



GENDER PAY GAP REPORT 2025

INTRODUCTION



At Go-Ahead Ireland, fostering diversity and inclusion is one of our highest priorities. We are committed to ensuring that every team member receives equal treatment and reward, regardless of gender.

We continue to focus on attracting, developing, and retaining women at all levels of our organisation, and we are actively working to improve gender balance as part of our ongoing efforts to reduce the gender pay gap.

In 2025, we were proud to launch our Go-Ahead Women recruitment campaigns, aimed at welcoming more female colleagues into our workforce. We are equally proud that women make up 66% of our Senior Leadership Team and 50% of our management team - clear indicators of the progress we are making.

We remain fully committed to championing gender equality and creating a workplace where everyone can thrive.

We have continued to make positive progress in reducing our gender pay gap across both mean and median measures. In 2024, our mean gender pay gap stood at -11.58%, with a median gap of 3.07%. In 2025, the mean gap improved further to -14.95%, while the median gap reduced slightly to 2.96%.

These results reflect the sustained efforts Go-Ahead Ireland has made to improve gender representation across all levels of the organisation. The continued investment in development, progression, and inclusive recruitment practices, has positively influenced our overall pay gap outcomes. While we recognise there is still more to do, these figures demonstrate that our actions are having a meaningful and measurable impact.

Ciara Gallagher, Head of People

WHAT IS THE GENDER PAY GAP?

The gender pay gap is the difference in pay between men and women explained through various statistics. It is influenced by a range of factors, including the demographics of a company's workforce.

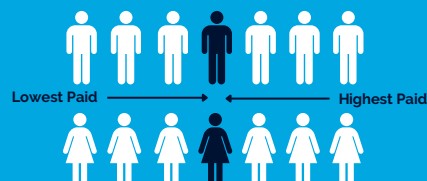
Mean Pay Gap

The mean gender pay gap is the difference if you added up all the hourly pay and divided it by the number of people.



Median Pay Gap

The median represents the middle point of a population. If you lined up all the women in the company and all the men in order of hourly pay rate, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.

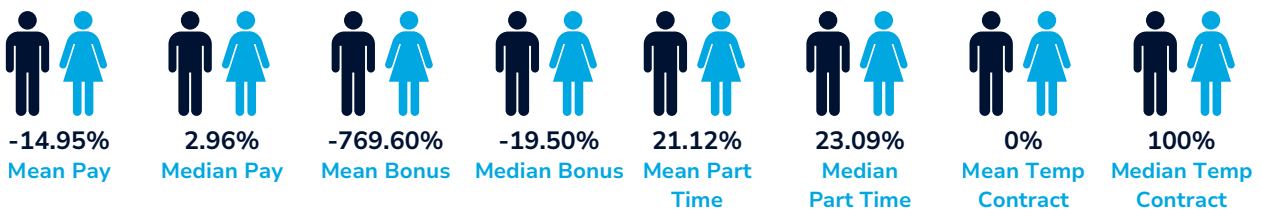




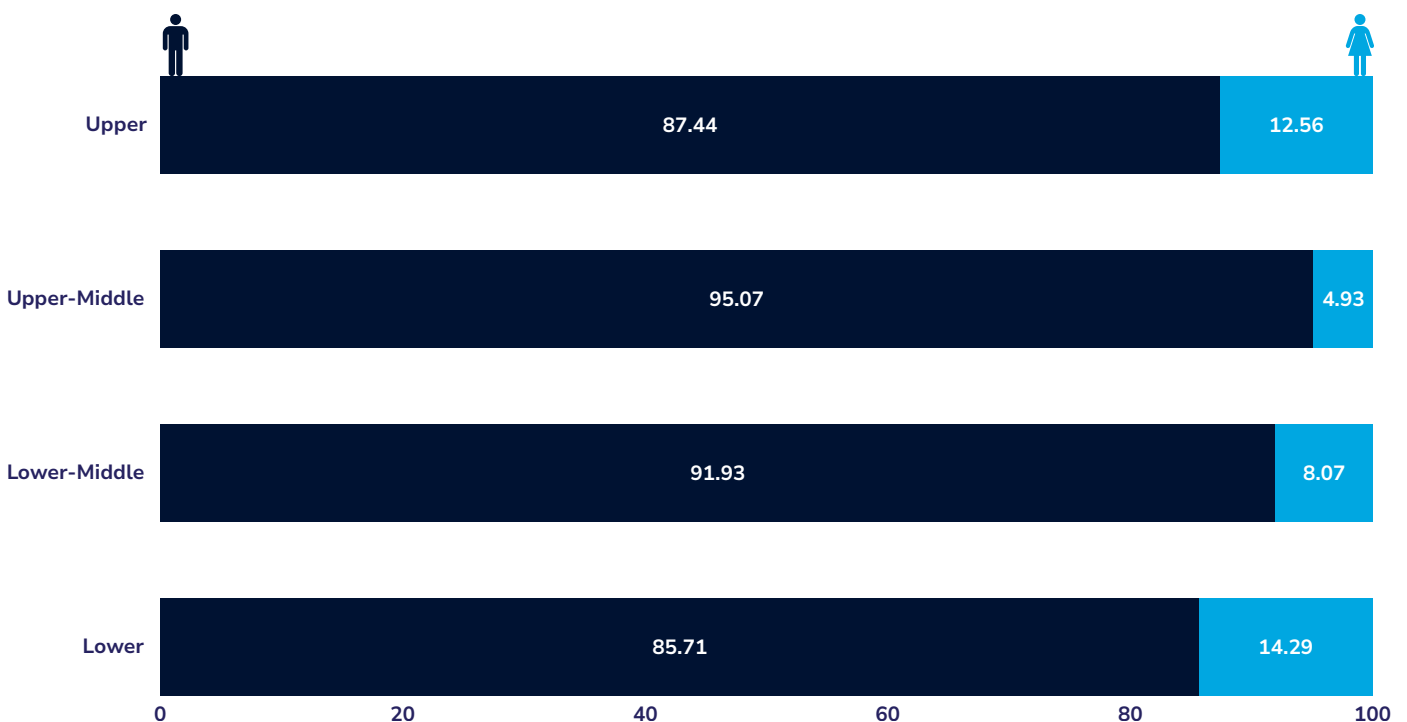
THE RESULTS FROM 2025

- Go-Ahead Ireland’s mean gender pay gap is -14.95%*, whilst the median gender pay gap is 2.96%.
- At Go-Ahead Ireland, bonuses are paid to all drivers, engineers, and facilities teams throughout the year if targets are met.
- The mean bonus gap is -769.60%* and the median is -19.50%*.
- The mean part time contract is 21.12% and the median is 23.09%.
- The mean temporary contractor gap is 0% while the median temporary contractor gap is 100%.

GENDER PAY & BONUS GAP



POPULATION BY PAY QUARTILES



*A negative number means that women on average earn more than men.

OUR PLANS TO ADDRESS

Go-Ahead Ireland remains committed to taking long-term, sustainable action to address the gender pay gap and to building a more inclusive workplace. Our ongoing and future initiatives include:

- Continued investment in inclusivity across the business, embedding diversity and inclusion principles into our policies, leadership practices, and everyday decision-making.
- Recruiting more women across all roles, including frontline roles such as bus drivers, in line with the Go-Ahead Group ambition to achieve 50% gender equality by 2035.
- Active participation in Go-Ahead Women, a Group-wide initiative aimed at increasing female representation in the bus industry. Our Managing Director, Dervla McKay, sits on the steering committee, helping to shape strategy and ensure local engagement.
- Female-focused recruitment campaigns delivered across our network and throughout the Greater Dublin Area, including open days, targeted outreach, and training opportunities designed to remove barriers to entry.
- Continued investment in apprenticeships, including competitive compensation, to support the development of a diverse future talent pipeline.
- Support for career progression at all levels, ensuring colleagues have access to development opportunities, internal mobility, and leadership pathways regardless of gender.
- Exploration of flexible and supportive working practices, particularly to assist women returning to the workforce or balancing caring responsibilities.

Through these actions, Go-Ahead Ireland will continue to drive progress, reduce the gender pay gap, and create a workplace where everyone has the opportunity to thrive.