



# Gender Pay Report 2023

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





Message from **Claire Miles**, Chief Executive Officer

We're pleased to share with you our Stagecoach Gender Pay report for 2023 which covers the period of 12 months to the 5 April 2023.

Having an equal and diverse workplace is important to us here at Stagecoach and it's great to see that we remain below the UK average, with a 3.68% 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.

To ensure that we continue to make Stagecoach more attractive to women, we're committed to hiring, retaining and promoting more women at all levels across the business and this report will provide our gender pay gap information and our plans to help close the gap even further.

The highlights include the fact that 40% of our senior leadership team and 22.06% of our extended leadership team are women, which means that we're well on our way to achieve our target of 40% of women in leadership roles by 2026. Also, in our latest graduate

programme intake we welcomed a new cohort of graduates into the business, 44% of which were women.

In the last year we've seen a number of female leaders recognised, in not only our annual internal Excellence Awards, but also multiple external recognition programmes and we'll continue to make sure that women are represented right across the workforce.

These are great steps forward in helping us 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.

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 continue to celebrate and encourage diversity at Stagecoach by understanding, measuring and tracking the things that matter most, so that we can design and deliver the best approaches to narrow, and ultimately eliminate, pay gaps.

To help us to achieve that we're continuing to make sure we're an employer of choice, continuing to advocate for diversity in the workplace, and providing our people with development opportunities.

This year there has been a continued focus on raising awareness of Diversity, Equity and Inclusion (DEI) topics through workshops, digital platforms and open dialogue sessions across all levels of the business. We continue to network with external leaders in diverse areas, including menopause and unconscious bias, to promote greater understanding and greater allyship across the business.

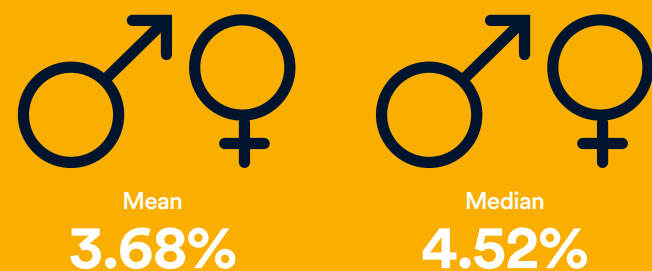
We also continue to provide targeted development across the Shine Pool (our internal talent pipeline) to ensure our female successors are equipped with tools to accelerate their development, including mentoring, networking and a wide range of learning options.

While also encouraging them to complete career profiles and personal development plans to set them up for any future roles they wish to pursue.

It's great to see that we have reduced our gender pay gap in the last 12 months, supporting us to encourage a diverse range of talents and perspectives and a culture where our people feel included, supported and can be themselves at work.

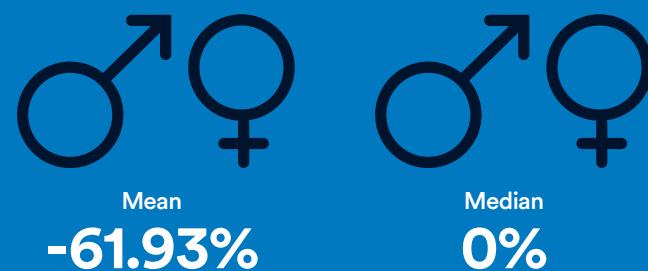
## 2023 Gender pay gap

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 2023.



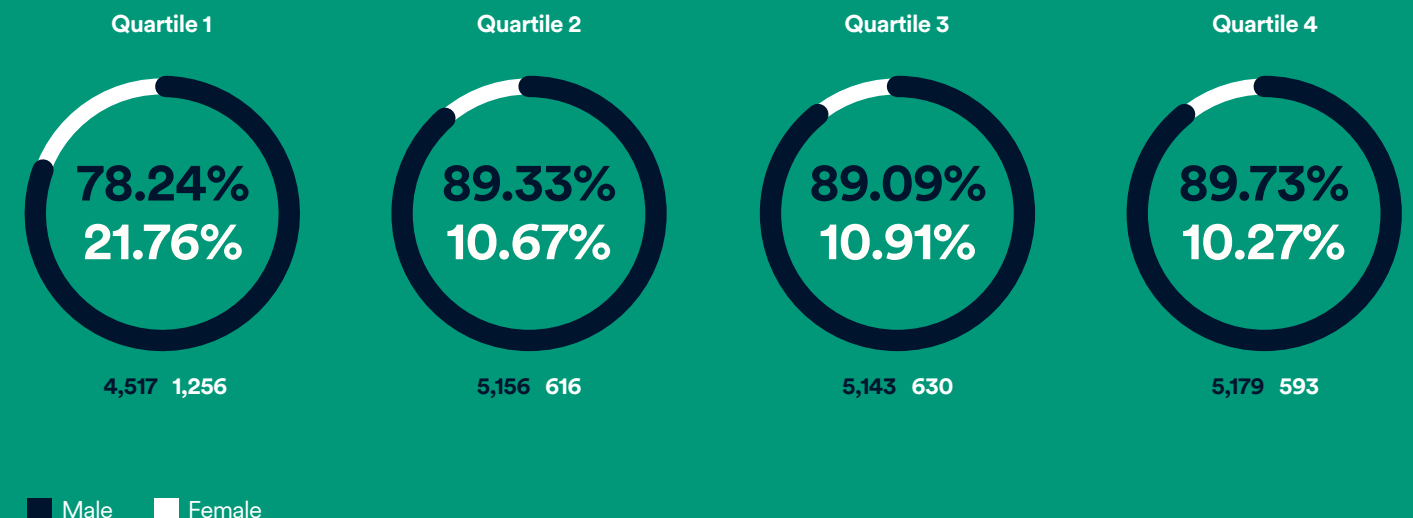
## 2023 Gender bonus gap

Mean and median bonus pay gap between men and women (based on bonuses paid in the 12 months to 5 April 2023):



## 2023 Gender split across the pay quartiles

Mean Gender Pay Gap by Quartile (as at snapshot date of 5 April 2023)







Katie Wagstaff, our Operations Director for the South West

## Gender Pay Report 2023

### 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 3.68% which is an improvement of 1.25% on last year and significantly lower than the national average of 14.3%. We remain committed to our wider DEI goals and are proud of the progress made around our exciting initiatives.

In terms of our senior leadership team, in October 2023 we were proud to welcome Chief Executive Officer, Claire Miles, to lead our business. Claire joins three other women including our People Director, Health, Safety & Environment Director and Marketing Director which means our senior leadership team has 40% female representation. We also have two women in Managing Directors roles leading individual bus companies.

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% Ethnic Minority workforce by 2026. As of March 2024, 40% of our senior leadership team and 22.06% of our extended leadership team are women. In addition to this, 13.85% of our total workforce are female and 22.63% are from an ethnic background.



### Diversity, equity & inclusion

We have continued to deliver against our ambitious Diversity, Equity and Inclusion roadmap and have successfully extended our Inclusion and Belonging calendar to ensure that we capture and promote key events throughout the year, such as International Women's Day, Women in Engineering Day and Menopause Awareness Day. This has raised further awareness and sparked consistent conversations across the business on how we can be more inclusive.



### Recognition

We are delighted to see more of our senior female leaders recognised for their achievements. Dawn Murphy, Operations Manager, won Gold for Manager of the Year in the UK Bus Awards. Also, in our internal Stagecoach Excellence Awards three inspirational women were recognised: Samantha Cameron, Customer Engagement Assistant, who won Brand Champion for spreading her passion for Stagecoach; Alison McCluskie, Operations Director, walked away with the Lifetime Achievement award after 37 years of service; and Lisa Grayson won Highly Commended in Pride of Stagecoach for continually showing unwavering dedication and professionalism.



Alison McCluskie, Operations Director for West Scotland, who recently won the Lifetime Achievement Award at the Stagecoach Excellence Awards.



## Accelerating career opportunities for current and future female employees



### Attracting the best

We are continuing to improve our attraction and retention processes to both increase and strengthen our female leader pipeline throughout the organisation. We continue to access specialist advice and best practice through our membership with Diversity in Hospitality, Transport & Leisure (WiHTL) where gender remains a core pillar of their work. We have continued to offer placements on the WiHTL Global Female Leaders Programme 2023, adding to our female leaders that have already successfully completed this programme. We will continue to offer this in the year ahead as we see the value in developing our future senior female leader pipeline ahead of the curve.



### Mentoring & role models

Our female senior leaders continue to act as mentors for our future talent pool, sharing their experiences and empowering personal development. We also continue to offer external mentoring for our women in Top Talent through our partners at WiHTL to give cross-industry experiences and viewpoints. Alongside our internal mentoring programme within Shine Pool, we also offer mentoring to women who are new into role and new to the business to ensure there is an added layer of support and guidance whilst they find their feet.



### We're building on our inclusive culture

We continue to see our seven employee-led networks, including those for Veterans, Women@Stagecoach, LGBTQ+ employees, Parents, Carers, Multicultural employees and new managers, continue to grow in numbers and promote greater allyship across the company. Notably, our Women@Stagecoach network plays a crucial role in advocating for gender equality, diversity and providing a platform for female colleagues to voice their concerns. Our Stagecoach Union Women's Committee have launched a Women@Stagecoach working party who meet bi-monthly to discuss any actions that have come from the network. Next year, we will be launching an eighth network focused on supporting health and wellbeing across the business. All of our networks have female network leads, Exec Sponsors or Co-chairs.



### Awareness and understanding

Throughout 2023, we had over 35 initiatives across all our communications platforms to educate colleagues company-wide on the importance of Diversity, Equity & Inclusion including World Menopause Day, Race Equality Week and Pride events amongst others. We successfully deployed mandatory e-learning modules to all business leaders to ensure understanding of Diversity, Equity & Inclusion and unconscious bias. We also provided additional bespoke Senior Leader training which was delivered face-to-face on equality and diversity to give them the tools to move the dial on this important topic.



### Graduate recruitment

In September 2023, we successfully relaunched our graduate leadership programme and welcomed nine new graduates into the business. During the attraction, recruitment and selection process, we partnered with graduate recruitment experts, Sanctuary Graduates, who supported us in delivering a diverse candidate shortlist with 44% of our new recruits being women. Several of the final intake were also from an ethnic background which demonstrates our commitment to improving diversity overall. We have already launched our recruitment campaign for September 2024 with the aim of attracting similar levels of diversity for this important future talent pipeline.



### Developing future talent pools

We continue to upskill our current managers and supervisors through our weekly bite-sized #TrainingTuesday content and our internal Development on Demand modules. In 2023, we continued to invite women into our emerging talent set to encourage women to make their first steps into a leadership position and we commit to increasing this gender balance further in 2024.



### Policy refresh

During 2023 we have worked with the Stagecoach Union Women's Committee to introduce a domestic abuse guide. As female victims are more common, we hope this will provide our managers with further guidance on how to provide practical and emotional support to their female colleagues. We will continue to work with our Women's Committee to constantly improve and progress our policies and guidelines to ensure they support our people.



### Career conversations

We take a proactive approach to encouraging our women at every level of the business to plan ahead and think about the direction they want to take their career in. We encourage those in our Shine Pool to complete career profiles and personal development plans with their sponsoring director to ensure they are prepared for any future roles they want to fulfill.

Our 2023 Graduates supporting the Cheltenham Festival



### Shine for succession planning

We have developed a robust succession planning process through our Shine Pool, which recognises talent across all levels of the business and ensures we continue to increase the number of female successors through positive action criteria. In 2023, we continued to welcome female leaders into our Top Talent pool and continue to provide targeted development, delivered both internally and externally, across the Shine Pool to ensure our female successors are equipped with tools to accelerate their development.



### Embedding inclusion

Throughout 2023, we listened to suggestions from our colleagues and worked alongside our Trade Union representatives to create an inclusive uniform which was successfully rolled out across the business. This new uniform offers a greater variety of options for women alongside a wider range of female sizes to choose from. Our new uniform is designed to be worn by any employee and they are free to wear whatever they feel most comfortable in, whether it be male or female, which further embeds inclusivity into our culture.



### 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 women across Stagecoach. We continue to promote and endorse our menopause guidance materials, created in partnership with our Women@Stagecoach network and Stagecoach Unite Women's Committee, to support our women colleagues and their line managers. We will be looking to expand this further with the introduction of our Health & Wellbeing Network and we will also be upskilling our leaders further on menopause at work in 2024.



Fiona Doherty, Managing Director for West of Scotland

# Gender Pay Report 2023

## 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	418	82	6.18	1.65	79.01	62.64	47.18	16.67	73.60	26.40	87.20	12.80	86.40	13.60	87.20	12.80
Busways Travel Services Limited	936	116	7.78	6.41	76.07	45.76	45.44	8.33	76.05	23.95	93.54	6.46	92.78	7.22	93.54	6.46
Cambus Limited	676	82	3.95	2.04	66.23	47.62	4.69	9.09	86.84	13.16	85.19	14.81	92.11	7.89	92.59	7.41
Cheltenham & Gloucester Omnibus Company Limited	726	121	9.13	5.38	57.90	48.84	61.32	9.09	70.75	29.25	88.68	11.32	90.09	9.91	93.36	6.64
Cleveland Transit Limited	238	36	9.65	5.71	77.27	50.00	12.70	0.00	66.67	33.33	94.12	5.88	94.20	5.80	92.65	7.35
East Kent Road Car Company	1,064	194	4.01	3.37	70.91	52.97	-98.12	0.00	74.60	25.40	87.26	12.74	90.16	9.84	86.31	13.69
East London Bus & Coach Company Limited	2,156	246	7.60	13.19	76.75	71.43	-85.36	8.33	83.36	16.64	86.83	13.17	93.84	6.16	95.00	5.00
Fife Scottish Omnibus Limited	1,068	156	4.01	1.93	71.14	51.81	-96.23	8.33	78.76	21.24	90.20	9.80	90.20	9.80	89.87	10.13
Greater Manchester Buses South Limited	1,874	232	3.91	4.31	74.40	54.25	-54.51	0.00	81.02	18.98	91.63	8.37	91.46	8.54	91.83	8.17
Highland Country Buses Limited	280	43	7.40	4.13	66.55	52.27	69.40	8.33	81.48	18.52	82.72	17.28	88.89	11.11	93.75	6.25
Lea Interchange Bus Company Limited	420	41	-0.12	1.07	7.88	12.20	-97.90	-361.49	89.66	10.34	88.70	11.30	94.78	5.22	91.30	8.70
Lincolnshire Road Car Company Limited	1,112	202	5.12	4.28	74.11	52.63	37.06	0.00	71.12	28.88	88.72	11.28	88.45	11.55	90.24	9.76
Midland Red (South) Limited	887	134	8.16	3.99	66.38	36.88	68.00	12.50	77.34	22.66	89.41	10.59	89.41	10.59	91.37	8.63
Red & White Services Limited	656	87	0.77	0.91	76.87	78.02	2.99	-13.32	86.56	13.44	88.71	11.29	88.17	11.83	89.73	10.27
Ribble Motor Services Limited	971	130	7.54	5.59	74.90	56.20	17.18	8.33	80.43	19.57	86.55	13.45	90.91	9.09	94.91	5.09
South East London & Kent Bus Company Limited	1,188	159	4.66	5.11	81.20	72.09	25.40	75.26	83.68	16.32	85.76	14.24	90.21	9.79	93.15	6.85
Stagecoach Devon Limited	947	125	1.13	-0.16	70.40	67.19	-137.82	9.09	87.69	12.31	89.18	10.82	85.45	14.55	91.04	8.96
Stagecoach Services	238	201	29.44	37.67	51.68	34.31	9.08	30.97	35.78	64.22	48.18	51.82	60.00	40.00	72.73	27.27
Stagecoach (North West) Limited	642	106	6.03	2.43	71.95	60.36	18.84	8.33	78.07	21.93	86.63	13.37	86.63	13.37	91.98	8.02
Stagecoach (South) Limited	1,078	191	6.36	3.70	76.07	71.08	7.83	-63.35	77.67	22.33	83.91	16.09	86.75	13.25	91.48	8.52
Thames Transit Limited	464	55	2.18	2.95	70.43	71.93	-64.97	8.33	86.92	13.08	86.15	13.85	88.46	11.54	96.12	3.88
Western Buses Limited	775	112	5.29	6.86	65.41	45.76	-122.20	18.18	74.21	25.79	91.44	8.56	94.14	5.86	89.64	10.36
The Yorkshire Traction Company Limited	885	124	4.26	3.88	66.30	54.33	-85.38	-9.09	78.66	21.34	88.10	11.90	93.25	6.75	90.87	9.13
Stagecoach Supertram	267	74	16.28	15.93	36.70	64.00	49.77	32.38	69.77	30.23	68.24	31.76	83.53	16.47	91.76	8.24
Stagecoach Overall	19,995	3,095	3.68	4.52	70.49	56.28	-61.93	0.00	78.24	21.76	89.33	10.67	89.09	10.91	89.73	10.27

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