

# Gender Pay Gap Report 2025



**Bus Átha Cliath**  
**Dublin Bus**

## A message from the CEO

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I am pleased to share our Gender Pay Gap Report for 2025. It offers a clear and honest view of the differences in average earnings between men and women across our organisation. Last year we reached an important milestone with a negative pay gap in favour of women. This year's report shows continued progress supported by meaningful changes in our workforce. Since the publication of the 2024 report the number of women working in Dublin Bus has increased by 13%, including a 16% increase in the bus driving grade and a 15% increase in the Executive grade. Between 2024 and 2025 the mean gender pay gap moved from -1.2% to -1%. The pay gap continues to favour women, and as we bring more women into the roles of bus driver and apprentice it is expected to narrow further. These developments reflect our ongoing work to build a workplace where everyone can grow, contribute and feel valued.

At Dublin Bus we know that closing the gender pay gap is about fairness, but it is also about performance. We serve a diverse and growing population across the Greater Dublin Area. Our workforce should reflect that. This is why we have focused on improving female representation across all grades and why we will continue taking practical steps that support women at every stage of their careers. We are proud of the progress made and we recognise that our journey is ongoing.

Our Evolving for Tomorrow strategy sets out our ambition to be the employer of choice in the Greater Dublin Area. We want talented people from every background to see a future with us. That means building a culture where diversity and inclusion are not statements but everyday behaviours that shape how we lead, how we work and how we serve our customers.

Thank you to everyone across Dublin Bus for your commitment to progress and for helping us build a company that reflects and respects the communities we 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 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 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 50 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 five months after their chosen snapshot date.

[Continued on next page >](#)



### 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.

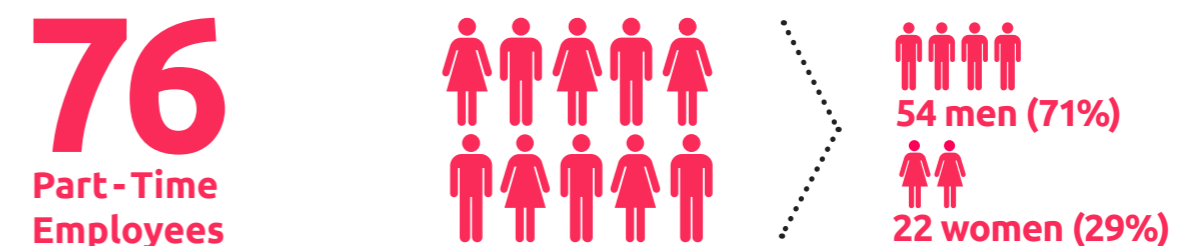
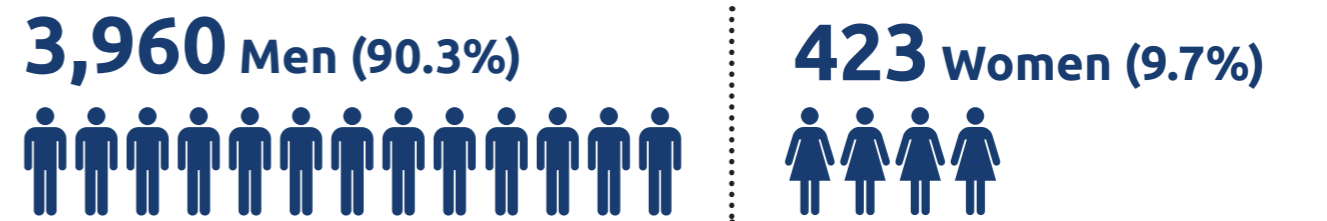
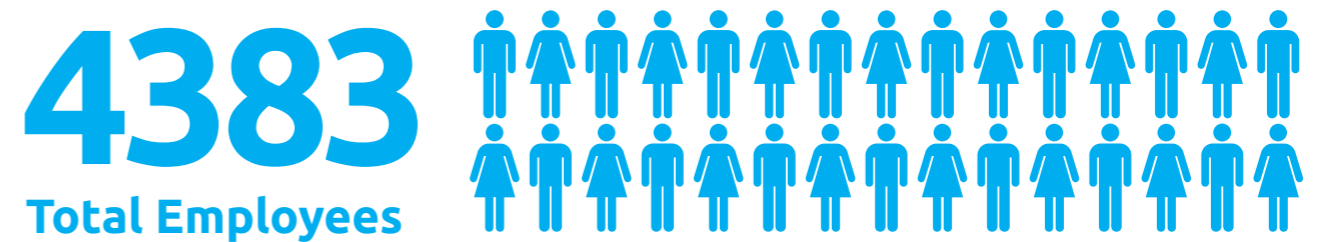
Our gender pay gap reporting is one part of how we are addressing female participation rates and employment gaps between genders as it helps us to identify the causes for these gaps and the areas that we need to focus on.

### Gender pay gap

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.

### Dublin Bus Snapshot

The publication date of our gender pay gap report will not be later than 28 November 2025. The snapshot date for Dublin Bus is 28 June 2025. **On the snapshot date there were:**



	Bus Drivers	Inspectors	Engineering	Clerical	Executives
Male	92.2%	95%	96%	43.2%	74%
Female	7.8%	5%	4%	56.8%	26%

Since the 2024 Gender Pay Gap Report the number of women working in Dublin Bus has increased by 13%, this includes a 16% increase in the bus driving grade, and a 15% increase in the Executive 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.

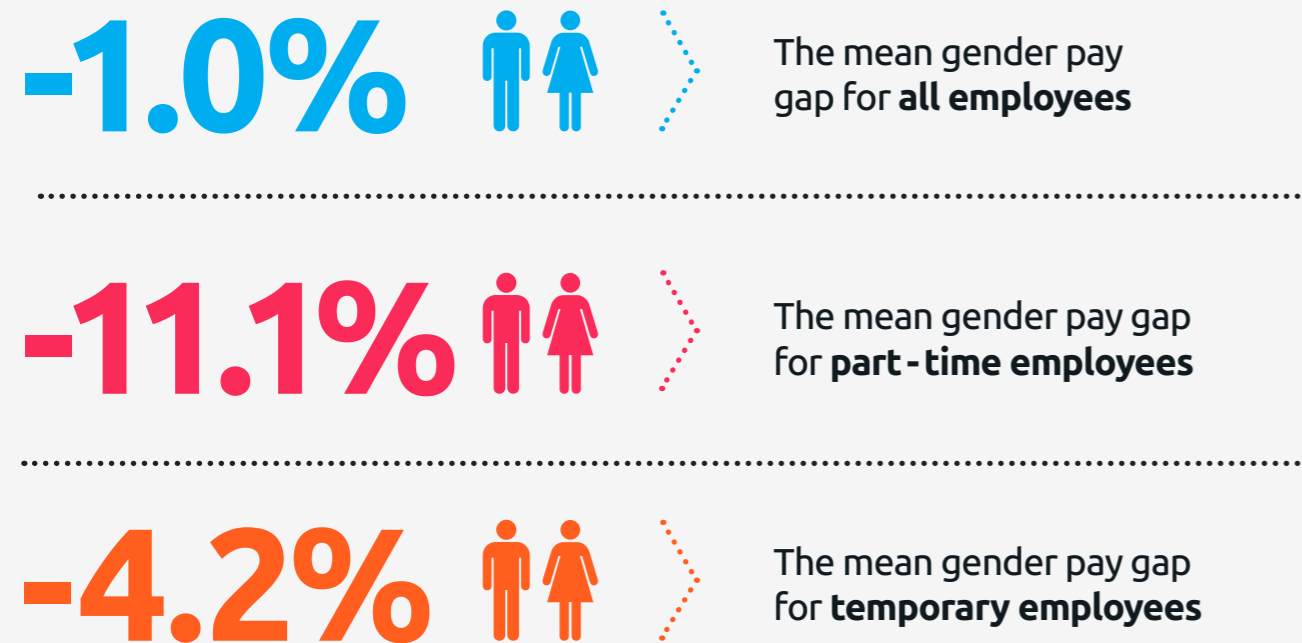
#### In Dublin Bus the mean gender pay gap is:

2025	2024
<ul style="list-style-type: none"><li>-1.0% for all employees</li></ul>	<ul style="list-style-type: none"><li>-1.2% for all employees</li></ul>
<ul style="list-style-type: none"><li>-11.1% for part-time employees</li></ul>	<ul style="list-style-type: none"><li>-8.9% for part-time employees</li></ul>
<ul style="list-style-type: none"><li>-4.2% for temporary employees</li></ul>	<ul style="list-style-type: none"><li>2.7% for temporary employees</li></ul>

Between 2024 and 2025 the mean gender pay gap decreased from -1.2% to -1%. The mean gender pay gap currently favours women but this will continue to decrease as we recruit more women into bus driving and engineering roles.

The mean gender pay gap for part-time employees has increased from -8.9% in 2024 to -11.1% in favour of women in 2025. The majority of women working part-time are in executive and senior clerical positions that have a higher hourly rate of pay than bus drivers where most men are working part-time work whereas men working part-time are mostly bus drivers.

The mean gender pay gap for temporary employees decreased from 2.7% in favour of men in 2024 to -4.2% in favour of women in 2025 as the number of women in the upper quartile had increased compared to 2024.



### Median gender pay gap

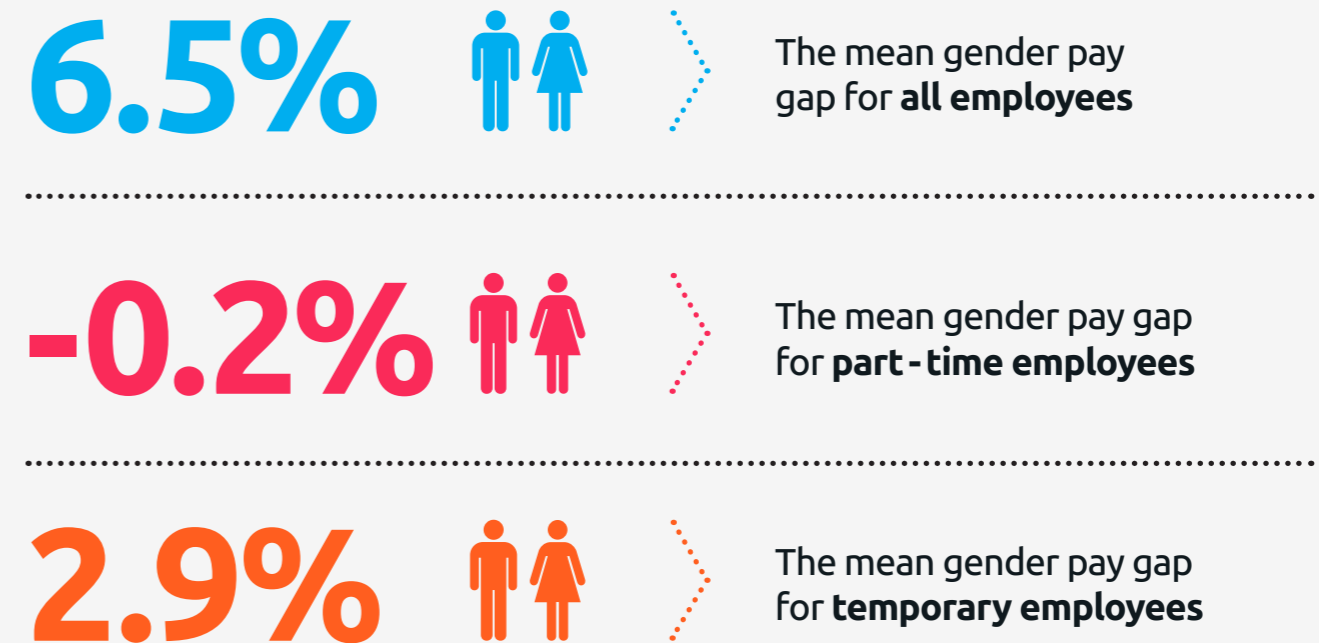
The median gender pay gap is the difference between the average hourly pay of male and female employees at the middle of the distribution.

#### In Dublin Bus the median gender pay gap is:

2025	2024
<ul style="list-style-type: none"><li>6.5% for all employees</li></ul>	<ul style="list-style-type: none"><li>5.7% for all employees</li></ul>
<ul style="list-style-type: none"><li>-0.2% for part-time employees</li></ul>	<ul style="list-style-type: none"><li>-1.5% for part-time employees</li></ul>
<ul style="list-style-type: none"><li>2.9% for temporary employees</li></ul>	<ul style="list-style-type: none"><li>8.5% for temporary employees</li></ul>

The median gender pay gap increased in favour of men for all employees in 2025 as there are more men within the middle of the distribution in Dublin Bus. The increase in women in the company in 2025 would be at the lower end of the distribution which would also widen the gap.

The median pay gap for temporary employees has decreased significantly as there were fewer temporary employees in 2025 due to the change of probation period from 12 months to six months.



### 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 (92% male). Temporary employees do not receive any bonuses.

- 93% of men in Dublin Bus are eligible for a bonus
  - 71% of women in Dublin Bus are eligible for a bonus
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- 66% of men in Dublin Bus received a bonus
  - 36% of women in Dublin Bus received a bonus
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- The mean bonus gender pay gap for all employees is 23.1%
  - The mean bonus gender pay gap for part-time employees is 40.2%
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- The median bonus gender pay gap for all employees is 20%
  - The median bonus gender pay gap for part-time employees is 50%

The bonus gender pay gap decreased in 2025 as the number of female drivers had increased. The number of women eligible for a bonus increased from 67% in 2024 to 71% in 2025.

Within Dublin Bus women are more concentrated in roles that don't receive bonuses, which explains the bonus gender pay gap. As the number of women in these areas continues to increase e.g. bus driving and engineering, the bonus gender pay gap will also continue to decrease

### Benefit in Kind (BIK)

41 Dublin Bus employees received BIK in this year.

### Quartiles

Quartile	Male	Female
A (Upper)	89%	11%
B (Upper Middle)	96%	4%
C (Lower Middle)	93%	7%
D (Lower)	83%	17%





## 2025 – the year we reached 10% female employees

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This year marks a significant milestone in our ongoing commitment to improving gender balance across Dublin Bus. For the first time in our history, women now represent 10% of our total workforce.

Reaching this milestone reflects the impact of our sustained efforts to attract, support and retain more women across all areas of our organisation. It demonstrates that our actions and targeted recruitment campaigns such as More Mná, are having real impact and that our workplace is evolving to better reflect the communities we serve.

While 10% is an important achievement, we see it as a foundation rather than a finish line. We remain committed to building on this progress, continuing to remove barriers, and supporting more women to join and progress within Dublin Bus.

We are proud to feature 10 women from across Dublin Bus in this year's report, who reflect the diversity of roles and experiences that make up our team. Each of these women brings unique skills, perspectives, and passions to their work – contributing every day to keeping Dublin moving safely, reliably and sustainably.

# Gwen Morgan

Director of Service Operations

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Appointed to Director of Service Operations in October 2024, Gwen brings extensive operational knowledge and leadership experience to Dublin Bus. Formally Operations Manager for AirNav Ireland, Gwen has a proven track record in managing complex, fast-paced systems where safety and reliability are paramount.

Driven by a passion for improving public transport for all, Gwen is equally committed to proving that women belong in every part of Dublin Bus – from the driver’s seat to the engineering floor, to Director level. Gwen’s leadership stands as a reminder that women belong not only in transport, but at the forefront of its operations and decision-making.





# Theresa Lydon

Bus Driver, Phibsboro Depot

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As one of Dublin Bus’s longest serving female bus drivers, Theresa has dedicated an incredible 41 years to keeping Dublin city moving. Since beginning her career in the early 1980’s, she has witnessed remarkable change – from evolving fleets and growing passenger numbers to the increasing presence of women across the organisation.

Theresa’s long-standing service and success has contributed to paving the way for greater gender parity in Dublin Bus. As Theresa prepares to retire in April, we celebrate her journey and remarkable contribution to Dublin Bus and the communities that she has served.

# Ryan Clerkin

Craftworker, Phibsboro Depot

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In March 2025, Dublin Bus reached a historic milestone when Ryan became our first fully qualified female Craftworker. Over the course of four years, Ryan successfully completed a seven-phased Apprenticeship programme, combining both on-the-job and off-the-job training. Throughout this period, she consistently demonstrated exceptional ability, professionalism and dedication to her craft.

This accomplishment represents an important step forward in strengthening gender parity within skilled trades across the transport industry. We commend Ryan for her achievement and the example she sets for both current and future apprentices



# Jamie-Lee Maguire

Apprentice Craftworker, Phibsboro Depot

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Currently in the third year of her apprenticeship, Jamie-Lee is on track to become the second fully qualified female craftworker in Dublin Bus. As she progresses towards becoming fully qualified, Jamie-Lee exemplifies and speaks openly about the growing opportunities for women in traditionally male-dominated trades.

Throughout her apprenticeship, Jamie-Lee has found Dublin Bus to be a supportive and encouraging environment, especially for women entering male-dominated roles. Jamie-Lee values her role as it contributes to the maintenance and reliability of our fleet that keeps Dublin moving, and hopes her journey will inspire more women to pursue our Heavy Vehicle Mechanic Apprenticeship.





# Nicole Kavanagh

Recruitment Planning Executive,  
Human Resources Department

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Starting with Dublin Bus in 2014 as a Sales Promoter for the DoDublin tours, Nicole spent three years in the role before moving through a variety of positions in different departments, including the Customer Service Desk, the Training Centre, and Team Lead in the Customer Comment Bureau. She eventually joined the Human Resources Department, where she has been for the past six years, bringing a wealth of experience and insight from across the company.

In her current role as Recruitment Planning Executive, Nicole aims to ensure that there are enough bus drivers to meet the growing demands across Dublin, giving her a unique perspective on workforce trends. She finds it particularly rewarding to see more women joining the company, especially in roles such as bus driving and engineering, knowing that her work in recruitment helps to create these opportunities. Nicole takes great satisfaction working for Dublin Bus, where she values the supportive and collaborative environment, the opportunities for career development, and the chance to contribute to shaping a more diverse and inclusive workplace for the future.



## Alana Cooper

Bus Driver, Donnybrook Depot

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First joining Dublin Bus in 1993, Alana began a career that would come to symbolise both personal courage and positive change. After taking some time away, Alana re-joined Dublin Bus in 2008. Alana was our first employee to openly transition in our workplace. Her journey inspired many and ultimately helped shape the development of our pioneering Workplace Gender Transition Policy, launched in 2017 and being the first Irish organisation to do so.

Today, Alana continues to serve the community as one of our dedicated bus drivers. She values the supportive and family-like atmosphere that Dublin Bus fosters and appreciates the sense of belonging that comes with her role. For Alana, driving for Dublin Bus is a rewarding career that offers stability, purpose, and a genuine sense of community.

# Priscila Mendes

Scheduler, Operations Department

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Joining Dublin Bus in 2016 as a part-time employee in the Training Centre, Priscila quickly found herself drawn to the fast-paced environment of welcoming new drivers to the company. At that time, she remembers seeing very few women coming through the doors, so she is now in awe of the growing number of female employees across Dublin Bus. Since then, Priscila held two roles in the Human Resources Department before moving to Operations, where she now works as a Scheduler.

With a degree in Architecture and Urban Design already in hand, Priscila further broadened her knowledge by studying Human Resource Management through the Dublin Bus Education Support Scheme – a scheme that she applauds. She appreciates working for a company that actively encourages women to join and credits the Female Bus Driver Open Days for contributing to the positive change happening across the company. Priscila is eager to see even more women join and thrive at Dublin Bus.





## Marie Tormey

Technology Development SLE,  
Innovation and Technical Services

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Starting out with Dublin Bus 15 years ago on a one-week Transition Year placement, Marie never really left. After spending several summers working with the company, she went on to build a diverse career across multiple departments including Marketing, Sales, Operations, and now Technology Development where she is the Ticketing System Lead. Her path reflects both her dedication and the wide range of opportunities available within Dublin Bus.

In Marie's earlier years working in Operations and Technology Development, she recalls the few women working in those areas. Today, Marie is thankful to see the changing with more women joining and thriving across Dublin Bus. Having completed her degree and several other courses through the Dublin Bus Education Support Scheme, Marie speaks highly of the opportunities for personal and professional growth that the company provides. Marie is inspired by how far Dublin Bus has come and appreciates being part of a company where women continue to grow and succeed.

# Tina Ahern

Chief Inspector, Central Control

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Since joining Dublin Bus in 1999, Tina has built an impressive career defined by hard work and a genuine passion for her roles. She began as a bus driver before moving into the Training Centre as a driving instructor, where she taught new drivers and shared her experience with the next generations. Her dedication and expertise later led to her promotion to Inspector. Today, as Dublin Bus's only female Chief Inspector, Tina wears the cap with great pride – a symbol of her achievement and commitment.

Tina greatly appreciates working for Dublin Bus, where she has seen first-hand the company's progress in encouraging more women to join the industry. She is a strong advocate for greater female representation across all roles and continues to lead by great example.





## Constance Chamburuka

Bus Driver, Conyngham Road Depot

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In 2022, after attending one of our Female Bus Driver Open Days, Constance was inspired to join Dublin Bus and begin a new chapter in her career. She is grateful to be part of the Dublin Bus team and speaks highly of the welcoming and supportive working environment.

Constance truly values the diversity within Dublin Bus, with our workforce now representing 89 different countries of origin. She believes that it is an exciting and positive time to be part of our organisation, as more women continue to take up driving roles. Constance values being part of that progress and to represent women behind the wheel every day.

# Female focused initiatives

## The Menopause Hub

In 2025, Dublin Bus partnered with The Menopause Hub to acknowledge and better support the challenges some women may experience at work. This partnership provides employees with access to an initial appointment which allows employees to discuss their medical history, reproductive history, symptoms and possible treatment options.

Through this partnership, we aim to foster greater understanding, remove stigma, and ensure that the women in Dublin Bus feel supported to continue thriving in their roles during this stage of life.



## Platform 55

A trial partnership with Platform 55 was launched in Summer 2025 in an effort to provide a range of supports to Dublin Bus employees who are new parents, due to be new parents, or planning to be new parents. Platform 55's online platform aims to support individuals balancing work and family responsibilities.

This includes pre-leave support materials, live workshops for new parents returning to the workplace following maternity leave or paternity leave, and live group career coaching sessions.



## Heavy Vehicle Mechanic apprenticeship programme

Encouraging women into skilled trades is a key focus and in 2025, we have seen real progress take shape within our Heavy Vehicle Mechanic Apprenticeship Programme.

This year, four women joined the programme, the highest number to begin in a single year, bringing our total number of female apprentices to seven. We were also proud to celebrate the landmark achievement of our first fully qualified female craftworker, Ryan Clerkin. While women remain underrepresented in this area, each new female apprentice represents an important step forward in challenging perceptions and opening doors for future generations.



# Vivienne Kavanagh

Talent, Training and Diversity Manager

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**I am incredibly proud to reach the milestone of 10% female employees in Dublin Bus this year. Since the establishment of Dublin Bus in 1987 this is the first time we have reached this figure. I acknowledge that it is still too low a figure and that we have a lot more progress to make, but it is important to celebrate and reflect on the progress we have made so far.**

While preparing this report it reminded me of the importance of having female role models that are visible to women both within and outside of Dublin Bus. To quote Marian Wright Edelman 'You can't be what you can't see'. There are many great female role models in Dublin Bus working in many areas across the organisation and I am delighted that we were able to feature a few of them in this year's report. I am hopeful that they will inspire other women to join Dublin Bus for a fulfilling and varied career.

The Dublin Bus Strategy 'Evolving for Tomorrow' sets out the strategic direction for the organisation with People and Organisation being one of the priorities. This outlines our commitment to increasing female representation in all grades. Year on year we are making progress in terms of gender diversity and female representation, and we will continue to focus on this in 2026 and beyond.





**Human Resources Department**  
Correct at time of print 28 November 2025



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**Dublin Bus**