



Gender Pay Report 2022

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





Message from
Carla Stockton-Jones, UK Managing Director

We're pleased to share with you our Stagecoach Gender Pay report for 2022 which covers the period of 12 months to the 5 April 2022.

Here at Stagecoach, we're committed to hiring, retaining and promoting more women at all levels across the business and it's great to see that we remain below the UK average with a 4.93% Mean gap. This helps build on our position as the UK's biggest bus and coach operator, connecting everyone to the places and people that matter the most, and being representative of the customers and communities we serve.

We want to be a company where stereotypes are challenged, where women and girls see role models they can look up to and aspire to be and once they've joined us they will continue to grow and progress their careers successfully.

As part of our sustainability plan we've committed to address the gender imbalance of our senior leadership teams, by reaching a target of 40% female leadership and 25% of our workforce from ethnic backgrounds by 2026. We've ensured there are robust plans in place to reach our target, which includes welcoming our new Diversity,

Equity and Inclusion (DEI) Partner who brings expertise and support in helping us to deliver this target and our overall DEI plan and vision for the future, plus identifying more female talent through our succession planning and providing them with career enhancing development opportunities on our Shine Pool (our internal talent pipeline).

We'll continue to increase this figure and also continue to make sure that women are represented right across the workforce. A number of our senior female leaders have recently been recognised within the Women to Watch Index 2022 (run by WiHTL) and the Northern Power Women Future List. Our Women@Stagecoach network continues to showcase female role models across the business through their initiatives.

By working together as one team, we're creating an inclusive workforce where we understand everyone's differences and celebrate what those differences bring to the team.



Message from
Jo Smith, People Director

We celebrate and encourage diversity at Stagecoach by making sure we're an employer of choice, continuing to advocate for diversity in the workplace, and providing our people with development opportunities.

We're encouraged by the progress we've made around DEI and our inclusion initiatives over the last 12 months. There has been an accelerated drive in this area supported by the new DEI Partner role we have introduced this year to broaden our range of initiatives and help to develop more women into leadership roles.

We're also really proud of the work we have continued this year by expanding our Shine Pool, seeing more women progressing through our internal talent pipeline. Development opportunities offered through our Shine Pool include mentoring, networking, a wide range of learning options and it's encouraging to see female representation higher within our Shine Pool compared to our general leadership population.

It's also been another year where we have recruited a high number of female apprentices and we've highlighted one of our amazing apprentices, Coral Tilson, on Page 6. We're also moving the dial to promote more female engineering talent having launched a female-only cohort of 'Engineering My Future' apprentices at our Manchester operating company (March 2023), to coincide with our International Women's Day celebrations.

We understand the reasons our gender pay gap has increased in the last 12 months, primarily because of our business need to address the skills shortage in our heavily male dominated driving and engineering grades, however we're still outperforming compared to the national average and we'll continue to take steps to address the gap in the year ahead.

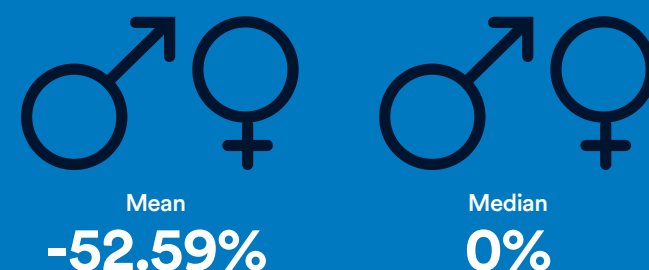
2022 Gender pay gap

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 2022.



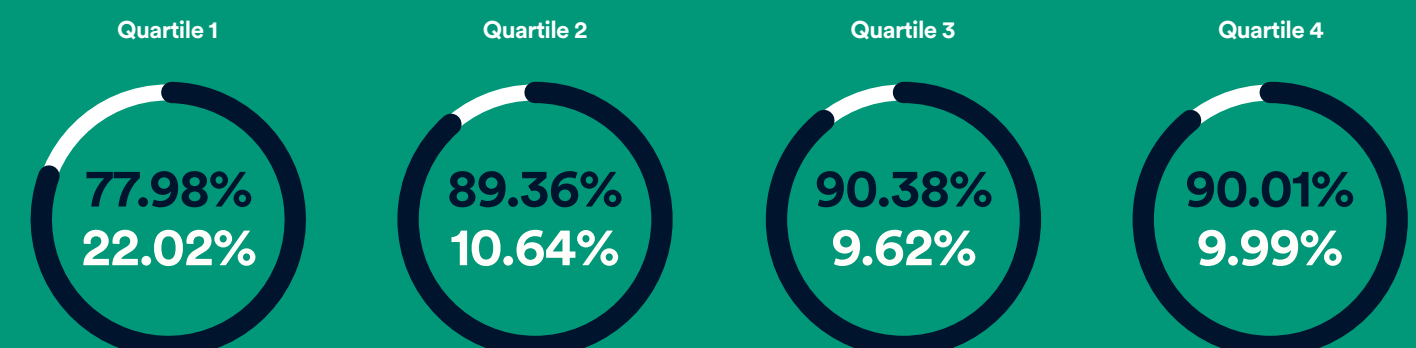
2022 Gender bonus gap

Mean and median bonus pay gap between men and women (based on bonuses paid in the 12 months to 5 April 2022):



2022 Gender split across the pay quartiles

Mean Gender Pay Gap by Quartile
(as at snapshot date of 5 April 2022)





Rebecca Rathore, Operations Director
– recently recognised in the Northern
Power Women Future List.

Gender Pay Report 2022

Understanding the gap

At Stagecoach, we understand that creating a diverse, equitable and inclusive workforce which represents the communities we serve is at the heart of our business values and strategy.

Across Stagecoach, which is made up of a portfolio of devolved public transport operating companies, our gender pay gap is 4.93% which is up on last year but still significantly lower than the national average of 14.9%¹. Whilst our gender pay gap has increased from 2021, predominantly as a result of driver and engineer pay increases to address the skills/recruitment gaps, we remain committed to our wider DEI goals and are proud of the progress made around our exciting initiatives [detailed in the following pages].

In terms of our senior leadership team, we're proud to have a female UK Managing Director leading our business, as well as a female Regional Director, People Director, Health, Safety & Environment Director and two female Managing Directors leading individual bus companies. New senior female appointments made in 2022/23 have been Harriet Hughes-Pain as Head of Customer Strategy and Rebecca Rathore as Operations Director, Manchester.

1 | Source: Office for National Statistics – Annual Survey of Hours and Earnings (ASHE)

Accelerating career opportunities for current and future female employees



Our plan by 2026
In August 2021 we published our sustainability strategy, Driving Net Zero, where amongst other environment targets, we've committed to 40% female leadership and 25% of our workforce from ethnic backgrounds by 2026.



Diversity, equity & inclusion
We've recently invested additional resource and appointed a DEI Partner (Imran Sama) who joined the business in September 2022. This role brings in expertise and will deliver our DEI plan and vision for the future, ensuring we remain focused and committed to our sustainability targets and building our inclusive culture.



Attracting the best
We are continuing to improve our attraction and retention processes to increase and strengthen our female leader pipeline throughout the organisation. Our memberships with Inclusive Employers and Diversity in Hospitality, Transport & Leisure (WiHTL) ensure we have ready access to specialist advice and best practice. We've continued offering placements on the Global Female Leaders Programme run by WiHTL, and a further two females leaders (adding to the two in 2021) have joined the 2022 cohort of this programme.



Recognition
We're really pleased to see more of our senior female leaders recognised in the Women to Watch and Role Models for Inclusion 2021 (run by WiHTL). Emma Sidlow, Head of Finance Business Partnering was included in the Women to Watch Index 2022 and Rebecca Rathore was recognised in the Northern Power Women Future List.



Shine for succession planning
We now have a regular cadence to our succession planning, ensuring we continue to increase the number of female successors into our Shine Pool at all levels of our business through positive action criteria. We provide targeted development, both internally and externally delivered, to key female successors to accelerate their development and to support moving the dial on the percentage of diverse senior managers and leaders we have in post.



Mentoring & role models
Our female leaders act as mentors and role models for future talent, sharing their insights and experiences. We've made steps to broaden our female leader's external networks by offering them mentoring experiences in partnership with WiHTL, Northern Power Women and Scottish Power. In addition to the above, recognition through our talent (Shine) pool allows females to have a renewed focus on their careers. We also offer mentoring for female leaders in new roles (new to the business and promotions) as well as those identified as key successors and encourage female leaders to mentor others to help build their confidence.

International Women's Day celebrations (March 2023)



Accelerating career opportunities
for current and future female employees



We're building on our inclusive culture
We continue to see our six employee-led networks grow in numbers increasing allyship across the business for all of our networks; Veterans, Women@Stagecoach, LGBTQ+, Parents, Carers, and Multicultural. The Women@Stagecoach network, one of our fastest growing, supports women and equality in Stagecoach, promotes a diverse working environment and ensures female colleagues have a voice to share their concerns and issues that especially impact women. Our Executive Sponsors are increasing contact time with leads to ensure they're fully supported to develop their networks further. We've just launched a brand new employee network for our Young Managers, focused on supporting people earlier on in their careers and driving innovative thinking.



Awareness and understanding
We are helping Stagecoach colleagues with their awareness and understanding to mitigate the impact of unintentional gender biases through delivery of unconscious bias 'Let's Talk' sessions as well as mandatory e-learning modules. As part of our commitment to developing our colleague and line manager inclusion capability, we have training available to help educate colleagues and give them the tools to move the dial on DEI. We continue to make sure that there's no gender bias in any of our training and development initiatives, and everyone has the same access to development relevant to their roles.



Developing future talent pools
We continue to deliver supervisor and manager bite-sized sessions via Development on Demand and weekly content #TrainingTuesday to develop the future talent pools and we positively encourage our female drivers, engineers and supervisors to further their careers, increasing the gender balance within this important management population. In terms of our Emerging Talent Pool we're currently at 33.3% female with plans to increase this further.



Graduate recruitment
We have recently relaunched graduate recruitment with an aim to welcome ten new graduates to our business in September 2023. As part of the attraction, recruitment and selection process, we've partnered with graduate recruitment experts, Sanctuary Graduates, who specialise in ensuring a diverse candidate shortlist and we're pleased with the percentage of female candidates coming through.

Spotlight on
Coral Tilson

Recently completed the Level 2 Bus Driver Apprenticeship and progressed into a Designate Allocator role at Ashton Depot, Manchester.



'Engineering My Future' launch
in Manchester (March 2023)



Policy refresh
During 2022 we enhanced a number of our family friendly suite of policies (including enhanced maternity leave) with the support of our Women@Stagecoach network, which we hope will encourage employees to progress within Stagecoach and elevate potential blockers. We hope that these policy enhancements encourage more females to consider us as an employer. We continue to encourage flexible and part-time working in management roles through our Future of Work vision. We've also set up a working party and various trials to help us further encourage more flexible working to attract more female drivers and engineers into our business.



Embedding inclusion
We now have Workday established across our organisation, which provides a modernised people management system, allowing greater data insights to understand our employee diversity and track progress, embedding inclusion into our culture. We've also invested in immersive DEI leadership development at senior leadership town hall events, held throughout the year.



Career conversations
We have a modernised approach to performance management, encouraging career conversations as part of our process. We actively encourage our females to take up this opportunity, as we know they are not always as confident to approach their managers and talk about their career progression.



Supporting women's health
As part of our wider Health & wellbeing initiatives, we continue to ensure appropriate support and guidance is available and accessible for all our female colleagues within Stagecoach. We're working with our Women@Stagecoach network and our Women's Committee (Trade Union colleagues) to produce support materials specifically for colleagues experiencing the menopause, covering the challenges colleagues may face and the tools available to support both them and their line managers.

Gender Pay Report 2022

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	438	96	2.80	4.35	74.20	59.38	25.58	0.00	72.36	27.64	82.79	17.21	89.34	10.66	86.07	13.93
Buways Travel Services Limited	948	116	9.33	12.90	73.10	38.79	-15.97	0.00	73.60	26.40	94.40	5.60	94.40	5.60	91.97	8.03
Cambus Limited	708	94	3.60	5.53	74.72	52.13	23.45	0.00	83.42	16.58	87.63	12.37	91.94	8.06	93.01	6.99
Cheltenham & Gloucester Omnibus Company Limited	677	122	9.19	8.58	66.91	45.90	24.98	8.33	71.20	28.80	92.35	7.65	86.41	13.59	90.16	9.84
Cleveland Transit Limited	235	45	12.15	12.40	73.19	42.22	23.41	8.33	64.18	35.82	89.39	10.61	90.91	9.09	95.45	4.55
East Kent Road Car Company	1,069	206	4.66	3.46	69.78	49.51	-60.85	0.00	70.38	29.62	90.24	9.76	89.20	10.80	86.06	13.94
East London Bus & Coach Company Limited	2,282	256	8.15	10.50	81.42	73.83	-79.35	8.33	84.34	15.66	88.98	11.02	94.32	5.68	95.01	4.99
Fife Scottish Omnibus Limited	1,049	146	7.95	7.00	74.17	50.68	-79.04	0.00	74.55	25.45	93.82	6.18	93.09	6.91	90.15	9.85
Ribble Motor Services Limited	963	113	6.72	6.58	74.25	62.83	0.59	0.00	83.00	17.00	87.80	12.20	95.53	4.47	91.46	8.54
Greater Manchester Buses South Limited	1,912	245	5.27	5.45	74.74	53.06	-21.88	-8.33	80.80	19.20	91.20	8.80	93.60	6.40	91.00	9.00
Highland Country Buses Limited	306	47	7.30	6.09	65.03	57.45	68.29	8.33	84.81	15.19	84.81	15.19	89.87	10.13	88.46	11.54
Lincolnshire Road Car Company Limited	1,104	197	6.01	2.38	71.92	44.16	34.59	8.33	73.40	26.60	89.23	10.77	90.24	9.76	89.19	10.81
Midland Red (South) Limited	961	145	8.38	5.56	61.60	33.10	65.86	0.00	80.60	19.40	90.52	9.48	90.52	9.48	92.24	7.76
Red & White Services Limited	664	89	3.38	2.63	68.67	61.80	28.37	0.00	84.34	15.66	87.88	12.12	89.09	10.91	92.12	7.88
South East London & Kent Bus Company Limited	1,279	191	4.67	7.00	84.60	71.20	25.99	78.49	81.87	18.13	86.84	13.16	93.57	6.43	91.79	8.21
Stagecoach Devon Limited	954	123	0.99	0.24	69.29	65.04	-42.97	8.33	86.08	13.92	90.68	9.32	88.19	11.81	91.53	8.47
Stagecoach Services	212	165	26.32	30.50	44.81	38.79	0.54	18.94	38.46	61.54	54.95	45.05	62.64	37.36	75.56	24.44
Stagecoach (North West) Limited	643	106	5.18	7.83	71.07	59.43	29.95	0.00	76.47	23.53	91.76	8.24	91.76	8.24	90.00	10.00
Stagecoach (South) Limited	1,064	196	8.65	7.58	78.01	66.33	15.20	0.00	73.78	26.22	83.22	16.78	91.96	8.04	90.91	9.09
Thames Transit Limited	454	58	5.95	5.08	70.93	65.52	-271.66	8.33	84.48	15.52	86.09	13.91	89.57	10.43	94.78	5.22
Western Buses Limited	749	105	6.75	11.52	72.90	42.86	-305.12	0.00	74.47	25.53	88.77	11.23	94.65	5.35	90.91	9.09
The Yorkshire Traction Company Limited	845	141	2.70	2.81	74.44	53.19	-181.10	8.33	76.89	23.11	89.33	10.67	92.89	7.11	86.16	13.84
Stagecoach Supertram	257	60	15.66	15.87	31.13	60.00	40.39	23.50	72.00	28.00	70.67	29.33	89.33	10.67	92.00	8.00
Stagecoach Overall	19,805	3,109	4.93	8.14	73.04	55.19	-52.59	0.00	77.98	22.02	89.36	10.64	90.38	9.62	90.01	9.99

Contact us

Stagecoach Group Head Office
10 Dunkeld Road
Perth
PH1 5TW

T 01738 442111
E info@stagecoachgroup.com

[stagecoach.com](https://www.stagecoach.com)