

Gender Pay Report 2023

At National Express, gender parity is a key element of our drive to create a diverse and inclusive workplace. The Group is committed to ensuring diversity in all its forms among its colleagues as these can:

- improve decision-making at all levels of business by ensuring that diverse perspectives are brought to bear in those decisions;
- attract, retain, and promote the best talent by developing a culture of inclusion where all individuals are respected and supported to reach their full potential; and
- better serve our customers, other stakeholders, and the communities in which we work by ensuring the diversity of our workforce is representative of the diversity of our stakeholders.

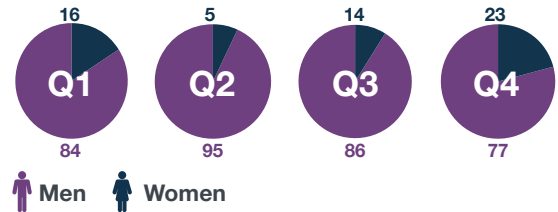
In 2022, we launched our 'Being Part of the Future Today' people strategy with Embrace (our approach to equity, diversity, and inclusion) one of the three fundamental pillars of the strategy.

Our metrics continue to look favourable compared to their equivalent national statistics and continue improve each year.

Since the 2022 report, the Group remains committed to enhancing diversity at all levels of its organisation, from the Board and senior management team to those working in front-line roles. This commitment helps support the delivery of our Evolve strategy by contributing directly to our desired outcome to be the employer of choice. Positive progress continues and this is detailed on page 2 of this report.

Pay Quartiles:

Population quartiles are created by ranking all relevant employees from highest to lowest paid and dividing them into four equal parts (quartiles). The percentage of men and women in each of the 4 quartiles is then calculated.



There are fewer women employed across our UK businesses and this is reflected at all levels of our organisation.

The pay quartiles reflect the gender imbalances across the organisation which is driven by the traditional sector we operate in.

The women employed at the highest quartile has remained static. We have seen a marginal increase of women employed at the Q2 compared to last year of 2%.

Bonus Eligibility:

A higher proportion of female employees are entitled to a bonus, returning to similar trends seen in 2021 and prior years. Overall, less employees have been entitled to bonus payments this year due to company performance.

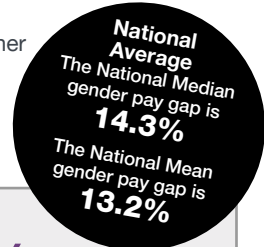


The gender pay gap is not about equal pay. Equal pay is ensuring that men and women doing equivalent jobs are paid the same. We are confident that we have equal pay for equal work at Mobico and this is supported by our internal processes and regular reviews. Mobico is committed to fostering a transparent and equitable working environment and rewarding employees fairly.

The figures below show our 'gender pay gap' for the aggregated UK entities, which is the difference in average pay and bonuses of all men and women across our business. The mean pay gap is the difference in the average hourly pay for women compared to men and the median pay gap represents the difference in hourly pay between the middle-paid woman and middle paid man. The data is taken as at the 31 March 2023 and in line with government regulations.

According to the Office of National Statistics the gender pay gap is slowly declining, the National median hourly pay gap is **14.3%** for all employees and the mean hourly pay gap is **13.2%**. Our mean and median gender pay gaps are better than the UK National averages. Our median and mean pay gap favours our female workforce.

At a UK aggregate level, in contrast to last year more female employees were paid a bonus. In 2022 we saw higher male bonus eligibility driven by an increase in driver loyalty bonuses for positions which were predominantly occupied by male employees. This year the bonus calculation includes a higher proportion of women (a 37% increase that occupy customer services positions which receive commission type payments) and this is a trend we have reported in prior years.



<p>-3.27% 'Mean' Pay Gap</p> <p>On average men earn 97p for every £1 that women earn, that is 3p less, when comparing hourly pay.</p> <p>↑ 2022: -10.77%</p>	<p>-4.67% 'Median' Pay Gap</p> <p>On average men earn 95p for every £1 that women earn, that is 5p less, when comparing hourly pay.</p> <p>↓ 2022: 4.9%</p>	<p>40% 'Median' Bonus Gap</p> <p>On average women earn 33p for every £1 that men earn, when comparing bonus pay.</p> <p>↓ 2022: 0%</p>	<p>3% 'Mean' Bonus Gap</p> <p>On average women earn 97p for every £1 that men earn, when comparing bonus pay.</p> <p>↑ 2022: -179%</p>
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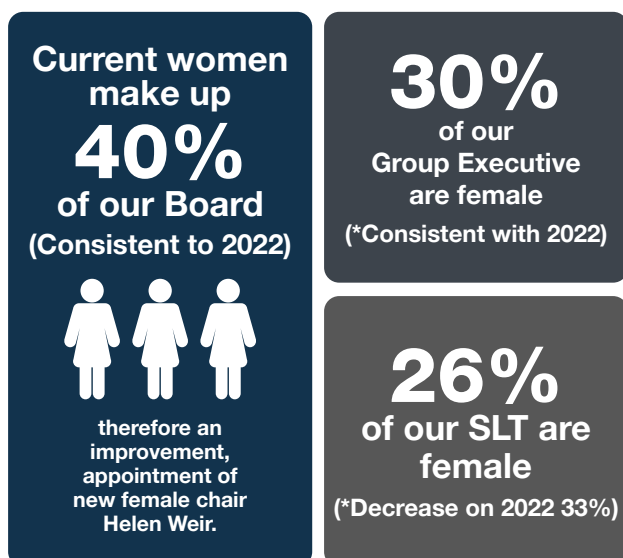
What progress are we making?

We carried out our second global employee survey 'Your Voice,' with over 31,000 employees completing the survey. **77%** of our colleagues agreed that our organisation values diversity and EDI is promoted across our business. This is in line with the results shared last year.

Progress has continued to be made over the last year to appoint female talent but also identify and grow our talent within the organisation. Key to this is not focussing on gender specifically but seeking to ensure processes are fair and we are widening the range of people attracted to joining Mobicco.

In 2022 we were delighted to announce the appointment of our Chair Helen Wier and our new CIO Emer McNally. And in September 2023, Alex Jensen joined us as our new UK & Germany CEO, again strengthening female representation across our leadership teams.

The Board's policy on diversity and inclusion is to achieve and then maintain at least 40% female representation on the Board. The Group is pleased to report that currently, women make up 44% of our Board the board.



Our focus remains on continuing to drive representations across all levels of our organisation, along with wider EDI improvements. Women represent **15%** of the UK population and **33%** of the Group population, consistent with last year and a typical representation of our industry. **44%** of our non-driver workforce are female which is a marginal increase on last year of **2%** and the percentage of female drivers across the Group has improved marginally to **28%** overall. These are positive improvements as we aim to attract more diverse employees that reflect the communities that we operate in.

Diversity is a key consideration across our senior management succession plans and, diversity across the talent pipelines, these are reviewed at Board level. During 2023, the Committee undertook its annual review of senior management succession planning with a particular highlight being an improvement in the gender diversity of our succession pipeline which at the time of the review was **36%** female (versus **31%** in the 2022 and **19%** in the 2021 review).

During 2023 Alsa celebrated a huge increase in female drivers from 3 to 74 within their Casablanca operation, this has been achieved via committed and targeted awareness

sessions. Funding was also provided to support women in obtaining driving licenses, something which can be considered quite pioneering there.

Our Alsa business also created a strategic diversity and inclusion plan, aiming to be an employer that attracts diverse talent that reflect the societies they operate in. Over 24 action plans have been developed via the EDI committees established across Alsa, including focussing on the increase of female employees at all levels of the organisation.

The UK continue to have strong female representation across our graduates with **40%** of them being women. In addition, the UK have launched the Inclusion Playbook to help make National Express an even better place to work, highlighting the importance of tackling bias and promoting allyship in the workplace. This will be developed further to be rolled out globally in 2024.

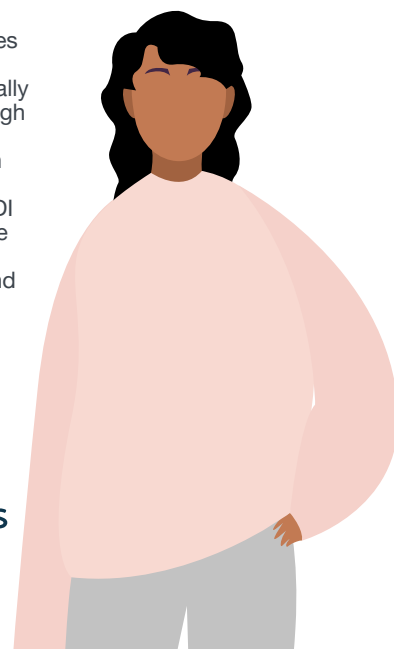
Furthermore, in North America a new driver recruitment campaign was launched "It's about the journey. Theirs and yours" to attract diverse range of candidates. Our businesses continue to drive campaigns that attract more diverse candidates.

Globally all our businesses celebrated International Women's Day #EmbraceEquity, offering dedicated events, initiatives, and learning resources to our colleagues. North America offered a digital flipbook as part of their second Women's Inspiration Network event, this celebrated women at North America and across the group. Innovatively, our UK bus business produced a children's storybook inspired by our own female drivers. This colourful book seeks to challenge gender stereotypes and inspire young girls to consider driving as a career.

Our Embrace pillar is much broader than gender and for the first time the Group has collated ethnic diversity data for the SLT, obtaining responses from **95%** of the SLT population. The results were that **6%** of the SLT population identified as an ethnic minority. Following on from this, and in line with recommendations made by the Parker Review in 2023, the Committee agreed that the Company will adopt the following targets: by 31 December 2027, at least **15%** of the individuals on the Company's SLT, GEC and Board combined, will identify as an ethnic minority.

As part of our 'Your Voice' survey this year, we asked several demographic questions to provide greater insights about our employees and the employee experience they have working for our business. This included but was not limited to gender, ethnicity, age, disability, sexuality, and care giving responsibilities.

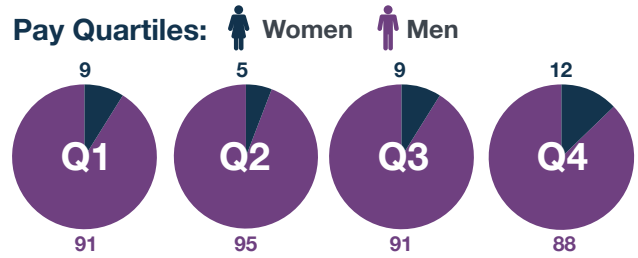
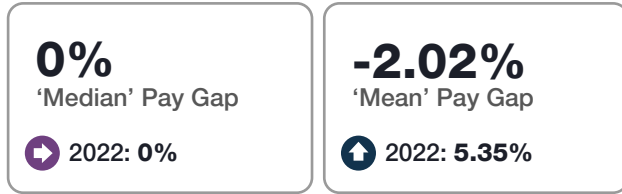
Finally in 2023, we created a Global EDI Taskforce, a global team representing all our territories working together in unity sharing the great work we do both internally and externally across EDI. Although some great progress has been made and we continue to build in this space, this year we plan to further refresh our overarching EDI strategy and framework under the Embrace people pillar including representation, data collection and boosting talent pathways across key EDI segments.



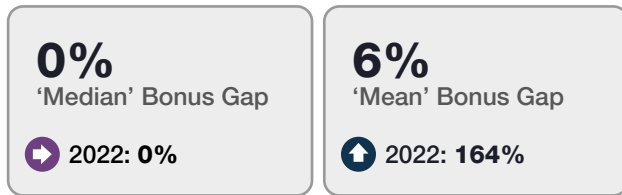
Appendix

national express **Bus**

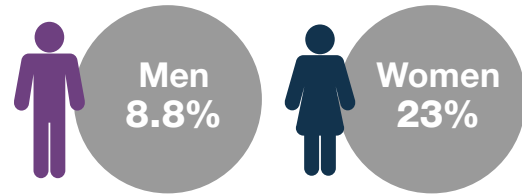
Gender Pay Gap – West Midlands Travel



Bonus Pay Gap – West Midlands Travel

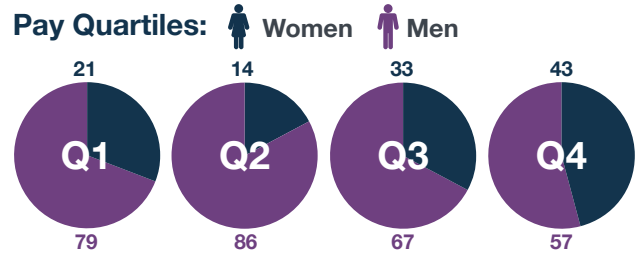
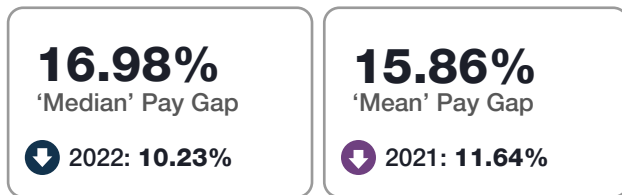


Bonus Eligibility:

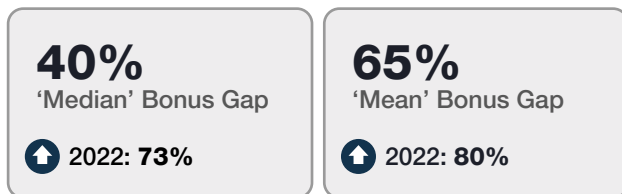


national express

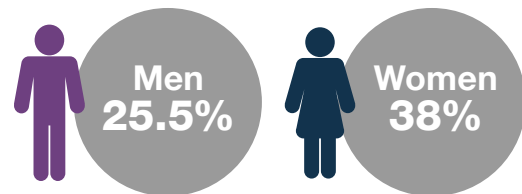
Gender Pay Gap – National Express Ltd



Bonus Pay Gap – National Express Ltd



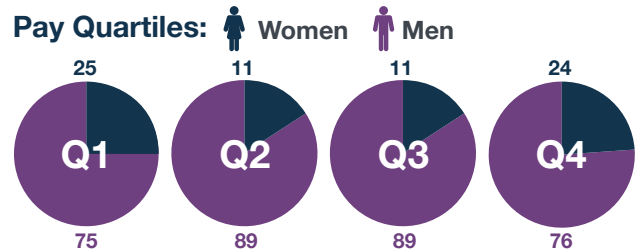
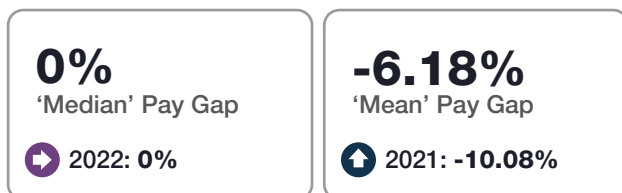
Bonus Eligibility:



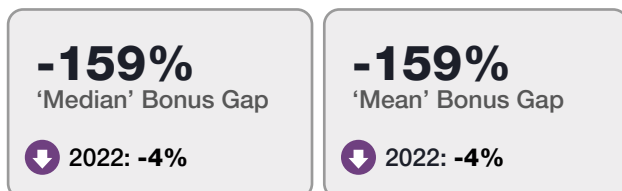
national express

Accessible Transport

Gender Pay Gap – Accessible Transport



Bonus Pay Gap – Accessible Transport



Bonus Eligibility:

