

Stagecoach Group

Gender Pay Gap Reporting

At Stagecoach, we're committed to building on our position to be the UK's favourite and most successful transport company, connecting everyone to the places and people that matter the most, and being representative of the customers and communities we serve.

We want to challenge the stereotypes and make sure that young women and girls see role models they can look up to in our industry, in every role across Stagecoach.

We always endeavour to do the best for our people and we're committed to investing in their skills and talent so we can better serve our customers. We celebrate and encourage diversity across our company and during the year we have made progress in improving our gender balance and have increased the number of women in senior leadership roles.

However, we recognise that there's still a lot more we can do and we are committed to taking steps to recruit and support women at all levels across our organisation.

What is Gender Pay Gap Reporting (GPGR)?

The gender pay gap is the difference between the average (mean or median) earnings of men and women across an organisation. Any UK organisation that has 250 or more employees must publish and report specific figures about their gender pay gap.

What data do we report?

We report on our gender pay gap using these six different measures:

Mean gender pay gap: The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

Median gender pay gap: The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

Mean bonus gap: The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

Median bonus gap: The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

Bonus proportions: The proportions of male and female relevant employees who were paid bonus pay during the relevant period.

Quartile pay bands: The proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

All UK organisations with more than 250 employees must report the data at <https://www.gov.uk/report-gender-pay-gap-data>.

About our Gender Pay Gap Reporting

You can find the 2022 Gender Pay Gap report and full data [here](#). For previous Gender Pay Gap reports, [click here](#).

Gender Diversity and Pay

The table below shows the gender split at different levels within the organisation, as at 30 April 2023. The Group's workforce is around 86% male and this high proportion is common in the ground transportation industry.

Population	Male	Female	Total	% Male	% Female
Board ¹	6	1	7	85.7	14.3
Executive Committee members & their direct reports (excluding personal assistants)	34	14	48	70.8	29.2
Senior management ²	39	8	47	83	17
Whole workforce	19,896	3,185	23,081	86.2%	13.8%

The equivalent figures as at 1 May 2022 were:

Population	Male	Female	Total	% Male	% Female
Board ¹	6	2	8	75	25
Executive Committee members & their direct reports (excluding personal assistants)	32	17	49	65.3	34.7
Senior management ²	44	10	54	81.5	18.5
Whole workforce	19,921	3,145	23,066	86.4%	13.6%

¹ Some members of the Board are not on the Stagecoach HR system so gender has been assumed using the gendered titles stated on Stagecoach Group website.

² Senior management is defined as those employees who received awards under the Group's Deferred Bonus Plan. This satisfies the definition set out in the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013.

Taking steps to reduce the gender pay gap

We're committed to taking steps to improve the gender balance at Stagecoach and are proud that we now have a more equal balance of senior females leading our businesses demonstrated by a higher proportion of females in our higher pay quartiles. We've also continued to remain focused on creating a more inclusive culture throughout the Covid-19 pandemic. However there's still a lot of work to do and our approach to strengthening diversity and inclusion across our group is focused on three key areas:

1. Improved support for our female colleagues

We're growing and developing our female networks, including the introduction of 'Women@Stagecoach', to raise the profile of women in our business and supporting them to further progress their careers, as well as creating an employee network to support parents and carers.

2. Better awareness of career opportunities for current and future employees

We're committed to recruiting and retaining the very best people in our business. To ensure we achieve this, we're appealing to the widest possible talent pool through the following actions:

- Continuing to track the gender diversity of applications for all roles through our Application Tracking System (ATS) to monitor the response to recruitment campaigns, using more innovative and creative job adverts and broadening our advertising approach to ensure we attract a diverse talent pool for all roles.
- 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% Ethnic Minority workforce by 2026.
- 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.
- We'll also be encouraging our female leaders to mentor others and women who don't currently have people leader experience, to help build their confidence.

- We continually improve our processes to attract women into the organisation with the advice and access to best practice from organisations such as inclusive Employers and Diversity in Hospitality, Transport & Leisure (WiHTL). We also have two female leaders currently taking part in a Global Female Leaders Programme run by WiHTL.
- Showcasing our female engineers, showing the opportunities that are available and demonstrating our commitment to encouraging more females engineering roles.
- Working with selected partner schools to develop initiatives to promote the bus industry as an attractive career choice for young people, changing the perception of gender stereotypical roles such as engineers and bus drivers.

3. Development and training

We'll be continuing 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. We're also raising awareness among our people leaders to help reduce unconscious bias during the recruitment process as part of our commitment to developing recruitment skills capability.

We already offer all our female talent the opportunity to be mentored and we're planning to widen this further. We'll be introducing a reverse mentoring programme where everyone has the opportunity to share their skills with others and also ask for a mentor to support their own development and career. While everyone will have the opportunity to participate, we'll be particularly encouraging our female leaders to mentor others and we'll also encourage women who don't currently have people leader experience to be mentored to help build their confidence to take their first step to leading a team.

We'll strengthen our focus on how we develop our supervisors and managers of the future and we'll be positively encouraging our female drivers, engineers and supervisors to develop their career further too, increasing the gender balance within this important and influential people leader population.