



*Bus Éireann*

# ROUTE TO RESPECT 2024–2030

EQUALITY, DIVERSITY AND  
INCLUSION STRATEGY



## Table of Contents

Driving Diversity at Bus Éireann	3
Legislative Context	4
Mission, Vision and Values	6
Forward Together	7
Roadmap to Inclusion	10
Track the Difference	16

## Driving Diversity at Bus Éireann

### From the Chief Executive Officer:

At Bus Éireann, our focus centres around our people – both within Bus Éireann and those who are our valued customers. We understand the direct correlation between the experience of our employees and the overall experience of our customers. Acknowledging that a workplace characterised by diversity, equity, and inclusion inherently enhances all three, this strategy serves as a testament to our dedication to fostering an environment where every individual is treated with respect, parity, and differences are not just acknowledged, but embraced.

Through our commitment to supporting and nurturing our employees, we strengthen our capacity to navigate the daily challenges and seize the myriad of opportunities that come our way. Recognising that a workforce with diverse talents and competencies creates a dynamic and thriving work environment, we are poised for success in our ambitious pursuits.

It is my pleasure to introduce the Equality, Diversity and Inclusion Strategy for Bus Éireann – “Route to Respect”. This underlies our commitment to embedding diversity, equality, and inclusion seamlessly into every facet of our processes, practices, functions, and services. We are confident that this strategy will play a pivotal role in advancing a culture of equality, diversity, and inclusion throughout the whole of Bus Éireann.



## Legislative Context

Employment Equality Acts 1998–2011 (as amended) and the Equal Status Acts 2000–2012 (as amended) which prohibit direct and indirect discrimination, sexual harassment, harassment and victimisation in relation to nine specified equality grounds: gender, family status, civil status, sexual orientation, age, disability, religion, ethnicity and membership of the Traveller community. The Employment Equality Acts prohibit discrimination in employment, including recruitment, promotion, pay and other conditions of employment. The Equal Status Acts prohibit discrimination in access to and provision of services, accommodation and educational establishments.

The Disability Act 2005 (as amended) places significant obligations on public bodies in terms of providing integrated access to services and information to people with disabilities, as well as promoting the employment of people with disabilities. The Irish Human Rights and Equality Commission Act 2014 requires that in the performance of their functions public bodies shall have regard to the need to eliminate discrimination, promote equality of opportunity and treatment and protect the human rights of staff and service users.

We recognise our statutory obligation to implement the Public Sector Equality and Human Rights Duty set out under Section 42 of the Irish Human Rights and Equality Commission Act 2014.

This requires us, as a public body, to eliminate discrimination, promote equality of opportunity and protect the human rights of staff and people to whom we provide services. It requires us to set out an assessment of the equality and human rights issues we believe to be of relevance to our purpose and function in our strategic plan. In addition, it requires us to set out how we intend to address these issues so that we can report on any developments and achievements in our annual report.

The Irish public sector operates within a legislative framework that recognises the importance of diversity and inclusion in the workforce and work environment. This includes policies that promote the rights and inclusion of groups across the equality grounds. Some strategies include specified targets; for example, an increase from 3% to 6% of people with disabilities in the workforce by 2024 (Comprehensive Employment Strategy for People with Disabilities) and 1% of the workforce to comprise ethnic minorities (Migrant Integration Strategy, National Traveller and Roma Inclusion Strategy 2017–2021).

“Own workforce”, ESRS S1 calls out the UN Guiding Principles on Human Rights and the International Labour Organisations Declaration on Fundamental Rights and Principles.

## Legislative Context

Topic	Key European legislation and other initiatives
Gender equality and equal pay for work of equal value	Pay Transparency Directive
Training and skills development	New Skills Agenda, Pact for Skills, Council Lifelong Learning recommendations
Employment and inclusion of people with disabilities	UN Convention on the Rights of Persons with Disabilities
Measures against violence and harassment in the workplace and diversity	European Disability Strategy European Accessibility Act
Diversity	European social partners framework agreement on harassment and violence at work. Gender equality Directive 2002/73/EC
Work-life balance	Framework employment directive against discrimination at work, Equal Treatment in Employment and Occupation, Amsterdam Treaty 13.

## Mission, Vision and Values

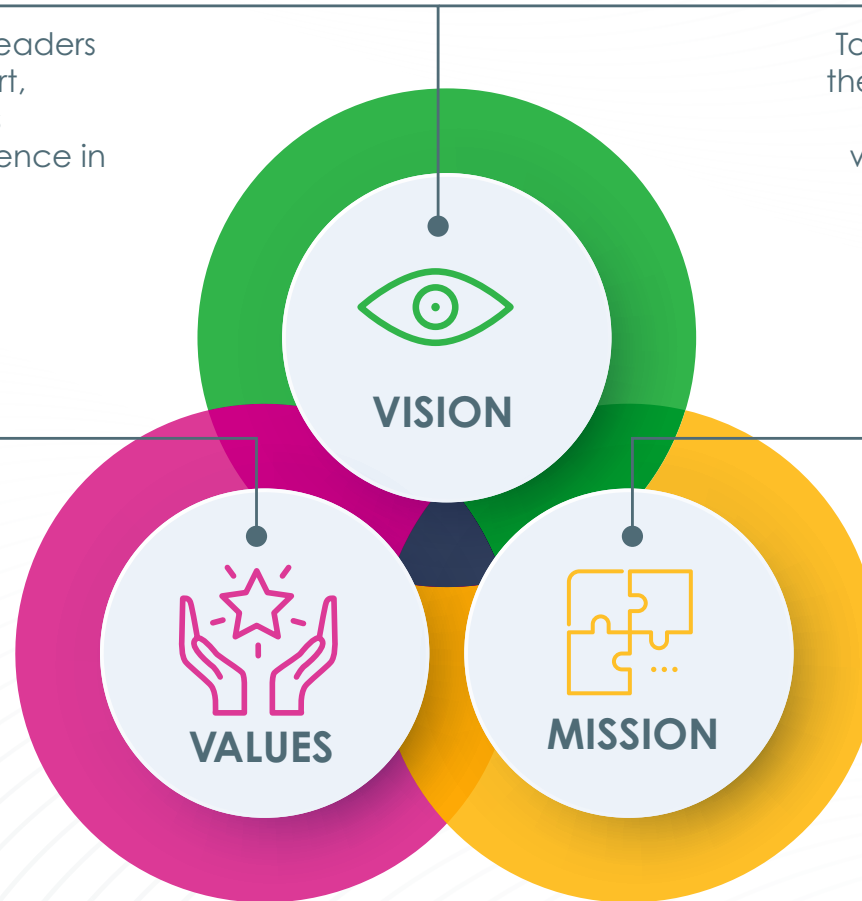
### VISION

To be recognised as global leaders in sustainable public transport, doubling passenger journeys through new services, excellence in operations and customer experience, and driving our transition to net zero.

### VALUES

OUR EDI WORK IS ROOTED IN OUR VALUES

- Customer First
- Safety
- Collaboration & Respect
- Performance
- Forward Thinking
- Sustainable Practice



### PEOPLE VISION

To engage positively and grow the diversity of our workforce to build a performance culture which delivers on the growing demand for our services and meets the skill needs of tomorrow.

### MISSION

“To sustainably connect people and communities, helping to make life better”.



#EmbraceEquity

# Forward Together

## Our Aims

- 1 Manage a workplace and cultivate an environment that integrates, benefits from, and achieves equality and inclusion for our diverse employees.
- 2 Operate a service that welcomes, creates a safe environment for, and addresses the needs of our diverse customers.
- 3 Communicates a brand that is committed to equality, diversity, inclusion and non-discrimination.

## Our Objectives

**We have identified three key objectives necessary to achieving our aims and to implement our commitments:**

- 1 Promote an inclusive workplace for the diversity of our employees.
- 2 Provide a diversity – friendly service to our customers.
- 3 Communicate our commitment to equality, diversity, inclusion, and non-discrimination to the companies we work with and to the wider communities that we serve.





## Our Commitments

- 1** We are dedicated to both attracting and sustaining a diverse workforce, advancing equality, embracing diversity, and preventing discrimination for both our employees and customers. These principles extend to the sectors we engage with and the communities we are a part of. We are determined to foster an environment where our team members experience a profound sense of belonging. This commitment remains unwavering as we move forward.
- 2** We will leverage our influence and voice to actively champion and drive Equality, Diversity, and Inclusion (ED&I) across our supply chain, community engagement efforts, as well as in our sponsorship, media, and communications initiatives.
- 3** In fulfilling our responsibilities under the Employment Equality Acts (1998–2015) as an employer and the Equal Status Acts (2000–2018) as a service provider, we aspire to surpass compliance. Our commitment to social progress and equality transcends statutory obligations outlined in the Irish Human Rights and Equality Commission Act, 2014, mandating public bodies to actively promote equality, safeguard human rights, and combat discrimination.
- 4** This commitment positions Bus Éireann as a comprehensive public service provider and an employer that advocates for and celebrates a diverse workforce reflective of the communities it serves. Upholding these values is intrinsic to our business ethos, creating a positive atmosphere for employees and ensuring a favourable experience for customers. Operating in alignment with these principles is not only conducive to a more innovative work environment and enhanced employee retention, but also cultivates customer loyalty and aligns our services with the diverse needs of our customers.

Bus Éireann's pledge to champion diverse workforce and inclusive community engagement.



## Roadmap to Inclusion

## Diversity, Equality, Inclusion at Bus Éireann

- 1** Diversity is the range of human differences at Bus Éireann. It refers to demographic differences of a group – often at team or organisational level. Often diversity references are protected characteristics in Irish law: age, disability, gender, civil status, family status, sexual orientation, religion, race, membership of the Traveller community.
- 2** Equality means fairness and that equal rights and opportunities are afforded to all. The 2005 Equality Act protects those with protected characteristics from direct and indirect discrimination in the workplace.
- 3** Inclusion is often defined as the extent to which everyone at work, regardless of their background, identity or circumstance, feels valued, accepted and supported to succeed at work.
- 4** Our objective at Bus Éireann is to build an authentic workplace culture where our employees feel empowered to be their true selves. We would like to be recognised as an inclusive and diverse place to work, a place where employees are treated with dignity and respect, feeling a strong sense of belonging in the culture. This is supported by ensuring equality in the ways we work. This will support our strategic objectives in line with our People strategy.



## Strategic Objectives

- 1 We strive to ensure that our employees experience a workplace culture that is respectful and inclusive, and measure this regularly through engagement surveys and listening circles.
- 2 We develop policies, procedures and practices that facilitate the respectful and inclusive culture and which are 'best practice' in the sector.
- 3 We will review recruitment, retention and progression practices with the aim of making them as fair and as bias free as possible.
- 4 We will explore creative and innovative ways to widen the talent pool from which we recruit.
- 5 We will improve our data gathering and conduct regular campaigns to encourage employees to share personal data.



## Our Governance

### Establishment of a Steering Group and Diversity Working Group.

The CEO of Bus Éireann will lead up the Steering Group. This group supports and gives direction to our diversity working group. The Steering Group consists of two Bus Éireann board members and Chief Officers. It is facilitated by the Senior Manager Talent and Diversity.

We will bring together a Working Group to embed into the company our ED&I agenda. Our diversity champions will support the Working Group in embedding D&I.



## Annual Action Plan

An annual plan will be formulated to implement this strategy. The Senior Manager of Talent and Diversity, in collaboration with management from all functional departments of Bus Éireann, will be responsible for its development. The finalisation and approval of the annual action plan will be conducted by the senior management team.

This plan will comprehensively address each of the grounds specified in equality legislation, delineating the measures to be taken within each action area aligned with the three objectives outlined in this policy. It will provide clarity on the anticipated outputs and outcomes, specifying the individuals responsible for executing the actions. These initiatives will span across the five strategic objectives.

## Implementation

Our Senior Manager for Talent and Diversity will lead the creation and execution of the yearly action plan, offering guidance, support, and information to employees to seamlessly integrate equality and diversity initiatives into all aspects of our operations.

We are committed to advancing, executing, and refining this strategy through active engagement with key stakeholders. We will persist in establishing connections with organisations representing marginalised groups to bolster the implementation of this strategy as required.



## Governance

The implementation of this strategy will be monitored through:

- 1 The Steering Group
- 2 Bi-annual meetings with each function and the Senior Manager Talent and Diversity to support the preparation of the annual action plan, to consider a report on progress made, and to identify actions required to support effective outputs and outcomes.
- 3 Regional Operations Managers, Regional HR manager, Engineering Managers and Regional Schools Managers meetings will include a focus on this policy once a year. The Senior Manager Talent and Diversity will support this process.

Implementation will be monitored by the Steering Group and the Working Group.



# Track the Difference





## Better Representation

- 10% female service supervisors by 2030
- 10% female drivers by 2030
- 4% employees reporting a disability by 2024
- 6% employees reporting a disability by 2026
- 8% employees reporting a disability by 2030
- 10% of the workforce to comprise of different ethnicities by 2025
- 1% of the workforce to comprise ethnic minorities by 2026
- Gender pay profile: working to reduce and eliminate the gender pay gap

Embark together for transformative, impactful adventures and shared growth ahead.



## Inclusive Work Environment

- Achieve 80% rating on the Diversity & Inclusion Statements in Engagement survey by 2030
- Achieve 80% on the Culture Statements in Engagement survey by 2030
- Deliver ED&I training to all employees by 2025
- Achieve Silver Investors in Diversity EDI Mark by 2025
- Achieve Gold Investors in Diversity EDI Mark by 2027
- Increase participation in community wide programmes

## Leveraging our influence

- We will collaborate with our suppliers to establish a foundation by identifying those with an existing ED&I policy and training. Subsequently, we will set targets based on this assessment.
- Additionally, we will investigate avenues for sponsorship and community support toward initiatives that demonstrate a commitment to Equality, Diversity, and Inclusion (ED&I).





*Bus Éireann*

**ROUTE TO RESPECT  
2024–2030**

---

EQUALITY, DIVERSITY AND  
INCLUSION STRATEGY