

Nominations Committee Report



Jorge

Cosmen

“2022 was another busy year for the Nominations Committee as we progressed the succession plans in relation to our Chair and responded to the need to appoint a new Group Chief Financial Officer. We were delighted to announce the appointment of Helen Weir as Independent Non-Executive Director and Chair Designate on 8 September 2022 and to confirm James Stamp as the permanent Group Chief Financial Officer on 5 December 2022”

Primary role

To monitor the balance of knowledge, experience, skills, independence and diversity of the Board and its Committees, to ensure that appropriate procedures are in place for the nomination and evaluation of Directors and to develop and facilitate the implementation of succession plans regarding the Executive Directors and senior management.

The Committee’s terms of reference, reviewed and approved annually, are available at www.nationalexpressgroup.com.

Key responsibilities

- Monitor the structure, size and composition (including the knowledge, experience, skills, independence and diversity) of the Board and its Committees and make recommendations to the Board regarding any changes to such matters
- Develop and implement effective succession plans for the Board, its Committees and senior management, having regard to the skills and expertise needed to ensure the long-term sustainable success of the Company, including by overseeing the development of a diverse talent pipeline and monitoring the Company’s diversity policies and initiatives and their effectiveness
- Lead a rigorous and transparent process for identifying, interviewing and selecting candidates to serve as Directors on the Board and its Committees and making recommendations to the Board for their appointment
- Assist the Chair with the annual evaluation of the effectiveness of the Board, its Committees and the Directors

Activity highlights

- Kept the Board and Committee composition under review, re-commenced and concluded a Chair succession process and considered future Board and Committee succession planning in light of forthcoming Director term limits
- Considered the resignation of Chris Davies as Group Chief Financial Officer and put in place arrangements to identify and appoint his replacement, James Stamp, including appointing external search consultants to assist with those arrangements
- Continued to review updated and more detailed senior management succession plans and reviewed proposals for the enhancement of talent identification and development programmes across the Group
- Reviewed the diversity of the Group’s senior leadership teams and the Group’s broader workforce, and the diversity and inclusion initiatives taken across the Group

Membership, meetings and attendance

Committee member	Appointed	Resigned	Meetings attended/ meeting held
Jorge Cosmen (Chair)	01.12.05	–	3/3
Sir John Armit	01.01.13	31.12.22	3/3
Karen Geary ¹	01.10.19	–	3/3
Matthew Crummack ¹	28.01.20	–	3/3
Carolyn Flowers ¹	30.11.21	–	3/3

¹ Independent Non-Executive Director

Other attendees: Group General Counsel and Company Secretary, Group Chief Executive Officer and Group HR & Communications Director

Further information about the Committee members is set out on pages 98 and 101

Dear fellow shareholder

I am pleased to present the Nominations Committee Report for the year under review. 2022 was another busy year for the Nominations Committee as we progressed the succession plans in relation to our Chair and responded to the need to appoint a new Group Chief Financial Officer following Chris Davies' resignation. We also continued our work considering Board succession more broadly as a number of Directors approach their current term limits and continued our review of the Group's senior management succession and talent development plans, which are key to the Group's growth and success.

Board and Committee composition during the year under review

Throughout 2022, the Committee has kept the composition of the Board and its Committees under review.

Succession planning for Sir John Armit, who reached his nine-year tenure as Company Chairman in February 2022, had commenced in early 2021 but was paused as a result of discussions with Stagecoach on the potential combination. Once it became clear that the potential combination would lapse, the Committee recommenced a succession process engaging with independent consultancy Sam Allen Associates to assist it in that process.

Following a thorough review of the market place and an interview process that involved all of the Non-Executive Directors, the Executive Directors and a number of members of the Group Executive Committee, we were delighted to announce the appointment of Helen Weir as Independent Non-Executive Director and Chair Designate on 8 September 2022. Helen commenced her role on 1 October 2022 and stepped up to the role of Chair with effect from 1 January 2023. Sir John remained as Chairman until 31 December 2022 to provide continuity of leadership to the Company and the Board pending the selection of his successor.

Helen has undertaken a bespoke induction programme which has seen her make site visits to each of our major divisions, spend time with each Director and each member of the Group Executive team and also provided access to a number of key members of senior management within both the Group and each of our divisions. Introductions to, and briefings from, our key financial and other advisers have been provided and engagement with our most significant shareholders has commenced. Helen is also participating in The Board Advisory Partnership's 'Charing in Practice' programme during the first half of 2023 where a small group of new or incoming Chairs have sessions on various topics from building relationships with stakeholders to leading the Board

under adversity, each led by experienced Chairs. This programme will provide Helen with a network of fellow Chairs who have a wealth of experience for guidance and support. A Q&A with Helen, in which she shares her initial observations and views on modal shift, is set out in Appendix 1 to this Report.

In August 2022, Chris Davies informed the Board that he wished to resign from the business to take up another role. Chris had joined National Express in May 2017 as a member of the Board and Group Executive team, and played a key role in developing the Company's Evolve strategy, as well as its strong recovery post pandemic. Following Chris' resignation he remained with us until October 2022 working with Ignacio, James Stamp and the rest of the Group Executive to ensure a smooth hand over of responsibilities. We wish Chris all the best for the future.

Following Chris' resignation, we appointed independent search consultancy Russell Reynolds to assist us with the process for the selection of a permanent Group CFO. We also appointed James Stamp to the role of Interim Group Chief Financial Officer and he joined the Board on 1 November 2022. James joined the Company in July 2017 and had previously served on the Group Executive as Group Commercial and Strategy Director and as the CFO for the UK and Germany.

Having reviewed and interviewed a strong field of external and internal candidates and in light of his strong performance in the interim role, we were delighted to recommend to the Board that James be appointed as permanent Group Chief Financial Officer. His appointment was announced on 5 December 2022.

Following these changes, the Board is now comprised of nine Directors who, as described in their biographies on pages 98 to 101 and as shown by the table below, have, between them, a wide range of highly relevant knowledge, skills, and experience. This table is used by the Committee when considering for Board succession planning.

The Committee has reviewed the membership of all the Board's Committees to ensure that each Director's knowledge, skill and experience was being put to best use and that Non-Executive Directors were maintaining an appropriate share of Committee responsibilities.

The Remuneration and Audit Committees are each composed of three independent Non-Executive Directors who between them have both the requisite disciplinary experience and wider relevant experience. The Nominations Committee remains composed of a majority of independent Non-Executive Directors who, between them, have a good balance of relevant skills and experience.

Name and role of Director	Passenger transport industry experience ¹	Closely adjacent industry experience	UK listed company experience ¹	Operational/management experience	International business experience	Finance/accounting experience ¹	People/remuneration experience ¹	IT/Digital experience ¹
Helen Weir, Chair			●	●	●	●		●
Jorge Cosmen, Deputy Chairman and Nominations Committee Chair	●			●	●			
Ignacio Garat, Group Chief Executive Officer		●		●	●		●	●
James Stamp, Group Chief Financial Officer	●			●	●	●		
Matthew Crummack, Senior Independent Non-Executive Director		●	●	●	●			●
Mike McKeon, Non-Executive Director and Audit Committee Chair			●	●	●	●		
Karen Geary, Non-Executive Director and Remuneration Committee Chair	●		●	●	●		●	
Ana de Pro Gonzalo, Non-Executive Director		●		●	●	●		●
Carolyn Flowers, Non-Executive Director and Sustainability Committee Chair	●			●	●			

¹ For all Directors, excluding via their directorships with the Company

Composition, succession and evaluation

Nominations Committee Report continued

Board, Committee and Director effectiveness

To assess the effectiveness of the Board, its Committees and of individual Directors for the year in question, an internal evaluation was conducted by the Group General Counsel and Company Secretary by way of individual interviews with Directors.

The findings of that evaluation are summarised in Appendix 2 to this Report.

The focus areas for 2023 will be: 1. on Board succession and composition as some Directors approach their 9-year tenure, 2. to build a 12-month rolling agenda to ensure there are appropriate opportunities to 'deep-dive' into strategic topics, 3. on ensuring there is broader Board stakeholder engagement. Progress against these objectives will be reviewed on a regular basis through the year.

Senior management succession planning

During 2022, the Committee undertook its second 'deep dive' into senior management succession planning, undertaking a comprehensive assessment of the health of succession planning across the Group to assess how much progress had been made since the first 'deep-dive' conducted in 2021. This assessment covered 182 management roles and considered the succession pipeline for all such roles over four different time horizons. It also considered the diversity within the pipeline.

Following its second assessment, the Committee was pleased to see the progress made during 2022 noting that there are now succession plans and talented individuals in the pipeline for the majority of the roles over most of the time horizons. We observed that there is more work to do in developing our high potential candidates. A particular highlight was the improvement of the gender succession pipeline which at the time of the review was 31% female (versus 19% in the 2021 review). The Committee was also pleased to observe that a consistent and standard talent identification tool has been implemented during 2022, with all members of the senior leadership team having been assessed using the tool and trained on how to identify talent in their teams. The tool will now be rolled out to all levels of management to help identify long-term successors. The Committee will continue to conduct 'deep dives' in future years to assess progress.

Board and Company commitment to diversity and inclusion

The Board and Company remain committed to enhancing diversity at all levels of the Group's organisation, from the Board and senior management team to those working in front-line roles. The reasons for this commitment are those cited previously, as set out in the box below. They in turn help support the delivery of our Evolve strategy by contributing directly to our desired outcome to be the employer of choice.

They also contribute indirectly to other desired outcomes, such as to be the safest and most reliable operator and have the most satisfied customers.

The Company is committed to ensuring diversity in all its forms among, and inclusion of, 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.

The Board's own diversity policy is set out in the box below which has been updated this year as shown in italics and, following review, the Committee believes this remains the right policy by specifically promoting gender and ethnic diversity among Board members as well as diversity of thought while also ensuring all Board members have the right experience and skills. Committee members are drawn from the Board, and therefore these policy considerations have already been taken into account when considering Committee membership.

The Board's policy on diversity and inclusion is:

- to achieve and then maintain at least 40% female representation on the Board;
 - to achieve and then maintain ethnic minority representation on the Board;
 - to ensure that its membership reflects the diversity of the geographies and customers that the Group serves *and takes into account wider diversity characteristics*; and
 - to respect the differences of its members and value and encourage the diversity of thought that such differences can bring,
- in each case and always within the context of Board members having, between them, the experience and skills required to support the development, oversight and delivery of the Company's strategy.

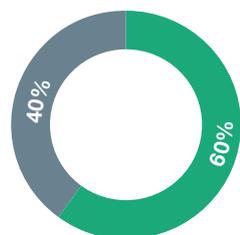
The Company is also pleased to report its progress on the new board diversity targets which were introduced in the Listing Rules in 2022. The chosen reference date is 31 December 2022 and, as at that date, the Company had met two board diversity targets of having 40% women on the Board and at least one ethnic minority director on the Board, and was on track to achieving the third target, of having a woman in at least one senior board role, through the appointment of Helen Weir in October 2022 as the Chair designate. Since the reference date, and as noted above, Sir John Armitt stepped down from the Board on 31 December 2022 and Helen Weir has taken over as Chair from 1 January 2023. As a result, and as at the date of this Report, the Company has met all three of the new board diversity targets.

The table set out in Appendix 3 to this report sets out the numerical data on diversity as at 31 December 2022 in the standardised table format as required by the Listing Rules. We engaged with the individual members of the Board and the Group Executive Committee ('GEC') to verify their diversity data which was collated for the purposes of making the disclosures and providing the numerical data required by the Listing Rules. The gender and ethnic diversity of the Board as at 31 December 2022 is also shown by the pie charts below.

Board

Gender

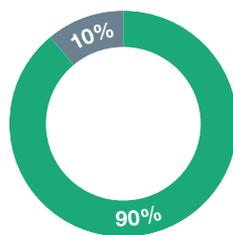
as at 31 December 2022



● Men
● Women

Ethnicity

as at 31 December 2022



● White
● Ethnic Minority

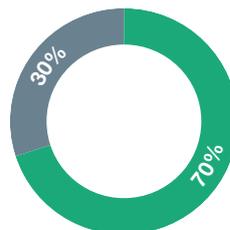
Diversity is also a key consideration in senior management succession planning and, as noted before, diversity within the current senior management team and the talent pipeline was considered as part of the 'deep dive' review.

The gender diversity of the GEC and GEC direct reports, as well as the gender diversity across our whole workforce, are illustrated by the pie charts shown at the top of the next column. As is shown by these pie charts, gender diversity remains strong from the senior management level across the entire workforce as a whole. We believe we have good ethnic diversity across the workforce as a whole given that we operate in many countries and ethnically diverse cities and our workforce is drawn from these vibrant communities.

Gender

GEC

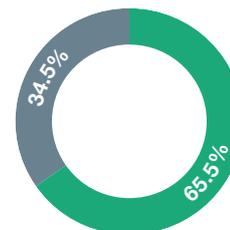
as at 31 December 2022



● Men
● Women

Direct reports to GEC

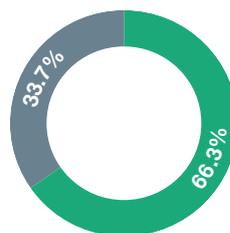
as at 31 October 2022



● Men
● Women

All colleagues

as at 31 December 2022



● Men
● Women

The Group launched its diversity and inclusion strategy in 2020. As part of this, there were three strategic ambitions:

- 1. Reflecting the communities we serve** by increasing those in under-represented groups at all levels of the workforce, with a key emphasis on those in management roles, in order that we better reflect the communities we operate in.
- 2. Creating inclusive and accessible working environments,** free of racism or any other form of discrimination, where people respect and value each other's diversity and the contribution they make.
- 3. Driving a culture of empowerment** by empowering leaders at all levels to take effective ownership of diversity and inclusion and deliver demonstrable change.

Since 2020, progress has been made across all three strategic aims. Particular highlights include: in our North America division, a number of internal programmes have been developed to support commitment to diversity, equity and inclusion ('DE&I'), including 'Unidos for National Express' and 'Women's Inspiration Network ('WIN') both of which were launched in 2022; in ALSA, the focus has been on increasing the number of women in the workforce and in senior management roles, where it has set ambitious gender targets; and Morocco has set up an Equality Commission. Page 79 of the Strategic Report provides further information on all of these initiatives.

Composition, succession and evaluation

Nominations Committee Report continued

In 2022, the Group launched a new global people strategy with three key pillars – one of these, Embrace, is our approach to DE&I. The Group's Internal Audit function has been tasked with providing an objective review of progress against the strategic aims and wider progress of the 2020 DE&I strategy. Using the outputs from this audit, a new strategy will be launched to refresh our approach to DE&I as part of the Embrace pillar; this is a crucial enabler of the Evolve outcome of being an 'Employer of Choice'.

Proposed re-election and election of Directors

Having regard to the outcome of the Board, Committee and Director internal evaluation, and in particular its finding that Board members have, between them, highly relevant knowledge and experience, a broad range of skills and a collective deep understanding of passenger transport, the Committee is satisfied that the Board and its Committees function effectively and that each Director contributes well to the Company.

The Committee has also considered the independence of each individual Director and the overall independent balance of the Board and its Committees. The Board, on the Committee's advice, is satisfied that there is an appropriate balance of independence on the Board and all its Committees and that each Director who is identified as being independent on pages 98 to 100 is so independent.

The Committee further considered each individual Director's commitment to the Company, their external commitments and any actual and potential conflicts of interest in line with the refreshed policies adopted by the Board during the year, as referred to on page 107. The Board, on the Committee's advice, is also satisfied that each Director has dedicated, and is able to dedicate, sufficient time and attention to their duties to the Company.

Accordingly, the Board, on the Committee's advice, is recommending that shareholders re-elect, or elect, all the current Directors of the Company at the 2023 AGM.



Jorge Cosmen

Nominations Committee Chair

1 March 2023

Appendix 1



Q&A with

Helen Weir

Q. What are your first impressions of National Express?

A. I've been really impressed; there is a great strength in the Group's diverse global operations. Our core purpose of leading modal shift provides us with an opportunity to make a real difference to the customers and communities that we serve not just now, but also in the future.

It is also very clear to me that a relentless focus on safety is strongly embedded in our culture. With ever more vulnerable road users and complex road layouts, safety remains a top priority at every level of the business, from the Board where we receive a safety report at every meeting to colleagues on the ground implementing our action plans.

The Group's people have also stood out for me as another real strength. It is a very welcoming and open culture, and it has been very powerful for me to hear the sense of pride and positivity from our colleagues.

Q. In your first few months, what operations have you visited?

A. I am a great believer in getting out and about to really get to know a business, so I've been visiting a number of depots and sites right across our operations.

In November, we had a Board visit to Birmingham. Further details of this visit are on page 115. Since becoming Chair, I've also visited ALSA's Torrejon depot, the Coventry and Perry Barr depots and Victoria Coach Station in the UK, our school bus division and shuttle and transit offices across San Francisco and Chicago. These visits have given me the opportunity to speak to a good mix of our colleagues across our global operations and understand what matters to them, as well as providing opportunities to speak with a number of our customers.

Q. What will you bring to the Chair role?

A. I will bring depth of business experience and a customer focus; I've served on a number of UK listed Boards over the last 20 years in a variety of primarily customer facing sectors. I have a real understanding of solving business problems, meeting customer needs and doing so efficiently, while delivering for our colleagues, shareholders and other stakeholders.

I am a big believer in teamwork as the basis for success of any business. And I believe that a key role of the Board is to agree the direction of the business, and ensure that resources are appropriately allocated to deliver its objectives, working alongside and as a critical friend to our Group Executive Committee.

Q. What challenges and opportunities do you think are ahead?

A. The current macro political and economic backdrop is tough and presents a number of challenges. These include higher interest rates, rising costs, labour shortages and wage pressures. Like many other businesses, we are spending a significant amount of time responding to these external factors.

As a market leader, we have a significant and diverse pipeline of new territories and new cities within our existing territories, which provide opportunities for growth; the key will be positioning ourselves to take full advantage of these and addressing the current leverage on our balance sheet to provide headroom for the pursuit of those growth opportunities.

Q. What excites you about National Express' Evolve strategy?

A. One of the strengths of the Evolve strategy is that it sets out not only where we have opportunities for growth in our customer propositions but how we will deliver on them through the strategic outcomes. It is clear that we are very well positioned to benefit – and drive – modal shift in transportation which is essential to deliver on global emission reduction targets. To be successful in this, we need every person in the Group to be engaged with our purpose and to have a clear sense of the role they can play in delivering modal shift. The Evolve strategy achieves this.

Q. What are your views on modal shift?

A. Modal shift is a big opportunity for National Express. Getting more people out of their cars and into public transport will be vital to reducing climate change. The Confederation of Passenger Transport predicts that a 1% modal shift away from cars and onto buses would result in an increase of bus passenger journeys of 27%. For us to be at the forefront of this shift is very inspiring.

However, we mustn't take the opportunity for granted; to achieve our purpose of leading modal shift, we need to encourage people out of their cars and into mass transit by providing them with a great customer experience. That's why our Evolve focus on delivering the 'most satisfied customer' and providing services which are the 'most reliable' and the 'safest' is so important.

Q. What do you think of National Express' approach to diversity?

A. I'm a big believer in having a diverse Board and a diverse workforce. Not only will it ensure that we attract the best talent, but it is also reflective of the customers we serve so will allow us to better understand their needs.

I'm pleased that the Board now meets the new diversity criteria set out in the Listing Rules. More generally, and notwithstanding that we are in a sector which has traditionally been male dominated, we have reasonable female representation at senior management levels - although there is still more to be done.

I am encouraged that 76% of colleagues who responded to our Your Voice survey were positive about the Group's approach to diversity and inclusion. I'm a big believer in 'what gets measured gets done', so I'm keen that we find a way of improving our measurement of ethnic diversity data across the business so that we can be sure that we are providing opportunities for colleagues from all backgrounds to develop and progress in the business. That said, from my site visits and discussions with the senior management team, I've heard about the many diversity initiatives that are happening in each of our territories and know that this is something which is taken very seriously.

Composition, succession and evaluation

Nominations Committee Report continued

Appendix 2 – Board and Committee Evaluation

An internal evaluation of the Board and its Committees was undertaken in relation to 2022 with the evaluation being conducted by the Group General Counsel and Company Secretary. It focussed on how the Board (and its Committees) had operated in 2022 and the progress made in relation to the actions agreed with regard to the 2021 evaluation. The table below summarises the key findings of the 2021 evaluation, the actions to be taken to follow up on them and a measurement of progress in implementing those actions:

Key strengths	Areas for continued focus in 2021	Follow up actions from 2021	Progress in implementing those actions in 2022
A highly experienced, knowledgeable and diverse Board with, among its members, a broad range of skills and a collective deep understanding of passenger transport, benefitting also from strong diversity in both members' backgrounds and thoughts	<ul style="list-style-type: none"> – Ensure individual Directors' experience and knowledge is leveraged to the best benefit of the Company – Enhance the Board's skills and experience in areas such as digital, cyber and Environment, Social and Governance (ESG) – Ensure there are protocols and procedures to ensure Board decision-making is as efficient and effective as possible in view of the increasing Board agenda 	<ul style="list-style-type: none"> – Continue to closely monitor Board and Committee composition to assess if Board members' collective experience and skills are continuing to meet the Company's needs, having particular regard to transformation in the industry, the Group's international reach and its entrepreneurial spirit – Provide more Board training and bring in external advisers or specialist speakers to enhance Board skills and inspire thinking – Create Board meeting protocols to facilitate more efficient decision-making, and clarify the actions required of the Board in executive summaries in Board papers 	<ul style="list-style-type: none"> – The Nominations Committee managed the process of Chair succession and a new Group CFO. It also put in place plans for future Board succession as a number of Non-Executive Directors reach their term limits – Both the Board and a number of its Committees have engaged with external speakers and advisers (see for example Sustainability Committee and Board discussions in Spain and with Andy Street) – Board members believe there have been better quality discussions, leveraging individual Directors' experience and knowledge
Open and collegiate style of Board discussions, enabled by the Chair's and CEO's approach	Ensure all discussions are goal-orientated and achieve a better balance between key Board discussions on strategy, risks and opportunities versus all other business	<ul style="list-style-type: none"> – Follow new Board meeting protocols to ensure decision-making is as efficient as possible – Dedicate more Board time to tracking progress against strategy and incorporate a strategy KPI dashboard into Board papers to facilitate this 	<ul style="list-style-type: none"> – Time has been allocated in the rolling agenda for the Board to review the style and manner of Board operations – A new KPI dashboard will be launched in the first part of 2023

Key strengths	Areas for continued focus in 2021	Follow up actions from 2021	Progress in implementing those actions in 2022
Appropriate attention given to succession planning, with the focus in recent years on CEO and Chair succession planning	Focus more on below Board level succession planning, including by reviewing the talent pipeline deeper down in the organisation	<ul style="list-style-type: none"> – Nominations Committee ‘deep dives’ into senior management succession planning, initiated in 2021, to continue going forwards and to be expanded to cover more middle management roles and provide more detailed assessments of the Group’s talent identification and development programmes 	<ul style="list-style-type: none"> – The Nominations Committee has continued to monitor and focus on succession both at Board level, within senior management planning and looking further into the Group’s talent identification and development programmes
Excellent established programme of Board visits to the Group’s operations and workforce engagement opportunities for Board members	Strengthen other stakeholder relations, through more Chair and Non-Executive Director shareholder engagement and through new ways of hearing from other stakeholders	<ul style="list-style-type: none"> – Engage more with shareholders at appropriate opportunities – Identify new opportunities for the Board to hear directly from more customer, supplier, regulator and other key stakeholders 	<ul style="list-style-type: none"> – The Chair of the Remuneration Committee has engaged on Executive Directors remuneration during 2022 – Opportunities have been taken to hear directly from joint venture partners, customers and national transport regulators in a number of markets within which the Group operates
Effective Board Committees discharging their extensive duties	Each Committee to dedicate appropriate time to both core and non-core matters within their remits and seek specialist management or external views where appropriate	<ul style="list-style-type: none"> – Ensure Committee meeting agendas dedicate sufficient time to both core and non-core matters – Bring more specialist and external views into Committee meetings 	<ul style="list-style-type: none"> – Committee agendas are reviewed suitably far enough in advance to ensure the right topics are included for discussion – Specialist and external view points have been brought into meetings where appropriate, for example, BRODIE attended the November meeting of the Sustainability Committee in 2022. See page 139 of this Corporate Governance Report.

Composition, succession and evaluation

Nominations Committee Report continued

Key strengths	Areas for continued focus in 2021	Follow up actions from 2021	Progress in implementing those actions in 2022
Continued strong focus on the Group's health & safety agenda and increasing focus on the Group's wider ESG agenda and culture	Create more opportunity to monitor the continued development and delivery of the Group's environment strategy and the effectiveness of the Group's people initiatives, including particularly those that underpin and support the Group's culture	<ul style="list-style-type: none"> <li data-bbox="798 544 1109 862">– Consider whether the existing Safety & Environment Committee should be restructured into a Committee with a wider ESG remit, ensuring sufficient time is given to these matters but that the focus on safety is also maintained. <li data-bbox="798 1131 1109 1355">– Identify further ways to monitor the Group's culture, including by a review of the outcome of the first Group-wide staff engagement survey to be conducted in 2022 	<ul style="list-style-type: none"> <li data-bbox="1117 544 1425 1120">– In May 2022 the decision was taken to establish a Sustainability Committee which has a wider ESG remit (see the Committee's Report on pages 136 to 139). Safety remains a priority for National Express and is at the heart of its culture - it is a standing Board agenda item with the Group Safety Director invited to attend every Board discussion on safety. See pages 103 to 104 of this Corporate Governance Report <li data-bbox="1117 1131 1425 1487">– The Board reviewed the outcome of the first Group-wide employee survey and the Sustainability Committee reviewed progress of implementing action plans. These Group-wide surveys will be used again in future as a useful tool for monitoring culture

Appendix 3 – Numerical Diversity Data as at 31 December 2022

	Number of Board members	Percentage of the Board	Number of senior positions on the Board (CEO, CFO, SID and Chair)	Number of executive management	Percentage of executive management
Men	6	60%	4	7	70%
Women	4	40%	–	3	30%
Other categories	–	–	–	–	–
Not specified/ prefer not to say	–	–	–	–	–

	Number of Board members	Percentage of the Board	Number of senior positions on the Board (CEO, CFO, SID and Chair)	Number of executive management	Percentage of executive management
White British or other White (including minority – White groups)	9	90%	4	10	100%
Mixed/Multiple Ethnic Groups	–	–	–	–	–
Asian/Asian British	–	–	–	–	–
Black/African/Caribbean/Black British	1	10%	–	–	–
Other ethnic group, including Arab	–	–	–	–	–
Not specified/ prefer not to say	–	–	–	–	–