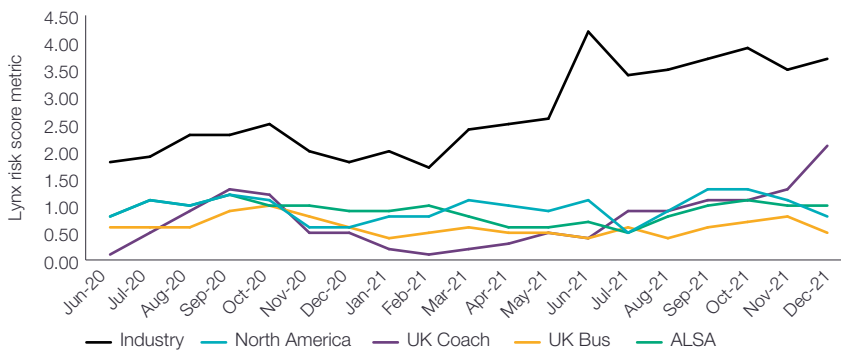


Safety & Environment Committee Report continued

The Committee was pleased to see achievement of the Group’s Preventable Accidents target score and noted that the Group had in 2021 the lowest number of high severity incidents on record. The Committee was also impressed by the achievement of the target for, and significant year-on-year improvement in, the Group’s DriveCam Driver Risk score, noting that Lytx (which owns and manages the DriveCam technology on behalf of its clients) advised that the Group is 52% less risky on average than the Lytx Transit Industry Network (comprised of more than 75,000 vehicles). The Group’s divisions’ impressive DriveCam Driver Risk performance, as compared with this Lytx Transit Industry Network, during the 18 months to the end of 2021 is illustrated by the graph below:

NX DriveCam Driver Risk vs Lytx Transit Industry Network



To demonstrate the Group’s continued commitment to safety, its divisions will continue to include a range of safety targets in their divisional management bonus plans, including a divisional FWI metric which will be re-positioned as a gateway to payout of the whole safety element of divisional managers’ bonuses. To enable the Company’s Executive Directors to retain their focus on the Group’s holistic safety performance, 15% of their 2022 bonuses will be based on the Group’s FWI metric, with the threshold for payout only being met if there are no responsible fatalities in the year. The on-target payout has been set by reference to the Group’s average FWI Index score over the last three years (excluding 2020 due to it being a year of unusually low operations due to Covid-19) and the maximum payout by reference to the Group’s best ever FWI Index score achieved in 2019. The Executive Director bonus metrics are shown in the table below:

Executive Director 2022 Bonus Target	Weighting	Threshold	On-Target	Maximum
Group FWI Index score (per million miles)	15%	Zero responsible fatalities	0.006	0.003