



Gender Pay Report 2024

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 2024 which covers the period of 12 months to the 5 April 2024.

At Stagecoach, we're committed to building an inclusive culture supporting women at all levels across the business. It's encouraging that despite our gender pay gap increasing slightly this year to 4.2% from 3.7% (2023), we remain considerably below the UK average which currently stands at 7.0% for full time employees and 13.1% 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.

It's particularly encouraging to see such a high number of women within our Graduate cohort for the second year running - (see Spotlight On Isobel Bullough / Fadhiya Ahmed to hear their experiences).

From a development perspective, a key highlight from this year includes the introduction of our Leadership Essentials Programme, which over the next three years will provide all managers and supervisors with the core skills and tools to implement fair, transparent, and respectful leadership practices. It will also support

managers in fostering and embedding a culture that aligns with Stagecoach's purpose and values, while contributing to our goal of developing more women in leadership roles.

I'm proud to share that 50% of the senior leadership team, including myself, are women as well as 25% of our extended leadership team, demonstrating our commitment to our ambitious sustainability target of 40% of women in leadership roles by 2026.

I'm confident that our new values and behaviours framework will resonate with our colleagues because they reflect who we are as a business today as well as inspire us to reach even further. I believe they are pivotal in strengthening our employee value proposition and enabling us to attract and retain a more diverse workforce in the future.

These are all positive steps forward in helping us to be a company where women role models are visible and empowered, and where all colleagues can see a clear path to grow and progress their careers successfully. By working together as one team, we're creating an inclusive workforce where we understand and celebrate everyone's differences.



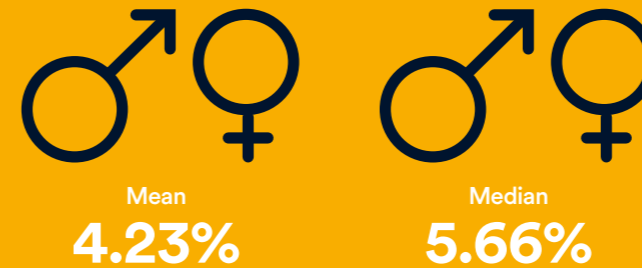
Message from **Sarah Blake**, Chief People Officer

I have recently joined Stagecoach, and I am excited and engaged by the efforts to date to attract more women to the Stagecoach family and to nurture and develop their careers with us. I am looking forward to leading on initiatives to further reduce the gender pay gap, growing the number of women leaders in our business and celebrating their success and supporting an even more inclusive and diverse culture in the future.

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

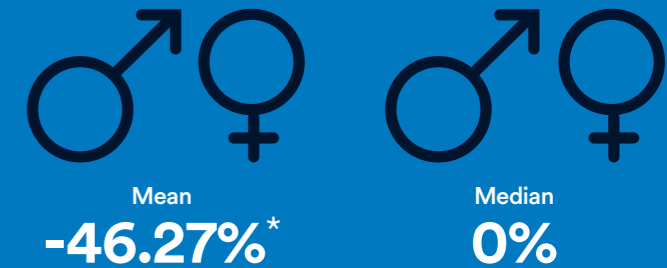
2024 Gender pay gap

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 2024.

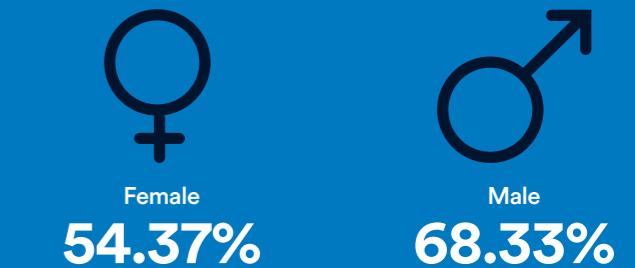


2024 Gender bonus gap

Mean and median bonus pay gap between men and women (based on bonuses paid in the 12 months to 5 April 2024):



% Receiving bonus pay gap between men and women (based on bonuses paid in the 12 months to 5 April 2024):

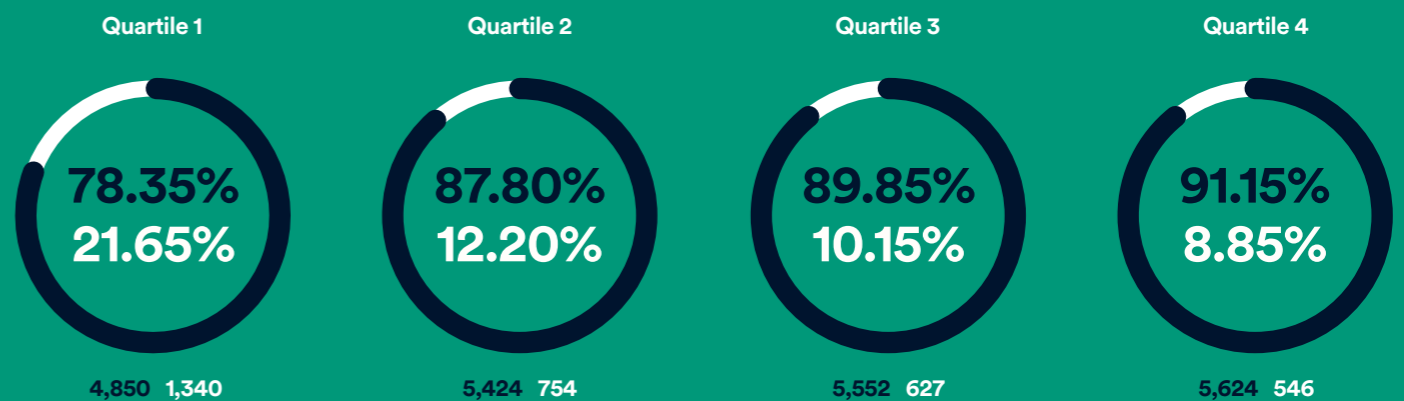


*Our bonus gender pay gap is influenced by a higher proportion of the female employee population being in management and leadership positions and eligible for the annual management bonus scheme compared to the proportion of male employees overall in the same position.

2024 Gender split across the pay quartiles

■ Male ■ Female

Mean Gender Pay Gap by Quartile (as at snapshot date of 5 April 2024)





Aligning DEI to our values



In November 2024 we launched our evolved values and behaviours.

They are designed to guide everything we do - how we interact with each other, how we talk to our customers, and how we make decisions, whether big or small, individually or together. These values should resonate with all our colleagues because they reflect who we are today. At the same time, they will inspire us to reach further and build the Stagecoach we want to be tomorrow. One of our values is 'we are stronger together' and we want all our people to role model the underpinning behaviors; appreciate and respect everyone, work as one team and act for the greater good of customers and business. We know diversity in all its forms helps us make better decisions

for our business and our customers, while appreciating and respecting everyone.

Our 'Women@Stagecoach', Parents and Carers networks continue to provide supportive platforms to work collaboratively towards initiatives and impactful policy change. One example of this is we have recently enhanced our menopause guidelines to include wider women's health related issues and provide managers with the tools they need to properly support colleagues.

Taking steps to reduce the gender pay gap

We're encouraged that our ongoing commitments to improve the gender balance at Stagecoach are having a positive impact in many areas.

This is particularly evident in the higher proportion of senior women leading the business today. Although this year-on-year trend continues in the right direction, there is always more that we can do, and we have new and exciting plans to strengthen diversity and inclusion across our business.

We continue to work towards our ambitious Driving Net Zero targets, including 40% female leadership and 25% of our workforce from an ethnic background by 2026. We have seen an increase in the number of women in our extended leadership population from 20% in January 2024 to 25% in January 2025. We've also recently welcomed three new women leaders to our Senior Leadership Team – General Counsel & Company Secretary, Chief Customer Officer

and Chief People Officer which means we now have 50% representation at the most senior level in our business, something which we're exceptionally proud of.

In March 2024 we celebrated International Women's Day with a series of online events and webinars offered to all our people to raise awareness, arranged in collaboration with our Women@Stagecoach network. We have also recently undertaken a comprehensive Diversity, Equity and Inclusion (DEI) review and will be incorporating insights from this review into a refreshed strategy in the year ahead with a particular focus on increasing the number of women we bring into and retain in our business.



Spotlight on **Fadhiya Ahmed** (Graduate Scheme)

"In my first year of the scheme, I was placed at Barking Garage in London, I was pleased at the number of women in management positions as the operations manager and an assistant manager were female, this inspired me that women are truly empowered and supported to develop their careers in Stagecoach. I pursued the ILM Level 3 qualification, which has been a valuable addition to my professional development. Additionally, the availability of female mentors has been particularly beneficial, offering guidance and support as I navigate my career."

Better awareness of career opportunities for current and future female employees



Recruiting and retaining

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

- We have taken extensive measures in our local operating companies to create improved shift patterns to provide a greater work-life balance to attract a more diverse workforce
- We're continuing to engage with specialist DEI focused agencies to ensure we attract a diverse talent pool for a wide range of roles
- We're incredibly proud of our partnership with Sanctuary Graduates and have been successful in ensuring diverse cohorts of Graduates for the last two years. In September 2024 over 60% of our new recruits were female creating a talented female leader pipeline for the future
- We ensure we use gender neutral (or less masculine) imagery, terminology & copy in all of our advertising. We also use women in our case studies and testimonials in our external promotions for roles and careers
- We have developed targeted video campaigns promoting part time roles with a particular focus on attracting working mums, with radio campaigns in the pipeline
- We are further exploring blind sift technology to remove unconscious bias



Spotlight on **Isobel Bullough** (Graduate Scheme)

"I found the Graduate recruitment process to be excellent. The job advert used neutral language, which made it clear that the opportunity was open to everyone, regardless of gender. During the assessment day, I was also impressed by the presence of assessors who were managers within the business, including many successful women who had themselves been through the graduate scheme. This was a refreshing experience and helped to challenge any preconceptions I had about the bus industry, reassuring me that I could also achieve success here."



Development and training

In April 2024, we launched our new leadership development programme for our managers and supervisors. 'Leadership Essentials' is a modular programme which we have committed to putting all our managers and supervisors through over the next 2-3 years. All modules are underpinned by our values and provide key leadership skills and tools which can be applied everyday. To emphasise the importance of diversity, we have a number of female senior leaders acting as cohort sponsors. We've worked in partnership with PeopleWise to develop and deliver Leadership Essentials and here's what they had to say about how the programme is supporting our inclusive culture:

"The Leadership Essentials Programme supports and cultivates an inclusive culture by providing managers and supervisors with the core skills and tools to implement fair, transparent, and respectful leadership practices, as well as, lead and embed a culture with behaviours that reflect the Stagecoach purpose and values. This extends beyond colleagues, to customers and the broader community. This programme is instrumental in driving the organisation's ongoing efforts to create a workplace where strong leaders ensure that everyone is valued, engaged and has the opportunity to excel."

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. 27% of our overall Shine Pool are women which is 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; 35% are women which is really encouraging for our future pipeline of women leaders.

We're pleased to share that 56% of all our graduates are women. On completion of the programme, our graduates secure Operations Manager roles in one of our depots. Currently approximately 17% of our Operations Managers are women and we are confident our diverse graduate pool will ensure we have more women filling these important roles in the future.

We are actively working to improve women's safety on our services with awareness training for frontline colleagues. We've launched and plan to roll out #AskforAngelStreet as an endorsement of how we feel about women's safety generally. This initiative is also aimed at improving the safety of all our people. We hope as this cascades over time it will encourage more women, in particular drivers, to join us and stay with us as we further heighten our focus on women's safety.

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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	421	87	4.96	1.09	73.97	63.54	3.69	8.33	71.65	28.35	87.40	12.60	87.40	12.60	85.04	14.96
Buways Travel Services Limited	919	114	6.87	4.92	76.24	42.86	35.20	8.33	76.83	23.17	93.41	6.59	93.41	6.59	92.25	7.75
Cambus Limited	702	85	4.48	4.19	67.54	50.00	9.88	9.09	87.31	12.69	87.31	12.69	91.37	8.63	90.82	9.18
Cheltenham & Gloucester Omnibus Company Limited	688	127	5.00	2.06	67.79	54.07	-36.70	0.00	75.98	24.02	84.31	15.69	87.75	12.25	89.66	10.34
Cleveland Transit Limited	246	35	8.33	2.91	70.20	42.11	-12.43	0.00	74.65	25.35	91.43	8.57	95.71	4.29	88.57	11.43
East Kent Road Car Company	1,077	182	4.66	2.29	68.71	54.77	-59.58	-9.09	74.60	25.40	89.52	10.48	89.84	10.16	88.22	11.78
East London Bus & Coach Company Limited	2,612	327	7.40	6.67	63.89	53.43	-22.28	0.00	81.63	18.37	87.35	12.65	93.06	6.94	93.46	6.54
Fife Scottish Omnibus Limited	1,071	149	4.15	1.65	73.82	54.32	-4.01	0.00	80.66	19.34	86.89	13.11	91.48	8.52	92.13	7.87
Greater Manchester Buses South Limited	2,467	318	5.70	3.84	50.17	39.27	-214.30	8.33	79.91	20.09	92.67	7.33	91.38	8.62	90.37	9.63
Highland Country Buses Limited	305	46	3.18	0.48	64.76	51.02	46.07	-9.09	77.27	22.73	94.32	5.68	85.23	14.77	90.80	9.20
Lea Interchange Bus Company Limited	481	47	4.94	8.05	87.62	76.47	65.53	18.22	84.85	15.15	92.42	7.58	93.18	6.82	93.94	6.06
Lincolnshire Road Car Company Limited	1,090	197	4.60	3.41	74.91	56.04	12.40	8.33	73.91	26.09	87.27	12.73	88.82	11.18	88.79	11.21
Midland Red (South) Limited	947	146	7.34	6.68	62.48	38.22	64.65	9.09	74.45	25.55	91.94	8.06	90.11	9.89	90.11	9.89
Red & White Services Limited	763	89	3.68	1.82	63.12	64.95	6.26	-9.09	84.51	15.49	87.79	12.21	92.96	7.04	92.96	7.04
Ribble Motor Services Limited	1,063	139	8.77	7.54	76.48	64.00	15.49	13.71	76.41	23.59	90.00	10.00	92.36	7.64	95.00	5.00
South East London & Kent Bus Company Limited	1,238	171	5.48	6.17	74.33	62.90	29.18	74.58	81.02	18.98	88.07	11.93	88.92	11.08	93.47	6.53
Stagecoach Devon Limited	999	152	2.58	0.62	69.95	63.23	-106.13	9.09	82.99	17.01	88.54	11.46	84.72	15.28	90.94	9.06
Stagecoach Services	240	189	26.76	30.76	54.03	34.48	38.13	13.89	38.89	61.11	54.21	45.79	63.55	36.45	67.29	32.71
Stagecoach (North West) Limited	666	103	5.14	5.76	71.26	55.96	33.58	0.00	80.31	19.69	83.33	16.67	89.06	10.94	93.75	6.25
Stagecoach (South) Limited	1,193	216	5.77	4.85	78.17	72.65	8.05	-60.47	76.77	23.23	82.39	17.61	85.51	14.49	94.03	5.97
Thames Transit Limited	501	55	5.54	2.69	74.22	72.13	43.64	0.00	84.17	15.83	90.65	9.35	91.37	8.63	94.24	5.76
Western Buses Limited	796	109	4.25	3.81	73.09	52.50	-158.40	18.18	80.18	19.82	90.27	9.73	90.71	9.29	90.71	9.29
The Yorkshire Traction Company Limited	941	136	4.04	2.73	68.29	53.19	-58.62	0.00	79.63	20.37	85.50	14.50	92.57	7.43	91.82	8.18
Stagecoach Overall	21,450	3,267	4.23	5.66	68.33	54.37	-46.27	0.00	78.35	21.65	87.80	12.20	89.85	10.15	91.15	8.85

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