



Gender Pay Report 2025

At Stagecoach we are passionate about fairness, equity and inclusion.





Message from
Claire Miles, Chief Executive Officer

This year, we're pleased to announce that our gender pay gap has reduced further from 4.2% (2024) to 3.05% which is also substantially below the UK average which currently stands at 6.9% for full time employees and 15.2% for all employees¹.

This report will provide our current gender pay gap information alongside our plans to help close the gap further.

As the UK's biggest bus operator, it's vital that we're representative of the communities and customers we serve and that we continue to build on our plans to attract, develop and retain talent both from within as well as from external talent pools. We're fully committed to ensuring our workplace culture is inclusive.

We are in the second year of our front-line leaders' development programme, Leadership Essentials, and we're proud to have now introduced our flagship senior leader development programme, Leadership Excellence. Through both programmes we will equip our leaders to

build diverse and inclusive teams, while developing key skills such as leading change, stakeholder management and insight led decision making. Along with our new leadership behaviours framework, which support our values, we're ensuring our leaders continue to grow and develop.

I'm delighted that 67% of the Executive Committee, including myself, are women as well as 25% of our extended leadership team. It's also encouraging to see a number of female colleagues be recognised in new roles or for external recognition – and we've highlighted some of these examples throughout the report.



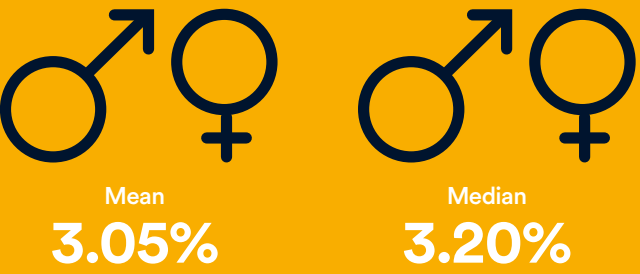
Message from
Sarah Blake, Chief People Officer

Having now been in role for nearly a year, I'm proud of the steps we've made as a Stagecoach team towards improving opportunities for female employees.

1 | Source: Office for National Statistics (www.ons.gov.uk) – Annual Survey of Hours and Earnings (ASHE)

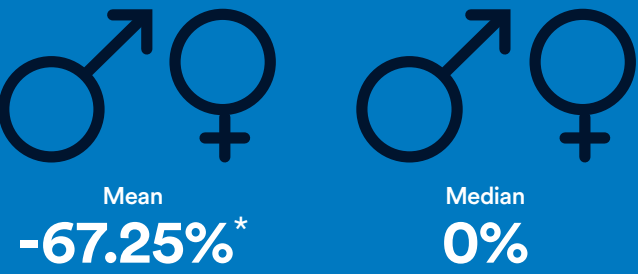
2025 Gender pay gap

Overall mean and median gender pay gap between men and women based on hourly rates of pay as at the snapshot date of 5 April 2025.

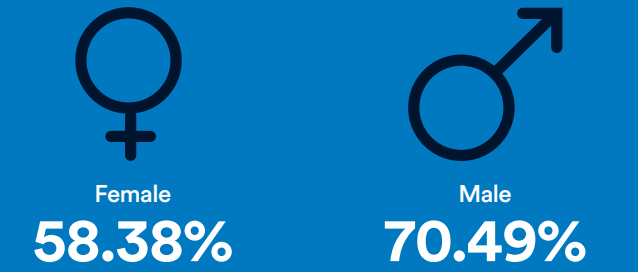


2025 Gender bonus gap

Mean and median bonus pay gap between men and women (based on bonuses paid in the 12 months to 5 April 2025):



% Receiving bonus pay gap between men and women (based on bonuses paid in the 12 months to 5 April 2025):

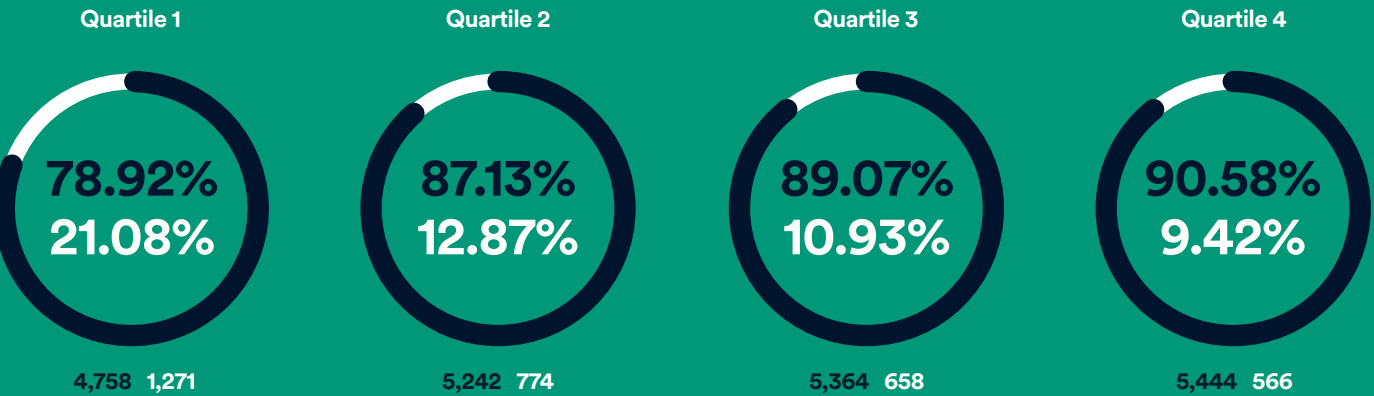


*Our bonus gender pay gap is influenced by a higher proportion of the female employee population being in management and leadership positions and eligible for the annual management bonus scheme compared to the proportion of male employees overall in the same position.

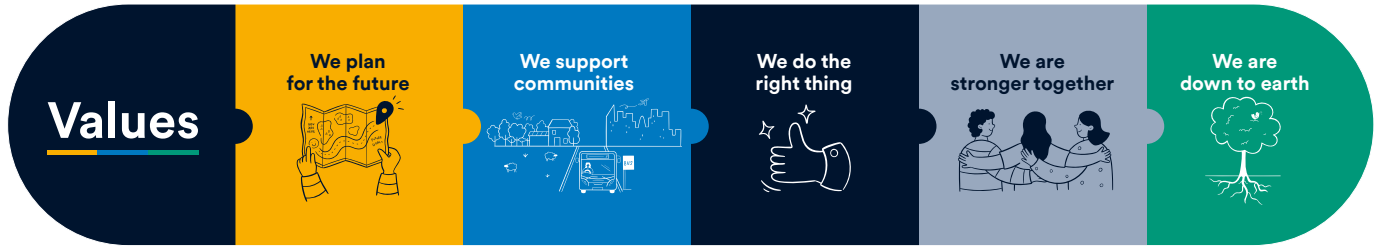
2025 Gender split across the pay quartiles

■ Male ■ Female

Mean Gender Pay Gap by Quartile (as at snapshot date of 5 April 2025)



Aligning to our values



We evolved our values and behaviours in 2024, and in 2025 we’ve built on this further by creating a specific set of leadership behaviours aimed at guiding and developing leaders at all levels of the business.

Designed collaboratively with our leaders, to provide clarity on what strong and effective leadership means at Stagecoach, these behaviours include a strong focus on accountability and building an inclusive workplace culture. We hope to see these behaviours being role modelled across the organisation as we move ahead.



Taking steps to reduce the gender pay gap

We have retained 25% female representation within our extended leadership population, and recently welcomed a further female leader to our Executive Committee, our Chief Information Officer, Kate Jones.

At the most senior level of our business, we now have 67% female representation. We have also welcomed a female leader into a new role of Head of Culture, Engagement & DEI, a role which will be driving the agenda forward even further.



Recruiting and retention

Recruiting and retaining the very best talent in our business is a key priority, and we’ve been focusing on the following areas:

- We’re proud to be increasing the number of female appointments into leadership roles, and we’re actively creating operational support to ensure female applicants feel welcomed and empowered throughout the recruitment journey.
- This includes female mentors being available during the process, with female drivers and greeters at interview sites.
- Improved data capture processes will enhance our ability to analyse female recruitment trends and identify specific areas where representation gaps exist. This will enable us to take targeted action to attract, retain and progress more women within our organisation.
- We’re using apprenticeship recruitment as an opportunity to extend reach to wider demographics, including women.
- Our Operating Companies are making active efforts to make our facilities more female-friendly, including improved welfare spaces, and access to private areas for personal needs, creating environments where women feel safe, supported and able to thrive.



Spotlight on
Kate Jones (Chief Information Officer)

“Having recently joined Stagecoach, it’s been encouraging to see work has already started on building a diverse workplace, and there is an opportunity to further promote and increase female representation across the business. My focus in leading our Technology team as well as being a member of our Executive Committee, is to support a fair and inclusive culture as well as attracting more female talent into STEM (Science, Technology, Engineering and Mathematics) roles, something I’m proud to have championed throughout my career.”



Development and training

In September 2025, we launched our new senior leadership development programme, Leadership Excellence, which aims to further develop our leaders to support them in delivering lasting and transformational change.

Partnering with leadership and safety experts, AhaMo and The OPC, this transformational programme combines a range of in-person modules, 360 degree feedback, masterclass sessions facilitated by performance experts and online collaborative interventions. Safe and inclusive leadership is vital to us, and so we've ensured it underpins the whole programme, aligned to our Stagecoach values.

Our Shine Pool remains a vital career acceleration offering for our high potential individuals with a particular focus on fast tracking more diverse leaders in the future. 29% of our overall Shine Pool are women, which is an increase of 2% since 2024. It is also significantly above our overall population of 14% and our extended leadership population of 25%. Our emerging talent set within our Shine Pool focuses on developing our future first line managers, 33% of whom are women, which is really encouraging for our future pipeline of women leaders.

In 2025, we implemented a change to our depot level operating model, creating more first line manager opportunities to bring increased female talent through the business – 14% of our Duty Managers are female and we are actively supporting diverse shortlists to continue to fill vacancies with females in the future.

We're pleased to be working collaboratively with the Confederation of Passenger Transport and other UK Bus operators, to pilot driver training aimed to support bus and coach drivers to identify and report violence against women and girls (VAWG). This initiative marks a vital step in the industry's commitment to ensuring that all passengers feel safe on buses and Stagecoach are proud to be a part of it from the start.



Spotlight on
Khadija Janjua
(Staff Manager London, former Graduate)

"I was delighted to have won Silver in the Manager of the Year award category at the 2025 UK Bus Awards. In 2025 I was invited to be part of our Shine Pool which has opened up a range of development opportunities for me and I have also recently embarked on an external leadership programme with WiHTL (Diversity in Hospitality, Travel & Leisure). Stagecoach has really invested in my development, both on the Graduate Scheme and my role since, to set me up to be the best leader I can be."



Spotlight on
Sam Davys MBE
(Head of Culture, Engagement & DEI)

"Joining Stagecoach as Head of Culture, Engagement and DEI marks a powerful commitment to inclusion. I'm proud to be part of a business that's investing in creating a workplace where everyone can thrive. I'm especially excited to collaborate with our employee networks, including Women@Stagecoach, to ensure women face no barriers to opportunity, progression or development. Together, we'll continue to drive better representation for all roles and take meaningful action to reduce our gender pay gap."



Awards and Recognition

We're proud to showcase female talent from across the business and at the 2025 UK Bus Awards, Khadija Janjua (Manager London, former Graduate) won Silver the UK Bus Manager of the Year award.

We also remain committed to nominating diverse delegates on a range of external leadership programmes including WiHTL's (Diversity in Hospitality, Travel & Leisure) Ethnic Future Leader, Women Leader and Senior Finance Leader Programmes.



Carers at Stagecoach

In 2025, during Carers Week, we launched our new carers policy, which aims to ensure our colleagues that are carers are supported in the most appropriate way.

Juggling work, life and carer responsibilities can be tough, and we recognise that there are proportionately more females who perform caring duties. Supporting carers is the right thing to do and the aim of the policy is to ensure employees are supported in the most appropriate way to help them continue to come into work and perform their role to their full potential.



Spotlight on
Carol Sim
(Operations Director, South)

“Altogether, I have worked in the bus industry for almost 23 years (starting my career initially in a bus driver role), and have absolutely loved it. I would love to see more women join the industry, and I hope that my career story shows how it’s possible to develop and progress in the bus industry. On occasion, I even still get to go back to my roots and drive a bus – which I love!”



Stagecoach Women’s Committee

Our Union Women’s Committee specifically looks at issues that affect our employees who identify as female, ensuring we keep the spotlight on their recognition and development

Acting as a sounding board for sharing new ideas or issues, bringing positive and sustained change, the committee has put the spotlight on uniform improvements as well as increasing female voices through our annual engagement survey ‘Tell Me’.

Our Women@Stagecoach network also continues to grow in momentum, and brings together individuals from all around Stagecoach, to amplify the voices of women throughout the business, celebrating their achievements and talent.



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Our figures

	Male	Female	Mean Hourly Pay Diff %	Median Hourly Pay Diff %	Men Receiving Bonus % of	Women Receiving Bonus % of	Mean Difference in Bonus %	Median Difference in Bonus %	Lower Quartile Men %	Lower Quartile Women %	Lower Middle Quartile Men %	Lower Middle Quartile Women %	Upper Middle Quartile Men %	Upper Middle Quartile Women %	Top Quartile Men %	Top Quartile Women %
Bluebird Buses Limited	683	126	3.55%	0.56%	70.86%	60.32%	15.75%	0.00%	78.24%	21.76%	87.56%	12.44%	87.05%	12.95%	85.94%	14.06%
Busways Travel Services Limited	966	113	5.75%	3.31%	77.43%	53.10%	36.06%	8.33%	80.39%	19.61%	92.52%	7.48%	92.52%	7.48%	94.09%	5.91%
Cambus Limited	729	92	4.18%	1.49%	71.06%	54.35%	38.82%	8.33%	85.43%	14.57%	89.39%	10.61%	89.39%	10.61%	91.41%	8.59%
Cheltenham & Gloucester Omnibus Company Limited	732	127	4.86%	3.75%	66.67%	56.69%	-68.38%	-10.00%	74.52%	25.48%	89.86%	10.14%	88.46%	11.54%	89.86%	10.14%
Cleveland Transit Limited	272	43	6.68%	2.26%	76.47%	55.81%	-10.54%	8.33%	70.51%	29.49%	92.21%	7.79%	92.31%	7.69%	92.21%	7.79%
East Kent Road Car Company	1,119	211	3.04%	1.26%	74.71%	58.77%	-21.29%	9.09%	73.97%	26.03%	89.17%	10.83%	87.90%	12.10%	86.31%	13.69%
East London Bus & Coach Company Limited	2,872	360	5.84%	3.11%	71.94%	68.89%	-26.99%	16.67%	84.76%	15.24%	87.24%	12.76%	90.93%	9.07%	93.68%	6.32%
Fife Scottish Omnibus Limited	1,130	163	5.09%	1.19%	73.01%	53.99%	-16.45%	8.33%	77.92%	22.08%	91.23%	8.77%	88.64%	11.36%	91.86%	8.14%
Greater Manchester Buses South Limited	1,633	199	4.33%	2.92%	34.35%	30.65%	-27.12%	0.00%	81.76%	18.24%	93.06%	6.94%	94.00%	6.00%	89.35%	10.65%
Lea Interchange Bus Company Limited	517	53	4.33%	5.00%	76.02%	67.92%	64.80%	22.63%	87.31%	12.69%	90.30%	9.70%	93.28%	6.72%	91.79%	8.21%
Lincolnshire Road Car Company Limited	1,271	250	4.24%	3.17%	72.93%	52.80%	55.23%	0.00%	75.00%	25.00%	86.38%	13.62%	88.32%	11.68%	85.83%	14.17%
Midland Red (South) Limited	975	135	6.61%	4.34%	68.10%	50.37%	52.60%	0.00%	78.29%	21.71%	90.31%	9.69%	93.80%	6.20%	91.05%	8.95%
Red & White Services Limited	685	87	5.72%	1.78%	78.98%	71.26%	28.01%	4.17%	84.41%	15.59%	85.41%	14.59%	88.11%	11.89%	97.30%	2.70%
Ribble Motor Services Limited	1,133	153	7.88%	4.82%	76.79%	64.05%	20.88%	8.33%	77.52%	22.48%	89.25%	10.75%	92.51%	7.49%	94.12%	5.88%
South East London & Kent Bus Company Limited	1,390	230	4.75%	4.56%	74.39%	63.91%	36.75%	59.24%	79.28%	20.72%	85.13%	14.87%	88.24%	11.76%	91.03%	8.97%
Stagecoach Devon Limited	1,011	150	2.82%	0.14%	75.67%	72.67%	-30.05%	0.00%	83.75%	16.25%	86.59%	13.41%	88.41%	11.59%	90.22%	9.78%
Stagecoach Services	245	225	27.76%	31.50%	58.78%	39.11%	40.66%	19.70%	38.60%	61.40%	46.49%	53.51%	56.14%	43.86%	70.18%	29.82%
Stagecoach (North West) Limited	728	120	4.97%	0.91%	73.49%	59.17%	54.11%	8.33%	76.24%	23.76%	85.07%	14.93%	89.55%	10.45%	91.04%	8.96%
Stagecoach (South) Limited	1,295	256	5.12%	2.94%	79.92%	73.44%	6.92%	0.00%	76.50%	23.50%	81.69%	18.31%	85.79%	14.21%	92.62%	7.38%
Thames Transit Limited	518	64	5.04%	2.34%	78.19%	76.56%	45.15%	8.33%	85.11%	14.89%	87.23%	12.77%	88.65%	11.35%	95.04%	4.96%
Western Buses Limited	813	112	0.46%	0.00%	75.15%	56.25%	-72.42%	0.00%	85.05%	14.95%	89.25%	10.75%	88.32%	11.68%	88.26%	11.74%
The Yorkshire Traction Company Limited	997	153	4.29%	2.30%	71.21%	57.52%	-27.21%	8.33%	77.82%	22.18%	88.00%	12.00%	91.64%	8.36%	91.24%	8.76%
Stagecoach Overall	21,836	3,501	3.05%	3.20%	70.49%	58.38%	-67.25%	0.00%	78.92%	21.08%	87.13%	12.87%	89.07%	10.93%	90.58%	9.42%

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