1.2%. This is in part due to the increase in the number of women in Dublin Bus, specifically bus drivers which has increased by 33% since the 2023 report.

The mean gender pay gap for part-time employees increased from -0.9% in 2023 to -8.9% in favour of women in 2024 as the average hourly pay for women working part time has increased compared to men working part-time. This is due to there being more executive and clerical women working part-time as compared to men working part time who are mostly bus drivers.

The mean gender pay gap for temporary employees increased from -7.4% in favour of women in 2023 to 2.7% in favour of men in 2024 as there are more temporary male executives in 2024.

-1.2%   The mean gender pay gap for **all employees**

-8.9%   The mean gender pay gap for **part-time employees**

2.7%   The mean gender pay gap for **temporary employees**

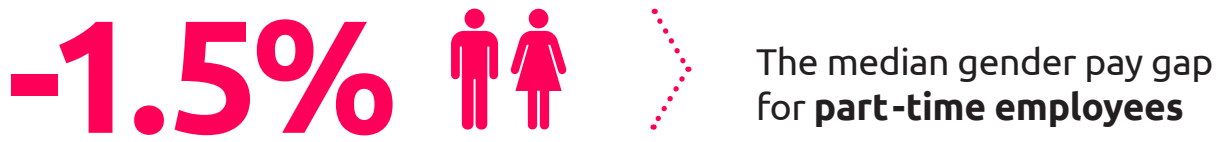
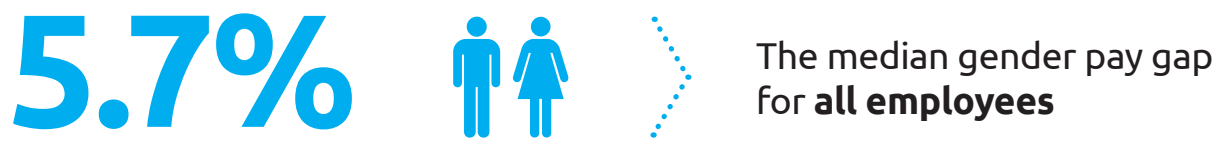
Median gender pay gap

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 the median gender pay gap is:

- 5.7% for all employees
- -1.5% for part-time employees
- 8.5% for temporary employees

The median gender pay gap increased in favour of men for all employees and temporary employees in 2024 as there are more men within the middle of the distribution in Dublin Bus. The increase in women in the company in 2024 would be at the lower end of the distribution.



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 (93% male). Temporary employees do not receive any bonuses.

- 95% of men in Dublin Bus are eligible for a bonus
 - 67% of women in Dublin Bus are eligible for a bonus
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- 67% of men in Dublin Bus received a bonus
 - 35% of women in Dublin Bus received a bonus
-
- The mean bonus gender pay gap for all employees is 54.4%
 - The mean bonus gender pay gap for part-time employees is 57.8%
-
- The median bonus gender pay gap for all employees is 100%
 - The median bonus gender pay gap for part-time employees is 100%

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 e.g. bus driving and engineering, the bonus gender pay gap will decrease.

Benefit in Kind (BIK)

Nine Dublin Bus employees received BIK in this year.

Quartiles

Quartile	Male	Female
A (Upper)	90%	10%
B (Upper Middle)	97%	3%
C (Lower Middle)	92%	8%
D (Lower)	86%	14%





Anna Collins

Management Accountant, Finance Department

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I completed my Leaving Cert in Cork in the late 1980s, a time when Ireland faced high unemployment rates and public sector recruitment was restricted, making job opportunities very limited. I chose Dublin Bus because public transport was a more relatable part of my life — having travelled on the Bus Éireann yellow school bus throughout my education, participated in school trips by train, and witnessed the relatively new split of CIÉ into operating companies. Dublin Bus symbolised something dynamic and new to me, offering both freedom and opportunity. It was also a permanent position with pension benefits, which was highly valued at the time.

My experience working at Dublin Bus over the past 35 years has been shaped by numerous significant changes within the company, including the introduction of new services such as the Tours, Airlink, Quality Bus Corridors, Nitelinks, and the impact of LUAS and Go Ahead Ireland. I have also witnessed pivotal moments like the downturn in the economy in 2008, the integration of new technologies, the evolving role of the NTA, the disruptions caused by Covid-19, and the ongoing developments through BusConnects, Depot Electrification, and more. The company has continuously adapted and evolved, meaning my role has had to evolve with it.

I began my career at Dublin Bus as a clerical assistant within the Finance Department. Advancement opportunities at that time were limited, particularly for women, as senior roles were predominantly held by men. The decision to pursue further education or seek promotion into executive roles felt like a significant step forward.

The only senior female professionals I encountered had joined from external organisations, which made the path to leadership unclear. However, I progressed through various roles in the Finance and Engineering departments, as well as CIÉ's Internal Audit, before returning to Dublin Bus as Management Accountant in 2000.

The Education Support Scheme played a key role in facilitating my career development by providing the necessary financial and practical support. During this period, I pursued professional qualifications, starting with AAT and later moving on to ACCA, which provided the credentials for my current role.

In 2000, I was promoted to the Management Team, and during the early years, I was, at times, the only female on the team. My experience working in Dublin Bus has been largely positive, and working in a male-dominated environment has helped refine my skills. It has also been rewarding to witness the removal of barriers to the advancement of women in senior roles at Dublin Bus. Today, the Management Accounts team is entirely female, though the gender balance has shifted several times over the years as team members have moved on.

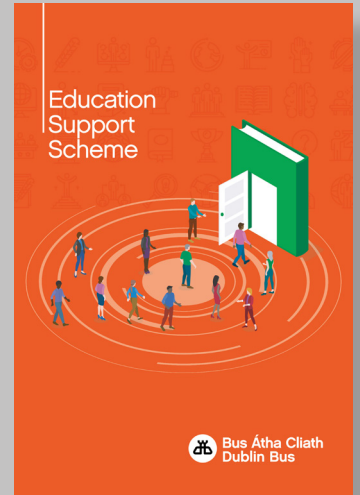
Dublin Bus has come a long way in the 35 years since I joined the company. You no longer get glances of puzzlement when you sit at a table of auditors or at a table of management and feel as though you are the “notetaker”. You are seen as an equal - as competent and as capable as your male counterpart – and as such I would recommend Dublin Bus as an employer to other women. Every person has a role within the company and not everyone wants to become managing director, so career progression means different things to different women in Dublin Bus. Through training and education schemes and career advancement opportunities, Dublin Bus gives women a chance to unlock their potential and opens doors they may not have considered before and would not have been there to open in years gone by.

In recent years, Dublin Bus has made considerable efforts to strengthen its internal processes and promote gender equality across the various grades. This commitment has led to a more diverse range of experiences and leadership styles across the company, particularly with a growing female presence at senior and middle-management levels. Support for progression should come from all levels of the organisation. It is not only senior managers but also the senior administration and non-manager executives who can have direct influence on the career progression of junior women employees, offering mentorship, support and opportunities for development. I hope that in a few years, gender equality will be so ingrained in the organisation’s culture that it will no longer be viewed as a distinct or separate focus.”

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.

Since its expansion in 2021 the scheme has supported over 120 employees across both fully and partially funded programmes. The Education Support Scheme has proven to be beneficial to women's progression within Dublin Bus with 31% of full funding recipients being female, and with 67% of the women on the Dublin Bus Management Team having gone through the ESS compared to 37% of men.



Since the Education Support Scheme was expanded in 2021:



31%

Full-Funding Support for women

Dublin Bus Management Team: Completed the Education Support Scheme



67%

Gone through the Employee Support Scheme



37%

Gone through the Employee Support Scheme



Lorraine Stanciu

Clerical Officer, Procurement Department

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Lorraine Stanciu joined Dublin Bus in September 2023 as a clerical officer in the Procurement Department. Lorraine had an interest in procurement and when she graduated from college, she saw that Dublin Bus were recruiting procurement graduates as part of their Procurement Graduate Project. Considering Lorraine’s previous experience in Dublin Bus, she knew that this was a great opportunity for her.

“I was interested in the field of procurement and when I had graduated from college, I seen that Dublin Bus were recruiting for procurement graduates on the website’s careers section. As I had previously completed a summer student internship in the Commercial Department, and graduated with a Law and Business degree, I thought it was a fantastic opportunity. I already had an awareness of the company, and my degree aligned closely with procurement, so I decided to apply.

I have been working for Dublin Bus for just over a year now. Working in Dublin Bus has made it possible to kickstart my career in procurement. The learning curve was quite steep due to understanding the Utilities Directive, which Dublin Bus operates in as a semi-state organisation. However, the procurement team have been very forthcoming in training me from the bottom up which has positioned me well in carrying out my role.

When I first began in my role, I only had a general awareness of European Law in which the Utilities Directive originates from, and general knowledge of supply chain management from my degree. I hit the ground running in the first few months of the graduate programme – from managing material items, to generating purchase orders for the various departments in Dublin Bus, liaising with suppliers, to understanding and reporting on procurement compliance.

As part of the programme, I undertook to complete two diplomas to strengthen my understanding of procurement – a Higher Diploma in Public Procurement Law and a CPD Diploma in Public Procurement. Both diplomas have proven to be invaluable and the knowledge that I obtained supports me in carrying out my day-to-day duties. Availing of the Education Support Scheme for both of these diplomas was extremely helpful to me and greatly benefited my overall development.

The best thing about working for Dublin Bus, for me, is the atmosphere of support. If I don't know something, I never feel afraid or intimidated to ask. Your questions will always be answered, and everyone is willing to help in all departments across the company. My colleagues in the Procurement Department have always been there to guide me and help me along the way.

I would recommend Dublin Bus as an employer to other women. Despite the transport industry being male dominated, there have been campaigns over the years aimed at recruiting more female drivers. The Education Support Scheme is in place within the company, which many female employees have availed of, including myself. I believe that Dublin Bus puts a strong emphasis on gender equality in the workplace which, for me, is important.

I believe that Dublin Bus supports women to progress in their careers, and this is seen through the gender balance in senior positions throughout the company. Furthermore, the Education Support Scheme has aided, and continues to support, many women as they progress in their careers throughout the company."



2024 progress

In 2024 we ran an internal recruitment process for inspectors. Candidates were put through a thorough selection process that included assessments and interviews. Of the successful inspector candidates there were six women in total. This is the most female inspectors Dublin Bus has ever had and sees an increase of 200% since 2023.

In 2024 we introduced free periods products in all of our depots and in our Head Office. We also allocated specific gender-neutral toilets in all of our locations further ensuring that our Workplace Gender Transition Policy is being put into practice.

Although the number of female heavy goods vehicle mechanic apprentices within Dublin Bus is still low it has continued to grow this year, having taken on one more in 2023 and another female apprentice started in Autumn 2024.



Jamie-Lee Maguire

Apprentice Craftworker, Phibsboro Depot

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Jamie Lee Maguire joined Dublin Bus as a first-year apprentice in September 2023 and is currently based in Phibsboro Depot.

“I wanted to work for Dublin Bus because my family members work here and speak very highly of the company. My experience of working in Dublin Bus so far has been really enjoyable. I like working here because I learn something new every day and the environment is very dynamic. I would 100% recommend Dublin Bus to other women. I believe Dublin Bus promotes diversity and inclusion which fosters a supportive environment for all women across the company.

I believe Dublin Bus supports women to progress in their careers. For example, training opportunities and a strong supportive environment, which allows women to express their ideas. The inclusive and supportive environment contributes to the overall organisational success of Dublin Bus.”



More Mná

In February 2024 we launched our More Mná recruitment campaign. The purpose of this campaign was to encourage women to attend our open days for women and increase the number of applications for bus driving positions from women. Four open days were held in spring, and another three were held in autumn 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 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 launch of this campaign in February 2024 the number of female bus drivers in Dublin Bus has increased by 28%, and since the open days in 2019 the number of female drivers has increased by 149%, with over 60% of these new female drivers having attended an open day.

These open days are an important part of our strategy to recruit more women as they challenge stereotypes about being a female bus driver, provide women with real life experience, and showcase our female employees as the role models that they are. Unfortunately, within Irish society there are still perceptions around the types of jobs that women can do so our open days act as a vehicle to challenge these perceptions and stereotypes with practical experiences. They also provide role models in the form of our female drivers and inspectors, who can demonstrate that being a bus driver with Dublin Bus is a job that any woman is capable of as well as provides employees with opportunities to develop and progress.



Annabelle Smith

Bus Driver, Broadstone Depot

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“The reason that I started to work in Dublin Bus was because I wanted to be financially stable. I knew this was an opportunity which would help me not only financially, but also mentally and physically. I knew it would help me to get back on my feet. As a wife and mother, you are one of the biggest role models in your family’s life. I wanted to be that role model for them.

Working in Dublin has not been easy, as I currently live 2 hours away from Broadstone Depot. It was, and continues to be a sacrifice for my family and I. However, I consider myself very lucky to have made the career change. I am now financially stable, and I don’t have to live from pay check to pay check.

Being a bus driver for Dublin Bus is amazing. I get to meet people from all over the world. It’s the little things like helping passengers, greeting and smiling at them, and providing them with help when they need it. People entering a bus, like all of us, have their own worries and issues in their lives. Being a bus driver means that on any given day, I could be the only point of contact for some of our customers. It is really important to me that I try to make their day, by being kind and approachable. It really is a privilege.

In Dublin Bus, there is a lot of space for growth and opportunities for promotions. There is a lot of help available, but you must work hard. Consistency is key. I would recommend Dublin Bus as an employer for many reasons such as the good benefits, incredible opportunities, steady income and being financially stable, and of course the great pension.

Dublin Bus is definitely a company that supports women in their careers. In my first year of employment with Dublin Bus, I was invited to celebrate International Women’s Day in the College Green Hotel alongside some great women across all CIE companies. I was also sent for media training, which was very enjoyable.

I am a firm believer that Dublin Bus is thoroughly supportive in progressing women throughout their careers, and I look forward to seeing where my career will take me in the company over the coming years.”

Vivienne Kavanagh

Talent Development and Diversity Manager

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The increase in female employees within Dublin Bus over the last 12 months is a testament to the work that has gone into this area across a number of different departments including Human Resources, The Training Centre, Marketing and Information, and Strategic Communications. The open days for women have again been a core element of this progress with the More Mná campaign resulting in a 28% increase of female drivers in 2024 alone.

This report highlights areas where progress has been made and identifies opportunities for further action. As a semi-state organisation, we are committed to leading by example, promoting fairness, and implementing measures that ensure all employees, regardless of gender, have equal opportunities to succeed and thrive.

Through continued transparency, regular reviews, and targeted initiatives, we aim to create a workplace where diversity and equality are central to our values and success.

This is the third year that we have had a negative pay gap in favour of women, and we will continue to build on the progress we have made in the area of gender diversity into 2025.





