

Gender Pay Report 2021

At National Express, gender parity is a key element of our drive to create a diverse and inclusive workplace for everyone – something that is not just the right thing to do but clearly having diverse teams means a stronger business, which benefits our customers and makes us a more attractive employer.

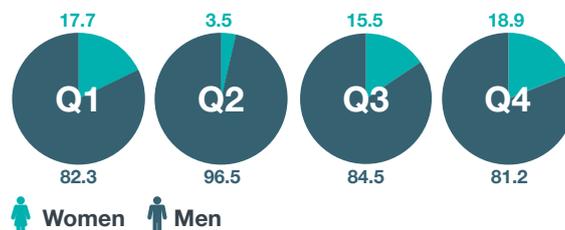
While all of our metrics look favourable compared to their equivalent national statistics, our desire is to create parity across all demographics, including gender, across the organisation.

Since our last report, we have continued to build momentum and implemented a number of additional initiatives, not just in the UK but across all our territories. In particular we are pleased our ALSA business in Spain is being honored for its gender equality policies, by the Ministry of Equality in Spain. More on our initiatives can be found on page 2 of this report.

We welcome the requirement for more transparency on pay and we take our responsibility to our colleagues very seriously. Whilst we are pleased that the majority of our colleagues agree, we are expanding our engagement depth with employees to better assess and understand sentiment. We will report more on this next year.

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 imbalance across the organisation which is driven by the traditional sector we operate in.

We have seen a marginal increase of women employed in the upper quartile compared to last year of 2%.

Bonus Eligibility:

A higher proportion of female employees are entitled to a bonus. The bonus calculation includes a higher proportion of women that occupy customer services positions which receive commission type payments.



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 National Express this is supported by our internal processes and regular reviews. National Express 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 the 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 5 April 2021 and in line with government regulations.

The median and mean pay gap continue to be better than the National Average which is currently 15.4% and 14.9%. Our median pay gap continues to be in favour of our female workforce and our mean pay gap remains in line with our 2020 pay gap at 11.4%. This is largely driven by our workforce composition with only 13% female employees and the fact a gender imbalance remains at senior levels across the business, at a UK executive level 28% are female.

At a UK aggregative level, the bonus pay gap is exaggerated this year as bonus payments were not paid to the wider workforce due to covid-19 and implications on profit. Therefore the only bonus payments made were deferred bonus payments and long term incentive plans to a small senior population. Like many businesses we pay higher bonuses for those that progress through the organisation which like many are predominantly occupied by men.

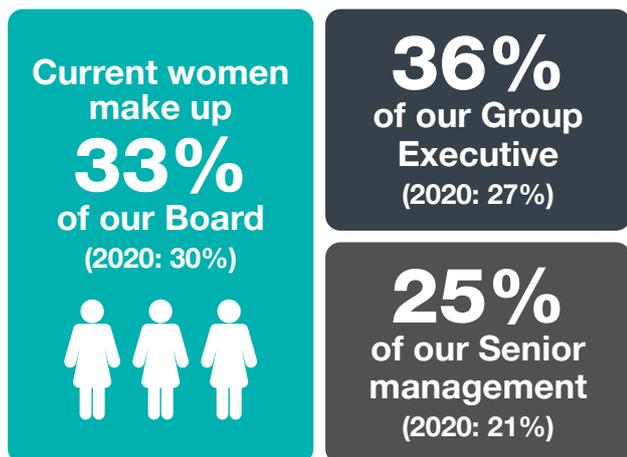
National Average
The National Median
gender pay gap is
15.4%
The National Mean
gender pay gap is
14.9%

<p>-8.7%</p> <p>‘Median’ Pay Gap</p> <p>On average men earn 81p for every £1 that women earn, that is 9p less, when comparing hourly pay.</p> <p>↓ 2020: -13.6%</p>	<p>11.4%</p> <p>‘Mean’ Pay Gap</p> <p>On average women earn 89p for every £1 that men earn, that is 11p less, when comparing hourly pay.</p> <p>↑ 2020: 11.4%</p>	<p>82%</p> <p>‘Median’ Bonus Gap</p> <p>On average women earn 8p for every £1 that men earn, that is 82p less, when comparing bonus pay.</p> <p>↓ 2020: -402%</p>	<p>60%</p> <p>‘Mean’ Bonus Gap</p> <p>On average women earn 40p for every £1 that men earn, that is 60p less, when comparing bonus pay.</p> <p>↑ 2020: 2%</p>
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What progress are we making?

Progress has been made over the last year to appoint female talent but also identify and grow our talent within the organisation. We have further refined our approach to identify talent to ensure that our internal practices are fair and transparent. We regularly review our talent pools to ensure that they reflect a positive gender balance. In addition, our Executive team all have specific goals to continually drive improvements within their functions.

As mentioned on the first page, our ultimate goal will always be parity across demographics and you will see below we have set an aspiration that women will make up **40%** of our senior management population by the end of 2025 and believe this starts from the top.



Our focus now is on driving these improvements further but also significantly broadening the number of women at all levels of the organisation, where women represent c. **15% in the UK and 35% Group** - a figure that is not where we want to be but is a typical representation of our industry. Progress on providing opportunities for women has been made with **2.5%** of women in the UK being promoted in 2021 vs **1.4%** of men. The UK has also heavily focused on their recruitment material, the wording and imagery has been refreshed to ensure it is fully inclusive and avoids any bias.

Achieving a significant uplift in female driver recruitment remains a challenge in some of our territories. We will continue to consider how our infrastructure (e.g. work patterns, family friendly policies) supports this, as well as many other elements of our employee proposition.

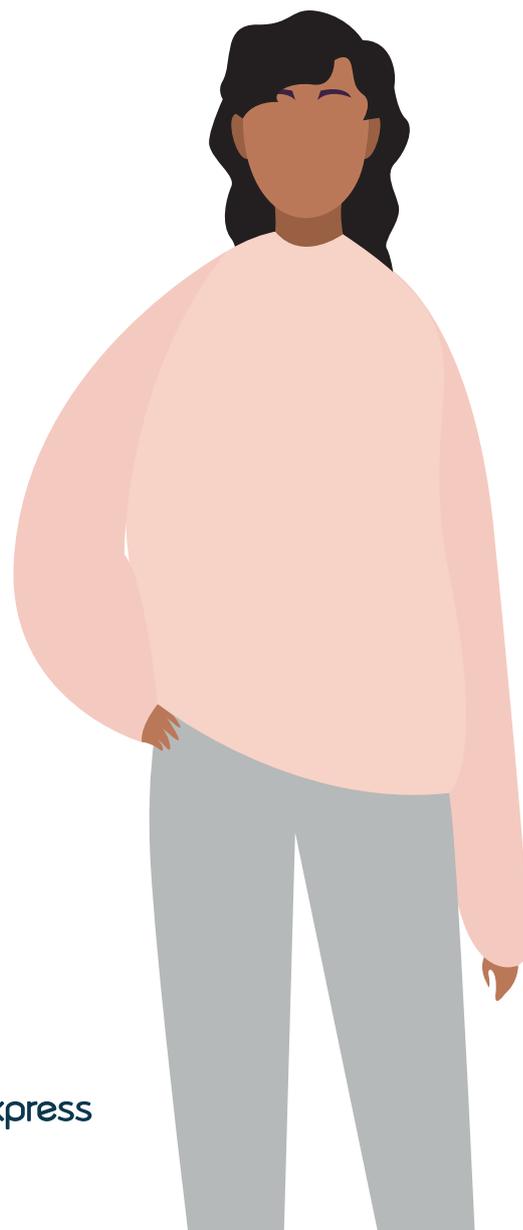
In 2022, the UK business are working with an external consultancy to run focus groups with our female drivers to better understand the key priority drivers that will enable us to attract more female drivers.

Our “Driver Recruitment Summit” held in March in North America also sought to better understand the same topic. In addition, Alsa launched a campaign to attract women to the bus drivers profession, with a vinyl featuring the message “We want you to drive this bus”

We have also continued to evolve our learning practices and since launching last year, **2,580** UK employees have completed the Unconscious Bias and Dignity at Work programme. In addition, we have had a further **2,867** course completions on various other diversity and inclusion related courses over the past 12 months.

We are always keen to expand the network of organisations we partner with. In 2021 we became corporate members of Women in Transport in the UK. We are actively encouraging our employees to get involved to support and promote our sector to attract more women. In Spain, Alsa has partnered with Inspiring Girls, a non charity organisation, to promote self-esteem and professional ambition of women around the world. This initiative also connects women with valuable role models. In addition Alsa have participated in the Promociona project which is focused on supporting women reaching senior management positions.

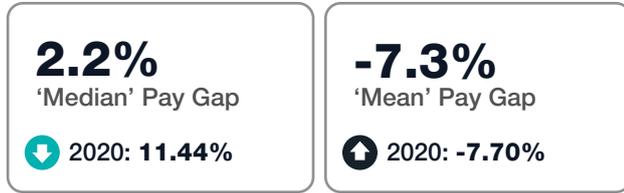
Finally, to demonstrate our desire for gender parity at all levels, **50%** of our graduates in the UK in 2021 were women and **15.8%** of our engineering apprentices are women (**double to the national average of 9.6%**).



Appendix

national express Bus

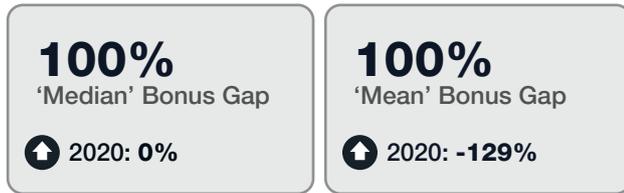
Gender Pay Gap – West Midlands Travel



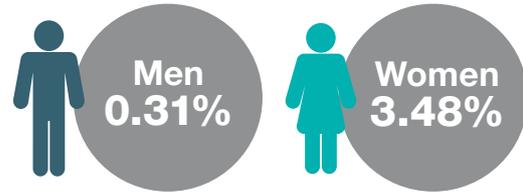
Pay Quartiles: Women Men



Bonus Pay Gap – West Midlands Travel



Bonus Eligibility:

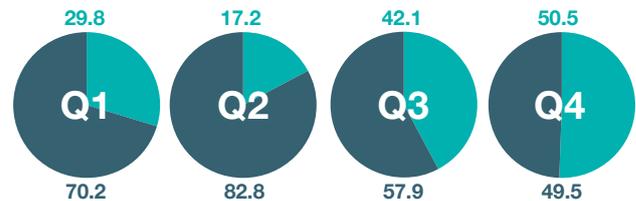


national express

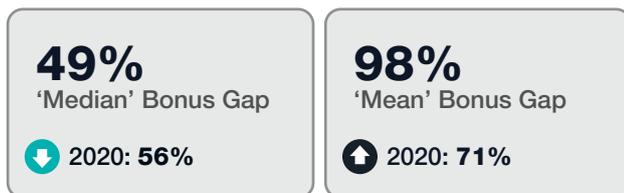
Gender Pay Gap – National Express Ltd



Pay Quartiles: Women Men



Bonus Pay Gap – National Express Ltd



Bonus Eligibility:



national express Accessible Transport

Gender Pay Gap – West Midlands Accessible Transport



Pay Quartiles: Women Men



Above provides Gender Pay data for our West Midlands Accessible Transport, please note this business made no bonus payments for 2020/21 bonus year therefore no bonus pay data or eligibility is included in this report.